

Could you help lead the NHS in your area?

North Cumbria University Hospitals
NHS Trust

Non-executive Director

Candidate information pack

Reference: N1789



collaboration trust respect innovation courage compassion

We value and promote diversity and are committed to equality of opportunity for all and appointments made on merit. We believe that the best boards are those that reflect the communities they serve.

We particularly welcome applications from women, people from the local black and minority ethnic communities, and disabled people who we know are under-represented in chair and non-executive roles.

Our recruitment processes are conducted in accordance with the Code of Governance to ensure that they are made on merit after a fair and open process so that the best people, from the widest possible pool of candidates, are appointed.

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1. The opportunity

We are recruiting a Non-executive Director (NED) for North Cumbria University Hospitals NHS Trust (NCUH). This is an exceptional opportunity to share your talents and expertise to make a positive difference to the lives of people in your community.

2. The person specification

Essential criteria

You will need to have a genuine commitment to patients and the promotion of excellent health care services. You will have recent, relevant finance experience gained in a large and complex organisation with the capacity to Chair the Audit & Risk Committee, preferably, with a financial qualification.

You will need to be able to demonstrate you can use your experience to:

- work alongside other non-executives and executive colleagues as an equal member of the board
- bring independence, external perspectives, skills and challenge to strategy development
- hold the executive to account by providing purposeful, constructive scrutiny and challenge
- shape and actively support a healthy culture for the trust

All non-executive directors must **champion the standards of public life** – by upholding the highest standards of conduct and displaying the principles of selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.

As a future NHS leader, the successful candidate will be able to demonstrate the range of behaviours required to contribute effectively in this board level role. These are outlined in the NHS Leadership Academy's [Healthcare Leadership Model](#).

Applicants should live in or have strong connections with Cumbria.

- On average this role will require the equivalent to 2 to 3 days a month.
- The remuneration payable for this role is £6,157 pa.

Given the significant public profile and responsibility members of NHS Boards hold, it is vital that those appointed inspire confidence of the public, patients and NHS staff at all times. NHS Improvement makes a number of specific background checks to ensure

that those we appoint are “fit and proper” people to hold these important roles. More information can be found on our [website](#).

Responsibilities of audit committee chairs

Audit & Risk Committee chairs should have recent and relevant financial experience. They share the functions of the other non-executives, and in addition have responsibilities to:

- bring independent financial acumen to the work of the Audit & Risk Committee across its governance, risk management, assurance and internal control functions
- provide leadership to the Audit & Risk Committee to ensure that it is effective in its role and that internal control systems are in place and operating
- ensure that the Audit & Risk Committee is well informed and has timely access to all the information it requires
- facilitate the contribution of all members of the Audit & Risk Committee, auditors and other invited participants
- ensure that the board receives sound advice, assurance and useful and timely reports from the committee

3. About North Cumbria University Hospitals NHS Trust

Introduction

NCUH is an acute hospital trust dedicated to providing the best possible care, serving a population of around 320,000 people. The Trust is located in one of the most geographically remote areas and serves the third most sparsely distributed population in England. Around 51% of the total Cumbrian population live in rural communities. The Trust was formed in 2001 when Carlisle Hospitals NHS trust merged with West Cumbria Healthcare NHS Trust. The Trust became a University Hospital Trust in September 2008.

Acute hospital services are provided from the Cumberland Infirmary in Carlisle and the West Cumberland Hospital in Whitehaven. The Trust also provides a midwifery-led maternity service at Penrith Community Hospital. The hospitals mainly provide services to the residents of Carlisle, Eden, Allerdale and Copeland together with parts of Northumberland, Dumfries and Galloway. In order to provide local access to acute hospital services for a number of isolated communities, the Trust also provide paediatrics, obstetrics and A&E services from both hospital sites. The Trust also supports a wide range of clinical and diagnostic services located in nine community hospitals across north Cumbria. Cumbrian community hospitals are managed by Cumbria Partnership NHS Foundation Trust.

The Trust and Cumbria Partnership NHS Foundation Trust have taken steps to strengthen its partnership and collaboration in order to join up care delivered to patients. The two trusts share a Chief Executive and are currently integrating clinical and support services in order to ensure the best use of resources. This partnership and collaboration is an integral part of the journey along with other partners to integrate health and care services across Cumbria.

In the spirit of this collaboration, the Boards and Committees (with the exception of the Audit & Risk Committee) across both Trusts have aligned their meeting arrangements in order to combine the expertise and input of board members. The successful candidate will help the Trusts in developing collaborative working further.

The Mission

The over-riding strategic aim of the Trust is to ensure they provide high quality, safe and effective services for all our patients. To deliver this, the organisation has a Governance, Risk and Quality Strategy in place. Implementing this strategy at all levels requires developing shared attitudes, values, goals and practices that characterise our organisational structure. The Trust is committed to continuous improvement in line with key national guidance and best practice, to ensure safe and high quality care for their patients. In addition, the Trust is committed to the provision of a clear framework within which their staff can work effectively.

The Values

Patients first - Patient care will be the best they can deliver

- They show compassion, empathy and respect
- They respond to the needs of all patients
- They provide excellent services
- They ensure physical comfort and emotional support
- They provide the right information at the right time for patients and their families

Safe and high quality care

- Quality and safety is at the heart of everything they do
- They set clear standards and report against them
- They will encourage new ideas and innovation
- They will continuously improve to ensure our standard is the highest it possibly can be

Responsibility and accountability

- They take personal responsibility for our actions
- They actively build relationships within and across teams
- They measure performance and act on facts

Everyone's contribution counts

- They all have a part to play in delivering excellence
- They encourage education and personal development
- They all take responsibility for developing others

Respect

- They lead by example
- They aim to be good role models
- They respect everyone's contribution
- They support individuals to succeed

thisisus.

aims for the future

Joint Trust core objectives, aims and priorities 2018/19



- **Develop new workforce models of care where traditional models are not sustainable.**
- Supply our Workforce for the Future: Train, grow, attract and recruit effectively.
- **Focus on retaining staff through; job planning, career mapping, education and talent management.**
- Supporting staff wellbeing and helping them to adopt healthier lifestyles.
- **Embed the "this is us" staff engagement process so all teams are aware of how they fit into the core objectives.**
- Recognising and valuing the positive contribution that staff make.
- **Ensuring that staff have the opportunity to develop the skills to do their job well.**
- Agree and implement common values and behaviours to guide our work.
- **Support our leaders to help everyone understand why we are here and how they can contribute.**



- Work with partners to join up and streamline commissioning arrangements.
- **Develop more mature and stable planning, risk share and Better Care Fund arrangements with our partners.**
- Develop system level performance and outcome reporting to support staff to make well informed decisions.
- **Use population health information to support prevention work.**
- Implementation of Integrated Care Communities (ICCs).
- **Restructuring of our departmental care groups to support pathway improvements seamlessly across services**
- Alignment of mental health, child and adolescent mental health and learning disability services into the Integrated Health and Care systems in North and South Cumbria
- **Implementation of commitments made through Public Consultation; West Cumberland Hospital Urgent Care, Maternity and Paediatrics, Community Hospitals and Hyper Acute Stroke Unit.**
- Move more care from the acute to community including reducing demand on both inpatients and outpatients.
- **Improving pathways for our patients across organisation boundaries.**



- Be a 'learning organisation' always focused on being open, honest and learning.
- **Formalise the partnerships we need to sustain services: Newcastle, Northumberland Tyne and Wear, Lancashire Care, 3rd Sector and Other Integrated Health and Care Systems.**
- Enabling all teams to continually improve for the benefit of patients.
- **Jointly develop our risk and clinical governance to be as effective as it can be.**
- Deliver the Quality Improvement Plan which will improve our services in the next 12 months so we are classed as 'good' by CQC
- **Improve against NHS constitutional standards including: A&E, cancer, diagnostics, early intervention in psychosis, improving access to psychological therapies and referral to treatment times**



- Deliver Investment Plan; including implementation of the two major national capital funding programmes; West Cumberland Hospital redevelopment and the new Cancer Centre
- **Share and manage risk dynamically with the IHCS with partners, managing our finances/delivering financial targets as a system**
- Reduce the reliance on more expensive temporary workforce and drive efficiency and management costs through joining up support services and management teams
- **Productivity driven by digital working & applied improvement methods**
- Deliver the required Cost Improvement Programme targets resulting in permanent cost savings, whilst improving patient care, satisfaction and safety.

Appendix 1: More information

For information about the Trust, such as business plans, annual reports, and services, visit their [website](#)

Follow the links for more information about:

- [Become a non-executive director](#)
- [About the non-executive role](#)
- [Advice on applying for the role](#) such as:
 - Building your application
 - Sources of information and useful reading
 - Eligibility and disqualification criteria
 - Terms and conditions of chair and non-executive director appointments

NHS Improvement respects your privacy and is committed to protecting your personal data. We will only use personal data where we have your consent or where we need to comply with a legal or statutory obligation. It is important that you read [this information](#) together with our [privacy notice](#) so that you are fully aware of how and why we are using your data.

Appendix 2: Making an application

If you wish to be considered for this role please provide:

- a CV that includes your address and contact details, highlighting and explaining any gaps in your employment history
- a supporting statement that highlights your motivation for applying and your understanding of the NHS and the role. You should outline your personal responsibility and achievement within previous roles and how your experience matches the person specification
- the names, positions, organisations and contact details for three referees. Your referees should be individuals in a line management capacity, and cover your most recent employer, any regulated health or social care activity or where roles involved children or vulnerable adults. Your references may be taken prior to interview and may be shared with the selection panel
- please complete and return the monitoring information form which accompanies this pack and is available for download
- tell us about any dates when you will not be available

Appendix 3: Key dates

- **closing date for receipt of applications: 23 October 2018 at 11 am.** Please forward your completed application to NHSI.Chairsandneds@nhs.net
- **interview date: 1 November 2018 (afternoon)**
- **proposed start date: To be agreed with successful candidate**

Getting in touch

- **The Trust** – For an informal and confidential discussion with Gina Tiller, the Chair of the Trust, please contact Jacky Stockdale on 01228 814010 or contact Daniel Scheffer, Company Secretary on 01228 603013
- **NHS Improvement** – for general enquiries contact Miriam Walker on 0300 123 2959 or by emailing miriam.walker@nhs.net



About NHS Improvement

NHS Improvement is responsible for overseeing Foundation Trusts, NHS Trusts and independent providers. We offer the support these providers need to give patients consistently safe, high quality, compassionate care within local health systems that are financially sustainable. By holding providers to account and, where necessary, intervening, we help the NHS to meet its short-term challenges and secure its future.

NHS Improvement is the operational name for the organisation that brings together Monitor, NHS Trust Development Authority, Patient Safety, the National Reporting and Learning System, the Advancing Change team and the Intensive Support Teams.

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