



Trust Chairman, Prof. Steve Barnett

Candidate Brief

Brief for the position of Non-Executive Director,
The Queen Elizabeth Hospital, King's Lynn, NHS Foundation Trust

February 2019

Contents

Letter from the Trust Chairman	Page 2
Introduction	Page 3
Non-Executive Director Role Summary	Page 4
The Candidates	Page 6
Terms of Appointment	Page 7
Application and Selection Process	Page 9

Letter from the Trust Chairman

Dear Candidate

Thank you for your interest in the role of Non-Executive Director at The Queen Elizabeth Hospital, King's Lynn, NHS Foundation Trust. I should like to take this opportunity to tell you a little about the organisation and how, as a member of the Board of Directors, you will help support us to develop and deliver plans to secure sustainable high quality services for the community we serve.

The Queen Elizabeth Hospital King's Lynn is a Foundation Trust, providing largely acute healthcare services to a population of approximately 250,000, covering West Norfolk, South Lincolnshire and parts of North Norfolk, Cambridgeshire and Breckland.

You will have heard about the difficulties facing the NHS broadly and as a new Non-Executive Director, you will be joining our Trust at a challenging time. Our Board, our Chief Executive Officer and her Executive Team are working hard with our staff and our partners in the wider health and social care community to deliver effective, efficient and high-quality patient-focused pathways. The Norfolk and Waveney Sustainability and Transformation Partnership (STP) planning work, in which we are involved, along with health and social care commissioners and providers, offers an opportunity for us to innovate and transform services together.

I was appointed as Trust Chairman in November 2018 and I am very committed to securing the best possible services for our patients and to providing an environment where our staff are supported and can be proud to be providing excellent care.

We are currently seeking applications for two Non-Executive Directors (NEDs) to join our Board.

Please see 'The Candidate' section of this brief, which describes the knowledge, experience and skills we are seeking in our new Board colleagues. The 'Application and Selection Process' section describes how you can apply for the roles and how you can find out more about the roles and the recruitment and selection process.

If you feel that you would be able to contribute to the work of our Board of Directors, then I do hope that you will contact us.

I look forward to hearing from you.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Steve Barnett', with a stylized flourish at the end.

Prof. Steve Barnett
Trust Chairman

Introduction

Background

The Queen Elizabeth Hospital, King's Lynn, NHS Foundation Trust is a district general hospital providing services to West Norfolk and parts of Breckland, North East Cambridgeshire, North Norfolk and South Lincolnshire. The Trust is relatively small and is like many hospitals, challenged; however, we are proud to receive the support of the community we serve and numerous accolades for our services. As examples, we have been recognised for the excellence of our stroke services, for innovation and for the quality of some of our recent 'estate' refurbishments.

We provide a comprehensive range of specialist, acute, obstetric and community-based services. We also have established clinical network relationships with our tertiary neighbours, including with The Norfolk and Norwich University Hospital, NHS Foundation Trust and Cambridge University Hospitals, NHS Foundation Trust.

The geographical area served by the Trust is largely rural / coastal and covers the towns of King's Lynn, Wisbech, Hunstanton, Downham Market and Swaffham, as well as numerous villages and hamlets, across an area of more than 750 square miles. The population of this area is approximately 250,000. The royal Sandringham Estate is situated just eight miles from the hospital.

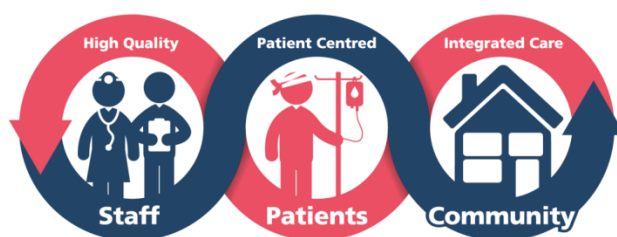
Our population includes a very high proportion of older residents. However, new housing developments in recent years have seen large population growth in towns such as Downham Market, principally of families with children.

The hospital is one of the largest employers in the area with over 3,000 staff.

The Trust has a total income in excess of £186m.

Our Vision:

To deliver high quality, patient centred, integrated care for our community



Our Values:



Non-Executive Director, Role Summary

1. Appointment

The Non-Executive Director will be appointed by the Governors' Council, taking into account the views of the Board of Directors on the qualifications, skills and experience required.

2. Duties

The Non-Executive Director works alongside the Chair, within a unitary Board of Directors to determine the overall strategic direction of the Trust and to provide active leadership within a framework of prudent and effective controls. This includes ensuring that the Trust meets its aims and performance targets and standards, such as those set by NHS Improvement, the Care Quality Commission and other statutory and regulatory bodies.

The Non-Executive Director will need to ensure that the Board acts in the best interests of patients, the community and the wider public, and:

- commit to working to, and encouraging within the Trust, the highest standards of probity, integrity and governance and contribute to ensuring that the Trust's internal governance arrangements conform with best practice and statutory requirements;
- provide independent judgment and advice on issues of strategy, vision, performance, resources and standards of conduct;
- constructively challenge, influence and help the executive to develop proposals on such strategies;
- structure the composition and skill set of the executive to meet agreed goals and objectives;
- in accordance with agreed Board procedures, monitor the performance and conduct of the executives in meeting agreed goals and objectives and statutory responsibilities, including the preparation of annual reports and annual accounts and other statutory duties;
- obtain assurance that financial information is accurate, and that financial controls and risk management systems are robust and defensible;

- contribute to the determination of appropriate levels of remuneration for executive directors;
- chair and/or participate in committees, established by the Board of Directors to exercise delegated responsibility, including the Audit Committee;
- as a member of Board committees, appoint, remove, support, encourage and where appropriate, mentor senior executives;
- bring independent judgment and experience-based expertise from outside the Trust and apply this to the benefit of the Trust, its stakeholders and its wider community;
- assist fellow directors in setting the Trust's strategic aims, ensuring that the necessary financial and human resources are in place for the Trust to meet its objectives, and that performance is effectively monitored and reviewed;
- assist fellow directors in providing entrepreneurial leadership to the Trust within a framework of prudent and effective controls, which enable risk to be assessed and managed;
- assist fellow directors in setting the Trust's values and standards and ensure that its obligations to its stakeholders and the wider community are understood and fairly balanced at all times;
- ensure that the Trust promotes equality and recognises diversity in its dealings with patients, staff and other stakeholders;
- engage positively and collaboratively in Board discussion of agenda items;
- act as ambassadors for the Trust in engagement with stakeholders, including the local community and media as appropriate;
- contribute to the development of the Norfolk and Waveney STP and Integrated Care System – representing the views of the Trust's Board at partnership events where appropriate
- liaise with the Governors' Council and its committees to forge effective working links between the Board and the Council.

3. Attributes

A Non-Executive Director should seek to establish and maintain confidence in the Foundation Trust. He/she should be independent in judgment and have an enquiring mind.

To be an effective Non-Executive Director, he/she will need to have an understanding of the wider NHS and the external environment in which it operates and become well-informed about the Trust. A Non-Executive Director should seek continually to develop and refresh his/her knowledge and skills to ensure that his/her contribution to the Board remains informed and relevant.

A Non-Executive Director must:

- Act as an objective, critical friend;
- Uphold the highest of ethical standards of integrity and probity;
- Support the executive in their leadership of the Trust;

- Question intelligently, debate and challenge constructively and thoughtfully and determine outcomes fairly;
- Act with integrity, objectivity, honesty and openness;
- Listen sensitively to the views of others, inside and outside the Boardroom;
- Promote openness and trust in relationships with all Board members;
- Demonstrate high standards of corporate and personal conduct as stated in the Nolan principles on standards of conduct in public life;
- Be prepared to act as an ambassador for the Trust.

Non-Executive Directors must be public members of the Foundation Trust.

4. Monitoring and Review

The performance of Non-Executive Directors in respect of this role description will be assessed at least annually, in a process overseen by the Chair and involving the Governors.

This role description will be reviewed periodically.

The Candidates

The ideal candidate will have a background and experience that will allow him/her to make a positive contribution to the Board. Candidates could come from a range of backgrounds but will ideally have gained senior experience in an organisation of a similar scale and/or complexity and will be able to engage effectively with a wide cross-section of people in and outside the organisation.

We are currently seeking to appoint two Non-Executive Directors to join our Board. Both successful candidates will have experience of working at a very senior level in a complex 'customer-service' driven organisation, whether public or private, and will therefore have a broad understanding of:

- | | |
|-----------------------------|------------------------------|
| • Quality service provision | • Strategy |
| • Finance and efficiency | • Organisational Development |
| • Corporate governance | • Communications |
| • Leadership | • Transformation |

We are looking for Non-Executive Directors who are, within the context of a constrained financial position, able to bring relevant transferrable experience, insight, expertise and challenge. You will have the skills, experience and knowledge to support the Board in ensuring that the Trust delivers care that is safe, effective, sustainable and provides patients with the most positive experience possible. Additionally, you will have experience, knowledge and skills in one or more of the following areas:

- **Organisational Transformation / Form:**
 - Can you help us to maintain a collaborative but strong position in the Norfolk and Waveney Sustainability and Transformation Partnership, contributing to and leading in strategic planning with our partners?
 - Can you help us to innovate in order to deliver transformative solutions to the challenges faced by the region's health and social care services and to explore with our partners, the potential of differing organisational forms as vehicles for delivering challenging strategic, patient-focussed plans?

- **Organisational Change and Development:**

- Can you help us to oversee the very significant programme of change and development that our Trust will need, as we support our workforce to be ready for the strategic changes ahead?

- **Finance:**

- Do you have forensic financial information analysis skills and experience?
- Do you have an understanding of NHS Finance?
- Can you help our Board to ensure that the Trust agrees rigorous, challenging but deliverable financial plans and forecasts?
- Can you contribute to the Board's oversight of a significant financial recovery plan?
- Can you help the Board to agree and oversee the delivery of efficiencies and significant savings, through transformational change and learning from efficient and effective organisations?
- Are you a strategic thinker, able to support the Board in looking at a range of system-wide options to secure broad financial sustainability?

Personal attributes

In terms of personal attributes, all non-executive colleagues should be able to demonstrate a commitment to improving quality (patient outcomes, patient safety and patient experience) and to the ethos of public service.

While the successful candidates will be selected, based on their alignment with the role criteria set out in this briefing, applications from people living within easy travelling distance of the hospital will be very welcome, as there are occasions when NED representation is required at the hospital or within the system, between regular programmed meetings.

A successful candidate will be able to demonstrate:

- Evidence of success in his/her field at a very senior level, gained within customer-service-driven organisations, whether public or private;
- Well-developed business and political astuteness which will translate into an ability to think and act strategically for the benefit of the Trust;
- A strong understanding of corporate governance and Board responsibilities;
- Empathy with, and commitment to public service values of accountability, openness, probity and equality of opportunity;
- Being accustomed to a high level of accountability;
- The intellectual rigour to understand complex issues quickly;
- An enthusiastic, enquiring mind, with the confidence to challenge constructively;
- Strong communication skills and an ability to listen;
- The ability to work with a wide range of individuals and organisations;
- The ability to understand the implications of any Board decision;
- A commitment to the principles of Foundation Trusts / Public Benefit Corporations.

Terms of Appointment

The term of office for a Non-Executive Director is three years.

Remuneration is £12,000 per annum. Remuneration is paid through the Trust's payroll and is taxable but not pensionable. Travel expenses will be paid.

Non-Executive Directors are expected to contribute approximately four days per month to Trust business. This will include attendance at monthly Board meetings, Governors' Council meetings, Board development activities, additional committee work as appropriate, and background preparation prior to meetings. Individuals are also asked to maintain an element of flexibility, should the role demand additional time during busy periods and for special or public events. Non-Executive Directors are also called upon periodically, to participate in organisational business such as consultant appointment committees.

Eligibility

In order to be eligible to apply for the post of Non-Executive Director, candidates must be, or be eligible to be public members of The Queen Elizabeth Hospital, King's Lynn, NHS Foundation Trust.

Non-Executive Directors are subject to a 'Fit and Proper Person' assessment, in accordance with the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 ("the Regulated Activities Regulations"). This assessment includes an enhanced Disclosure and Barring Service check. The Trust may not appoint, or permit to continue as a Director, any person who is an unfit person.

Non-Executive Directors are required to declare their interests on appointment, periodically and as interests emerge.

Criteria for disqualification

In accordance with the Trust's constitution, the following may not become or continue as a member of the Board of Directors:

- a person who has been adjudged bankrupt or whose estate has been sequestrated and (in either case) has not been discharged;
- a person who has made a composition or arrangement with, or granted a Trust deed for, his / her creditors and has not been discharged in respect of it;
- a person who within the preceding five years has been convicted in the British Islands of any offence if a sentence of imprisonment (whether suspended or not) for a period of not less than three months (without the option of a fine) was imposed on him / her;
- A person may not be appointed or may be disqualified, following a finding that he/she is not a 'fit and proper person' on the grounds of serious misconduct or incompetence. In accordance with the CQC's Fit and Proper Person regulation requirements, the Trust will use best endeavours to establish that Board members are 'fit and proper persons'. This will include:
 - References
 - Proof of Identity checks
 - Disclosure and Barring Service check
 - Self-declaration
 - Search of register of disqualified directors and insolvency and bankruptcy register

Application and Selection Process

The recruitment process will be overseen by a panel of the Nominations and Remuneration Committee of the Governors' Council, who will shortlist applications in accordance with the criteria set out in 'The Candidate' section of this briefing.

The Trust has a commitment to equal opportunities based on sound management practice, respect for the individual and legislative compliance.

The Trust's Regulators, NHS Improvement, may be consulted about this appointment, as appropriate.

The Nominations and Remuneration Committee interview panel will make its recommendations in respect of its preferred candidate/s to the Governors' Council. It is the duty of the Governors' Council to appoint the Board's Non-Executive Directors and it is anticipated that the appointment/s will be made, subject to Governors' Council approval and satisfactory references (see also the paragraph above, on 'Eligibility').

Candidates wishing to apply:

Candidates wishing to apply may do so by submitting a detailed CV to the address or email address below. This should include the names and contact details of two professional referees and should be accompanied by a short supporting statement, which addresses the criteria as set out in the person specification (The Candidate) in this document.

Gill Rejzl
Trust Secretary
The Queen Elizabeth Hospital
Gayton Road
King's Lynn
Norfolk
PE30 4ET

Email: gill.rejzl@qehkl.nhs.uk

Alternatively, applicants may apply via the Trust's website, 'Work with Us' pages:
<http://www.qehkl.nhs.uk/CareersWelcome.asp?s=careers&p=careers>

If you would like to know more about the role or the process for selection and appointment, please contact Trust Secretary, Gill Rejzl on 01553 613614 or by email at gill.rejzl@qehkl.nhs.uk

The closing date for applications is Friday 15 March 2019

It is anticipated that interviews will be held during the week commencing 01 April 2019