



# Are you able to help lead the NHS in your area?

**Non-executive Director in common**

**Barking, Havering and Redbridge  
University Hospitals NHS Trust  
(BHRUT)**

**North East London NHS Foundation  
Trust (NELFT)**

**Candidate Information Pack**

**L1842**



**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.**

## Contents

1. The opportunity 4
2. The person specification 4
3. About the Trusts 6

Appendix 1: More Information on the roles and responsibilities

Appendix 2: Making an application

Appendix 3: Key dates

## 1. The opportunity

North East London NHS Foundation Trust (NELFT) and Barking, Havering and Redbridge University Hospitals NHS Trust (BHRUT) are looking to strengthen the trust's partnership and join up the care both trusts deliver to patients in order to integrate health and care services across outer north east London.

In this spirit of collaboration, NELFT and BHRUT are seeking to appoint a Non-executive Director with Board level experience and a strong financial background to the Boards of both Trusts. This is an exceptional opportunity to share your talents and expertise and make a positive difference to the lives of people in your community.

Integral to this success, the individual will provide an independent perspective whilst collectively setting strategic direction and providing constructive challenge to the Board of Directors.

**BHRUT** provides acute hospital care to the populations of Barking and Dagenham, Havering and Redbridge in outer east London, and in west Essex. The Trust also provides regional neuroscience and cancer specialist services and operates a specialist stroke service for a wider population.

**NELFT** provides an extensive range of integrated community and mental health services for people living in the London boroughs of Barking & Dagenham, Barnet, Havering, Redbridge and Waltham Forest and community health services for people living in the south west Essex areas of Basildon, Brentwood and Thurrock. The Trust also provides an Emotional Wellbeing Mental Health Service for children and young people across the whole of Essex and all age eating disorder services and child and adolescent mental health services across Kent and Medway.

## 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 a financial qualification, such as ACCA, and financial experience and expertise. This is essential as the role will chair the Finance and Investment Committee at BHRUT and the Audit Committee at NELFT.

You will have experience of chairing committees and an awareness of the health and care sector, enabling you to constructively challenge and work collaboratively throughout the organisations to help the Trusts develop and deliver their strategic plans.

Experience of operating at Board level, managing complex change and transformation is required and it would be beneficial if you have already been a Non-Executive Director, Trustee or Governor.

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

- work alongside other non-executive 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
- promote and uphold the Trusts' mission, vision and values

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](#).

- Non-executive Directors are expected to devote as much time, attention, ability and knowledge as is reasonably required for the performance of the duties of the office. On average the time commitment will be the equivalent of seven to eight days a month (three to four days in each Trust) due to holding a position on two separate boards.
- The total remuneration payable for this combined role is £24,157 per annum.

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 and Foundation Trusts complete a number of specific background checks to ensure that those we appoint are “fit and proper” people to hold these important roles. Further information can be found on NHS Improvement's website.

## **Responsibilities of audit committee and finance committee chairs**

Chairs of audit committees and/or finance committees should have recent and relevant financial experience. They share the functions of the other non-executives at Board level, and in addition have responsibilities to:

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

## **3. About BHRUT and NELFT**

**BHRUT** provides care to a community of around 750,000 people, which includes some of the most vulnerable people living in London. The size of the Trust's local population is predicted to increase by more than ten percent in the next ten years.

Services are provided from Queen's Hospital in Romford and King George Hospital in Goodmayes and in some community settings, and the Trust employs circa 6500 people to deliver these services.

Over the past three years BHRUT has improved its rating with the Care Quality Commission (CQC) from Inadequate to Requires Improvement and in March 2017 the Trust was proud to be lifted out of 'special measures' status by NHS Improvement, reflecting the significant progress made. This has remained after the last CQC visit in 2018, although improvements had been observed.

The Trust has experienced recent financial challenges and was placed in to special measures for finance in February 2018. In response, the Trust has undertaken some significant financial governance reviews and is working to complete the recommendations from these. NHS Improvement accepts enforcement undertakings from NHS trusts, and is working to achieve these as well.

BHRUT's improvement journey continues in partnership with the Virginia Mason Institute (VMI) based in Seattle. It is one of only five hospital Trusts in the UK to have this arrangement. This relationship with VMI gives the Trust the opportunity to put in place a quality improvement culture that will benefit patients, staff and visitors by concentrating on safety, value and learning. The PRIDE Way – BHRUT's adaptation of the Virginia Mason system – has become its change management approach and a fundamental part of Trust culture. By linking together BHRUT's [vision, values, strategy](#) and [operational plan](#) the Trust has put the patient at the heart of everything it does.

[NELFT](#) provides care and treatment for a population of around 4.3 million, including the London boroughs of Barking & Dagenham, Barnet, Havering, Redbridge and Waltham Forest, the South West Essex areas of Basildon, Brentwood and Thurrock and areas of Kent and Medway. With an annual budget of £355 million, the Trust employs approximately 6,000 staff who work across 210 bases.

In January 2018, the CQC rated NELFT as Good overall, Good in the domains of effective, caring, responsive and well-led and Requires Improvement for safety. A particular achievement was its Brookside Child and Adolescent Inpatient Unit, which improved in its rating from Inadequate to Outstanding.

NELFT became a foundation trust in 2008 meaning that although it is subject to the same standards and inspection frameworks as other NHS trusts, it has greater freedom in how it uses its resources to improve patient care. Currently, the Trust has a financial Use of Resources measure of 1. Being a Foundation Trust also means that local people are able to have a greater say in how it runs its services, through the Trust's Membership and Council of Governors.

NELFT prides itself on being a national leader and award-winning organisation in the fields of diversity, inclusivity and the workforce, race and equality standards. NELFT is also committed to research and development and in 17/18 was the highest recruiting and best value for money mental health and community Trust in the North Thames region.

#### Strategic Challenges and Objectives:

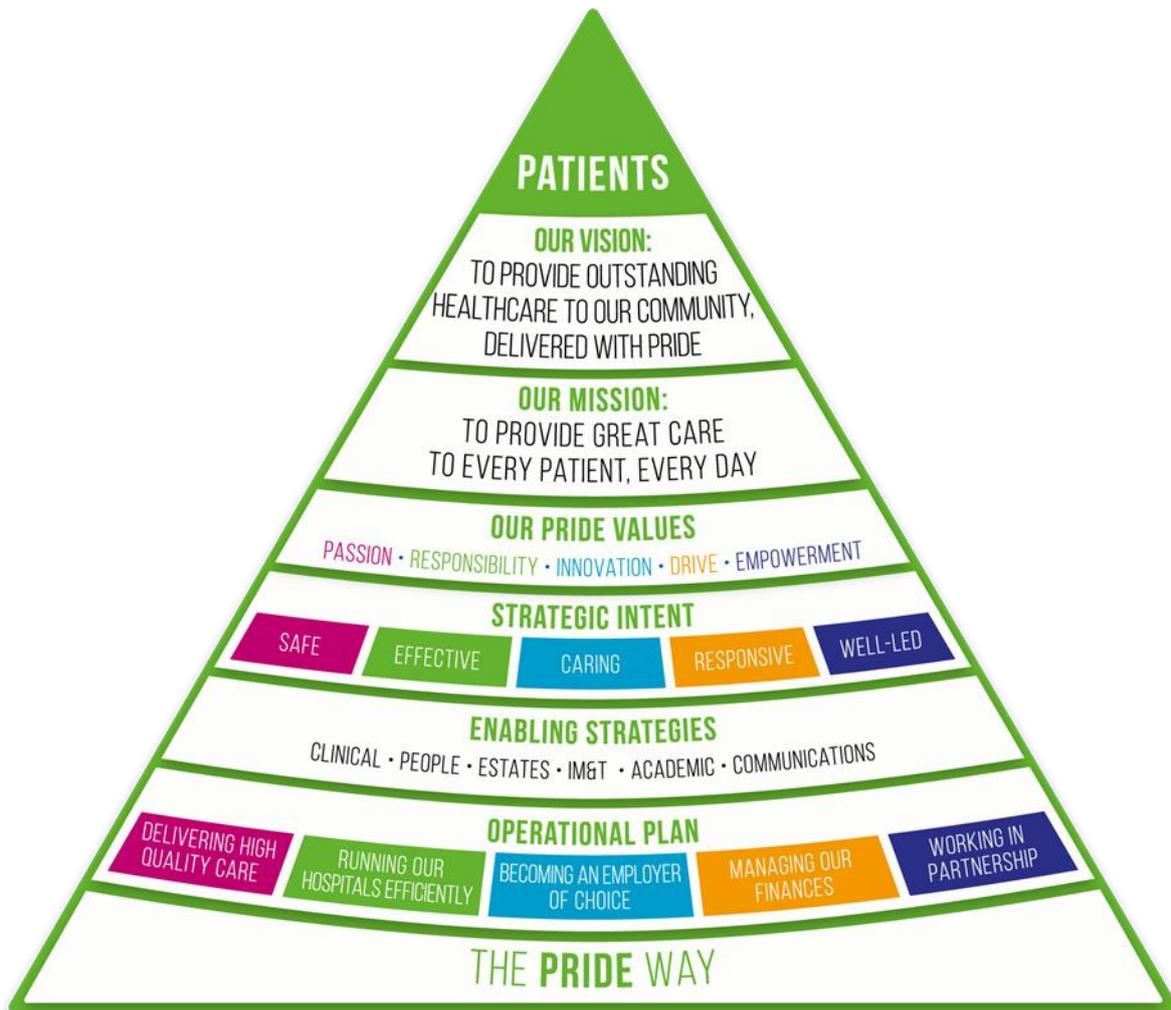
- Manage the change from a competitive market to a more collaborative and partnership approach, leading to integrated care delivery across care systems through service developments that provide holistic person centred care
- Deliver Best Care across all NELFT's services and reassess the role of quality improvement and continuous improvement in the journey to make Best Care universal, with success measured through outcomes
- Retain, develop and engage with our people, so they effectively deliver Best Care through existing and new care models, making NELFT the NHS employer of choice
- Make NELFT financially sustainable against a background of demographic pressures and low resource growth

- Create and promote a clear identity for NELFT within and outside the organisation that reflects the breadth of NELFT's services and ambition during a period of significant change

BHRUT and NELFT are both part of the East London Health and Care Partnership working towards an Integrated Care System and part of the Provider Alliance.

### 3.1. The Trusts' vision, values and priorities:

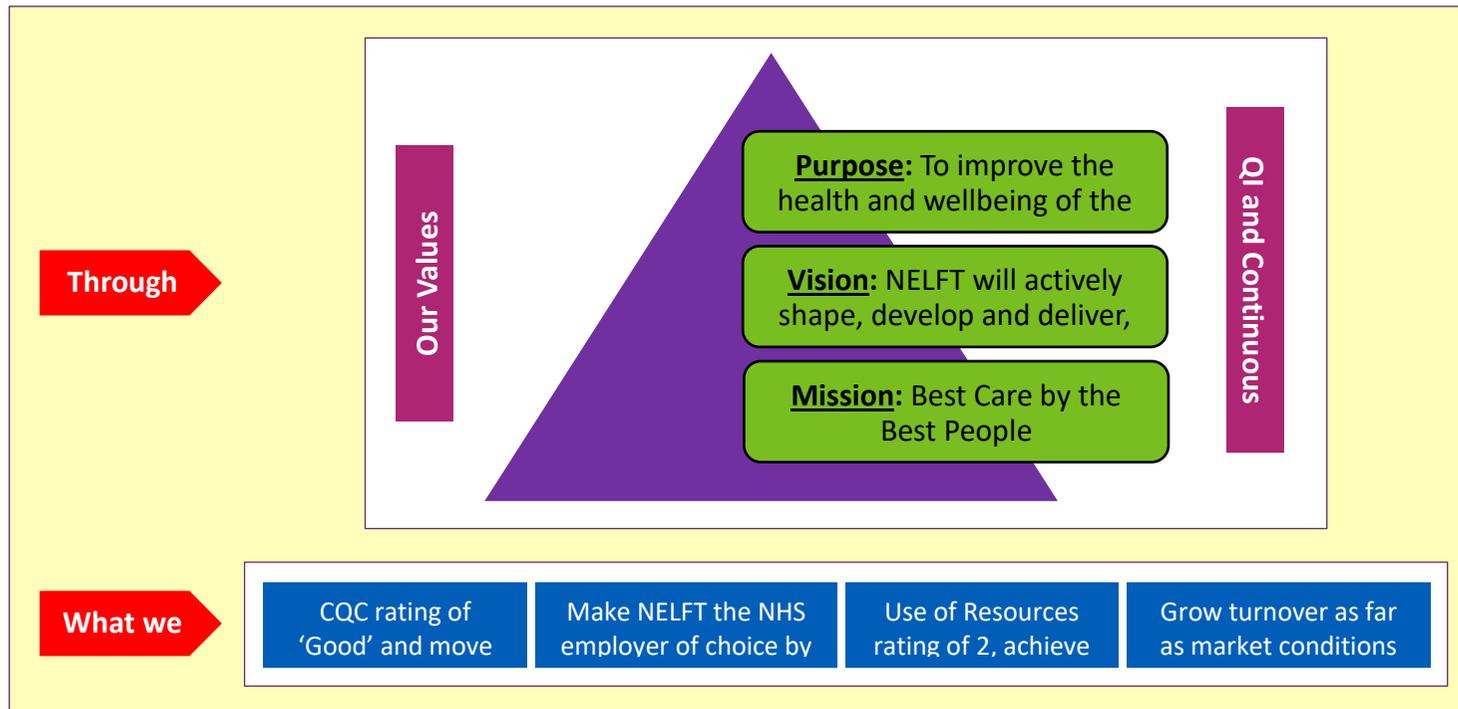
#### BHRUT:



BHRUT's vision is to provide outstanding healthcare to its community, delivered with pride. It is driven by PRIDE values and behaviours which were developed together with its staff; Passion, Responsibility, Innovation, Drive and Empowerment.

The Trust's strategic objectives are: delivery high quality care, running our hospitals efficiently; becoming an employer of choice, managing our finances; and working in partnership.

## NELFT:



### Our values - 5P's

People first;

Prioritising quality;

Progressive, innovative and continually improving;

Professional and honest;

Promoting what is possible - independence, opportunity and choice

## **Appendix 1: More information**

For information about the Trusts, such as business plans, annual reports, and services, visit the following websites:

<https://www.bhrhospitals.nhs.uk/>

<https://www.nelft.nhs.uk/>

### **Non-executive appointments: why become a non-executive director?**

NHS boards play a key role in shaping the strategy, vision and purpose, holding the organisation to account for the delivery of strategy and ensuring value for money. The board is also responsible for assuring that risks to a Trust and the public are managed and mitigated effectively. Led by an independent chair and composed of a mixture of executive and independent non-executive directors, the board has a collective responsibility for the Trust's performance.

#### **Why become a non-executive director?**

The purpose of NHS boards is to govern effectively, and in so doing build patient, public and stakeholder confidence that their health and healthcare are in safe hands. Becoming an NHS non-executive director can be very rewarding. It allows you to develop new skills, raise your profile in your professional or business community and engage with a wide range of different people and organisations. You will be exposed to different leadership styles and ways of working, bringing your skills and experience to bear on fresh challenges.

Non-executives often find themselves being approached for other projects or roles because of the profile they have built in their NHS role. Many claim that once they have one board-level role on their CV, they are more easily able to access further opportunities.

You will receive local induction training on appointment, access to national training sessions and other development opportunities.

#### **What is expected?**

You will need to attend board meetings, board development and any further committees you are appointed to. You may also be asked to represent the trust at external events and events to support your continuous development. Following a period of training and induction, you will be expected to chair Serious Incident and Consultant interview panels on a rotational basis.

We anticipate that an NHS non-executive role will take seven to eight days a month but there is no fixed time commitment. Most non-executives find that once you get a taste for the NHS you can't resist getting more involved.

## What does it take to be a non-executive director?

These roles carry responsibility and the demands placed on NHS non-executives come from all directions – government, stakeholders and regulators.

These are some important personal attributes needed for the role: independent and impartial thought and judgement, strategic mind, willingness to challenge, inquisitive mind and eagerness to learn, listening and communication skills, influencing without dominating, confidence and sensitivity, clear vision and passion, emotional intelligence, facilitating, enabling and mentoring, integrity, courage, resilience.

Successful Non-executive Directors bring knowledge gained from many different business and operational settings. They can bring a fresh perspective to entrenched problems, and can promote collaboration and help break down boundaries that hold back progress.

A diverse group of people will learn from, and challenge each other and so be more insightful. You can make a really valuable contribution by offering skills such as finance, commerce, risk and performance management, consumer focus, marketing, the law, organisational development, change management, digital innovation, turnaround experience, HR, workforce development, clinical and patient safety expertise, quality improvement, business development, regeneration, community development, service provision for disadvantaged groups, patient advocacy and community engagement.

## If you are considering a non-executive role in the NHS

- Do your homework before starting your application: research the trust to learn about specific challenges, read board papers and speak to those you know who have used its services.
- Who to influence and how: make contact with the chair of the trust to gain an understanding of the trust's priorities and the skills needed. Contacts are usually included in the information packs and an informal conversation will help you decide if this is the right role for you and give you an advantage in completing your application.
- Gathering momentum: engage with healthcare and local community networks to raise your profile and improve your understanding of the NHS and its challenges.

We believe that to make the best possible decisions, NHS boards need people with a mix of skills and experience. We are looking for people from a range of backgrounds who understand the needs and priorities of their local communities and can hold the confidence of patients and the public.

Follow the links (ctrl + click) for more information about:

- [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. It will only use personal data where it has your consent or where it needs 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: Midnight on Thursday 2 May 2019.
- Please forward your completed application to [NHSI.Chairsandneds@nhs.net](mailto:NHSI.Chairsandneds@nhs.net)
- Shortlisting date: week commencing 13 May 2019.
- Stakeholder panel and interview date: at a to be confirmed. You will be asked to prepare a 15 minute presentation at the stakeholder event, followed by a 10 minute question and answer session. This will be followed by a formal interview with the selection panel. You are welcome to use visual aids such as a PowerPoint presentation if this is helpful.
- The Assembly of Governors will agree the appointment of the joint Non-executive Director between 14 and 18 June 2019. At the same time a recommendation will be considered by the Provider Leadership Sub-committee of NHS Improvement who is responsible for making the final appointment of the Non-executive Director of BHRUT.
- Proposed start date: July 2019

## Getting in touch

- [NELFT and BHRUT](#) - If you are shortlisted and would like an informal and confidential discussion with the Trust Chair in common, Joe Fielder, please contact [christine.smith65@nhs.net](mailto:christine.smith65@nhs.net) or 01708 435444
- [NHS Improvement](#) – for general enquiries contact Leslie Horn on 0300 123 2057 or [leslie.horn@nhs.net](mailto:leslie.horn@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.

## Contact us

NHS England / NHS Improvement  
Non-executive Appointments Team  
Room 2C18  
Quarry House  
Leeds LS2 7UE

E: [NHSI.Chairsandneds@nhs.net](mailto:NHSI.Chairsandneds@nhs.net)  
W: [improvement.nhs.uk](http://improvement.nhs.uk)