



Could you help lead the NHS in your area?

**The Princess Alexandra Hospital
NHS Trust**

**Non-executive director & Associate
Non-executive director**

Candidate information pack

Reference: M1886



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

There is a vacancy for a Non-executive Director and an Associate Non-executive Director at The Princess Alexandra Hospital NHS Trust. This is an exceptional opportunity to share your talents and expertise to make a positive difference to the lives of people in your community.

The Trust is planning ahead for two natural rotations within its Board, and they seek to appoint two strong team players with excellent interpersonal skills, along with the ability to bring challenge and support to the board and its committees.

One of the successful candidates will chair the Trust's Audit Committee and the second post (an Associate Non-executive Director post) will be a member of the Trust's Performance and Finance Committee and Strategy Committee.

The Associate Non-executive director role is used successfully in the NHS to support Board succession strategy and achieving a balance of Board level skills. Associate Non-executive directors cannot participate in any formal vote at Board.

The successful candidate for the Associate role will be appointed by the Trust but may also be considered for appointment as a Non-executive director of the Board in future, should a vacancy arise and they have the appropriate skills.

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 senior or board level experience gained in a complex organisation in one or more of the following:

Post one – Non-executive Director

You will have recent and relevant financial experience gained in a complex organisation, ideally with a recognised financial qualification, and experience of audit or risk gained in a governance setting.

Post two – Associate Non-executive Director

Recent experience gained at a senior level with a close involvement in financial governance.

For both posts

We welcome applications from candidates outside the NHS and the Public Sector.

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](#).

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.

Applicants should live in, or, have strong connections with the area served by the Trust, which includes West Essex, East and North Hertfordshire. We particularly encourage applicants who have strong connections with Harlow to apply.

- On average each role will require the equivalent to 2 to 3 days a month.
- The remuneration payable is £6,157 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 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 \(https://improvement.nhs.uk/resources/fit-and-proper-persons-requirements/\)](https://improvement.nhs.uk/resources/fit-and-proper-persons-requirements/).

Responsibilities of audit committee chairs

Audit 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 committee across its governance, risk management, assurance and internal control functions
- provide leadership to the audit committee to ensure that it is effective in its role and that internal control systems are in place and operating
- ensure that the audit committee is well informed and has timely access to all the information it requires
- facilitate the contribution of all members of the audit committee, auditors and other invited participants

ensure that the board receives sound advice, assurance and useful and timely reports from the committee

3. About The Princess Alexandra Hospital NHS Trust

The Princess Alexandra Hospital NHS Trust (PAH) was established in April 1995. It is a small to medium-size hospital with an annual income of circa £225million. It comprises 413 general and acute beds and provides a full range of general acute services, including a 24/7 emergency department, an intensive care unit, a maternity unit and a level II neonatal intensive care unit (NICU).

The Trust currently employs over 3,000 people and operates outpatient and diagnostic services from the Herts and Essex Hospital, Bishop's Stortford, St Margaret's Hospital in Epping and the Cheshunt Community Hospital. The Breast Unit at St Margaret's Hospital is one of the largest breast cancer clinical trials facilities in Hertfordshire, Essex and North London.

The Trust serves a core population of about 350,000 and is the natural hospital of choice for people living in West Essex and East Hertfordshire, with a core population which is centred on the M11 corridor and the towns of Harlow, Bishop's Stortford and Epping. Its extended catchment area (radius of 11 to 13 miles) incorporates a population of up to 500,000 and includes the areas of Hoddesdon, Cheshunt and Broxbourne in Hertfordshire, together with the south of the M25 in Essex being potential areas for growth.

“Our priority is quality of care and safety of all of our patients, and our staff are fully committed to providing this; but they are working in aged infrastructure. We are committed to advancing our ambitions for a new hospital fit for the 21st century to serve our communities and we welcome the support for this provided by our local MPs, CCGs, Local Authorities and the Strategic Transformation Programme partners. In the meantime, however, we are carrying out essential work to ensure the environment is fit for purpose for all our users.”

Chief Executive, Lance McCarthy

The Trust has sought to maintain the safety of and improve the quality and look of its estate and places. A key aspect of the Trust's future is to develop a new hospital site and through working with partners to develop a strong case for a new build aligned with the development of the West Essex integrated care partnership, a full business case is being worked on. To date, this has included:

- Gaining unanimous support of the Trust board, in March 2019, of a preferred way forward for a new hospital
- Investing more than £14m in the estate in 2018 - improving the safety and quality of the environments for patients, visitors and people
- Refurbishing the emergency department and medical assessment unit
- A new ward is planned orthopaedic surgery
- The refurbishment of the main corridor, lift lobby, stairwell and outpatient waiting area at the Princess Alexandra Hospital
- A new main entrance creating an improved first impression and welcome to patients and visitors.

The Trust's future plans include:

- Full public consultation on a new hospital and the development of an outline business case
- Improvements to acute assessment and frailty to support urgent care
- Relocation of fracture clinic on to the Princess Alexandra Hospital site
- Improved cancer and training and education facilities

Strategic objectives

There is a significant change agenda ahead, aligned to the Trust's five strategic objectives as follows:

- **Patients:** continue to improve the quality of care the Trust provides to its patients, improving its CQC rating;
- **People:** support the Trust's people to deliver high quality care within a culture that improves, engagement, recruitment and retention and improvements in its staff survey results;
- **Performance:** meet and achieve the Trust's performance targets, covering national and local operational, quality and workforce indicators;

- **Places:** maintain the safety of and improve the quality and look of the Trust's places and work with its partners to develop a strong case for a new build, aligned with the development of a West Essex Integrated Care Partnership;
- **Pounds:** manage the Trust's pounds effectively to achieve its agreed financial targets and control totals

People Strategy

The Trust's people vision and employment proposition is for it to be 'a joy to work at The Princess Alexandra Hospital NHS Trust'. The strategy is underpinned by five key pillars:

Culture, health and well-being consistent with the Trust's values

- Workforce and resourcing initiatives to attract and retain talent
- Learning, education and development programmes to deliver high quality care
- Partnership and team working within the Trust and across the STP
- Leveraging technology to enable self-management and development (e-rostering and e-learning)

Partnerships

PAH continues to build and develop constructive and positive partnerships with the full range of stakeholders in the local Strategic Transformation Partnership; "Together, we provide high quality care to patients and the populations we serve".

As Non-executive Director / Associate Non-executive Director, you will be expected to support and enhance working relationships with the following partners:

- [East of England Ambulance Service](#)
- [Essex Partnership University NHS Foundation Trust](#)
- [West Essex Clinical Commissioning Group](#)
- [East and North Hertfordshire Clinical Commissioning Group](#)
- [Stellar Healthcare and Uttlesford Health, group GP practices](#)
- [North East London Foundation Trust who provide child mental health services](#)
- [Health Education England](#)
- [The Anglia Ruskin University](#)
- [Hertfordshire Partnership NHS Foundation Trust](#)
- [Hertfordshire Community NHS Trust](#)
- [East and North Herts NHS Trust](#)

- [West Hertfordshire Hospitals NHS Trust](#)

Challenges

The leadership team at PAH successfully exited Quality Special Measures in the Spring of 2018 and continue to demonstrate improvement with a clear plan and vision.

The delivery of Urgent and Emergency Care continues to prove a challenge but the local health and social care system in partnership are navigating changes and the realignment of services to improve this position.

The Trust is involved in national initiatives and work programmes focussed on recruitment, but like many other NHS providers workforce also continues to be a challenge.

Appendix 1: More information

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

Other sources of information include:

- [Care Quality Commission website](#)
- [Trust partner organisations](#)
- [Sustainability & Transformation Plan website](#)
- [Twitter](#)
- [Facebook](#)
- [PAH YouTube Channel](#)
- [LinkedIn](#)

Follow the links for more information about:

- [Becoming 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](#)

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Appendix 2: Making an application

If you wish to be considered for one of these roles, 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: 10 May 2019 at 11am.** Please forward your completed application to NHSI.Chairsandned@nhs.net
- **interview date: 30 May 2019**
- **proposed start date:** to be confirmed

Getting in touch

- Veredus are helping us to identify potential candidates. In the first instance, contact Simon Potts, Executive Director Veredus on 07889 736071 or Reece D'Alanno 07711 779022.
- For an informal and confidential discussion with Steve Clarke, the Chair of the trust, please contact Heather Schultz on 01279 444455 extension 2555.
- **NHS Improvement** – for general enquiries contact Leslie Horn on 0300 123 2057 or by emailing 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

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