



Could you help lead the NHS in your area?

**Barnet, Enfield and Haringey Mental
Health NHS Trust**

Non-executive director

Candidate information pack

Reference: L2020



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 at Barnet, Enfield and Haringey Mental Health NHS Trust. This is an exceptional opportunity to share your talents and expertise to make a positive difference to the lives of people served by the Trust.

2. The person specification

Essential criteria

The ideal candidate will have a demonstrable focus on both staff and service users, and a clear commitment to the delivery of outstanding services. S/he will also have a strong background in successful organisation development and sustainable cultural transformation gained at a senior level within large and complex organisations.

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 the area served by the trust.

- 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](#).

3. About Barnet, Enfield and Haringey Mental Health NHS Trust

It is one of the largest employers in North London, serving a population of over one million.

Barnet, Enfield and Haringey Mental Health NHS Trust (BEH) provides local, regional and national healthcare services. It does this from more than 20 locations across three London boroughs - Enfield, Barnet and Haringey - and from further afield. Over the last year its 3,000 staff helped over 143,000 people on their road to recovery.

The Trust's annual income for 2018/2019 is £212m plus New Model of Care funding.

The Trust was appointed as the lead provider of a consortium of NHS Trusts for the provision of forensic mental health services in the North Thames Region. As lead provider the Trust also has responsibility for overseeing a devolved budget from NHS England of 1114m. The New Model of Care funding aims to provide care closer to home and reduce the need for hospital admissions and out-of-area treatments.

BEH is one of the largest employers in the area and is proud to be a Living Wage Employer. It is also a University Teaching Trust, affiliated with Middlesex University. Since 2014, partnership working between the two organisations has increased significantly, with clinicians and academics working more closely together on mental health education and research and development projects which meet the needs of local people.

The Trust's work

The Trust provides a range of services for young people, adults and older people. These include enabling patients to overcome phobias, anxiety and coming to terms with bereavement or teenage pregnancy. It also has expert staff helping people deal with bipolar disorder, schizophrenia or the onset of dementia.

The Trust has a total of 514 beds including adult and older peoples' mental health services, forensic services, eating disorders, in-patient CAMHS and physical health rehabilitation. The Trust has also recently completed a land sale at St Ann's Hospital in Tottenham which released sufficient capital to rebuild the dated in-patient facilities on the St Ann's site. Building is anticipated to commence later in 2018/2019.

In Enfield, the Trust provides a full range of child and adult community health services, which over the last few years has been integrating with its mental health services to provide better and more holistic care.

The Trust manages the renowned North London Forensic Service (NLFS), rated as 'Outstanding' by the Care Quality Commission (CQC). This service treats and cares for people within the criminal justice system who have mental health conditions. The Trust has recently been appointed as the lead provider for forensic mental health services across North London, managing the devolved New Model of Care budget of

£114m from 2018/19 with its 5 other NHS Trust partners. NLFS is the provider of the National Stalking Clinic and in partnership with the Metropolitan Police, jointly delivers the Fixated Threat Assessment Centre. This service provides risk assessment and management for members of the Royal Family and Government who are receiving undue attention from people who have mental health issues. NLFS delivers mental health care in HMP Brixton, HMP Pentonville, HMP Wormwood Scrubs in London and HMP Grendon and HMP Springhill in Buckinghamshire.

NLFS also provides mental health services at HM Young Offenders Institutions in Aylesbury and Feltham.

The Trust also provides one of the largest eating disorder services in England, as well as drug and alcohol services and mental health liaison services in North Middlesex University Hospitals Trust.

Quality and Quality Improvement

The Trust Board places quality at the heart of all the organisation's work and activity. The Board directly engages in ongoing monitoring of the quality of care and patient experience and pays the same attention to the quality of care as they do to the management of the Trust's finances.

The Trust Board receives regular updates on progress in implementing the Trust's CQC Action Plan, developed following the Comprehensive Inspection in autumn 2017. The CQC noted many significant improvements across the Trust's services since the 2015 CQC Comprehensive Inspection. The Trust now has two services rated as Outstanding (Forensic mental health services and Older People's community mental health services). Overall, the Trust was rated Good for the CQC's Caring domain (as in 2015), but is now also rated as Good for the Responsive and Well Led domains. Plans are in place to address the issues raised and the Trust Board has a keen oversight of a planned journey to 'Good' and to realise an ambition of 'Outstanding'. The Trust's full CQC report is available at www.cqc.org.uk/providerRRP/reports

The Trust is in the second year of its partnership with the nationally-renowned Haelo Innovation and Improvement Centre, based at Salford Royal NHS Foundation Trust. It has also joined the NHS Quest programme of leading organisations using improvement science methodology. This partnership is supporting the Trust-wide Quality Improvement Programme in seeking to apply Quality Improvement techniques across all services to deliver improvements in clinical safety, care, efficiency and effectiveness.

Finance and Efficiency

The Trust's budget for 2018/2019 is £212m and its financial target is to reduce its underlying financial deficit to zero. The Trust's current financial challenges have to be seen in the context of good financial control and the Trust has always delivered against its financial plans.

The national NHS Reference Cost Index consistently show that it is one of the most efficient NHS providers nationally and that its services represent good value for NHS commissioners. However, the Trust continues to operate within a challenged health economy and operates on block contracts with its local Clinical Commissioning Groups (CCGs). The Trust's agreed Control Total for 2017/18 was a deficit of £4.6m, compared to a £12.5m deficit in 2016/17.

Following the sale and partial lease-back of the land surplus to NHS requirements at St Ann's Hospital in Haringey in March 2018, and a further small improvement in the Trust's financial position, the actual outturn for 2017/18, as measured by the Trust's break-even duty performance metric, was a surplus of £34.2m. This included £18.6m profit on disposal and £19.9m of additional Sustainability and Transformation Fund Incentive Funding. Delivery of the Control Total in 2017/18 was therefore largely achieved through non-recurrent means, although with some over-delivery of the 2017/18 cost improvement plan and tighter controls over agency staff usage and external out of area placement expenditure.

The Trust's vision is:

To help people, 'Live, Love and Do'.

Live

Somewhere safe and secure to call home.

Love

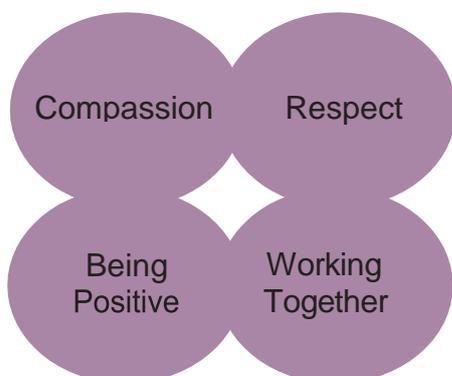
To develop social contact, friends and relationships.

Do

Meaningful activities with BEH, supporting access to volunteering, study or employment.

The Trust's values

In March 2016 BEH started working with more than 500 staff and service users resulting in the following four values:



The Trust's objectives

The Organisational Objectives have been revised to make them clearer and simpler to understand for patients, carers, staff and partners.

The Trust's latest Organisational Objectives are:

1. Excellent Care

- Providing excellent care for our patients, evidenced in improving service user and carer feedback and meeting service and CQC requirements

2. Happy Staff

- Developing our staff to be the best they can be, to deliver excellent patient care
- Increasing staff engagement, evidenced in improved Staff Survey results

3. Value for money services

- Providing the best outcomes for patients and meeting NHS requirements, within the resources available

North Central London Sustainability and Transformation Partnership

The North Central London Sustainability Transformation Partnership (known as 'North London Partners in Health and Care') involves more than 20 health and care organisations including CCGs, local councils, and provider trusts in Camden, Islington, Barnet, Enfield and Haringey.

Together they are developing proposals to ensure a more joined up approach to providing healthcare. The work so far has been published on the STP website: <http://www.northlondonpartners.org.uk/>

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:

- [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

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: 25 June 2019 at 11am.** Please forward your completed application to NHSI.Chairsandneds@nhs.net
- **interview date: 10 July 2019**
- **proposed start date: Early August 2019**

Getting in touch

- We strongly recommend an informal and confidential discussion with Mark Lam, the Chair of the trust. Please contact Tracey Periclis on 0208 702 6000 or email tracey.periclis@nhs.net
- **Hunter Healthcare** are helping us to identify potential candidates. If you would like a confidential discussion about the role contact Rhiannon Smith on 020 7935 4570 or email rsmith@hunter-healthcare.com
- **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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