



**Countess of
Chester Hospital**
NHS Foundation Trust

Countess of Chester Hospital NHS Foundation Trust

Candidate Brief for the appointment to the position of Non-Executive Director

July 2019

***Please note: Only individuals who reside within the Trust's catchment area of
Chester City, Rural Cheshire, Ellesmere Port & Neston, Flintshire, Wirral,
Halton and Wrexham will be eligible to apply for this post.***



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Appointment of Non-Executive Director, Countess of Chester Hospital NHS Foundation Trust

Dear Candidate,

Thank you for your interest in this role. We are looking for an outstanding individual to join the Trust Board and provide inspirational and exemplary leadership to support the delivery of our vision – “Delivering NHS care locally that makes our community and our staff proud” and to maintain our values.

In this candidate brief you will find more information about our Trust and about the exciting role of Non-Executive Director of the Countess of Chester Hospital NHS Foundation Trust. This is an excellent opportunity to use your skills and experience to make a difference to the lives of people served by the Trust.

The Countess of Chester Hospital has an excellent reputation for delivering high quality patient care and is nationally accredited at the highest levels in many areas, in particular those relating to clinical outcomes and patient safety.

There has never been a more interesting or challenging time to join the Countess. After years of growth, the NHS is now facing its biggest ever financial challenge and significant changes in how our services are commissioned.

As stewards of this hospital, our patients rely on us, and we have a responsibility to leave this Trust in a better way than we found it. We need to rethink how we deliver care to our ageing community. Our services need to change and develop in line with our patients' expectations.

Our aim is to be the preferred hospital of choice for our traditional community, and a preferred hospital of choice for patients from a wider area, and to continue to provide a comprehensive, high quality, and accessible range of emergency and elective services to all our patients.

The Trust has been a key partner in the shift to wider system based planning. Broadly there are three strategic 'Place Based' strategies: The Model Hospital (Countess Place), the Integrated Care Partnership which the Trust hosts (Local Place) and Acute Care Collaborations across Wirral and Cheshire (Sub-Regional Place).

If you would like to explore this opportunity further, please contact Claire Raggett, Claire.raggett@nhs.net

With best wishes,



Sir Duncan Nichol CBA
Chairman



Dr Susan Gilby
Chief Executive



The Organisation

The Countess of Chester Hospital NHS Foundation Trust consists of a 600 bedded General Hospital Trust, which provides its services on the Countess of Chester Health Park, and a 70 bedded rehabilitation and intermediate Care Service at Ellesmere Port Hospital. The Trust has almost 4,000 staff and provides a range of medical services to more than 445,000 patients per year from an area covering Western Cheshire, Ellesmere Port, Neston and North Wales.

The Board is accountable to its membership through the Foundation Trust's Council of Governors which is comprised of appointed Governors, elected Staff Governors and elected Public Governors. Governors have an important role to play as it is through them that the population served by the Foundation Trust is directly involved in influencing the strategic direction of the Trust which has around 11000 members.

The Board of Directors has ultimate responsibility for the leadership and direction of the Trust. The Foundation Trust's performance and compliance is regulated by the NHS. Compliance with national service standards is also reviewed and rated by the Care Quality Commission (CQC). The CQC published its latest report following our last inspection in December 2018, which downgraded our overall rating to 'requires improvement' from the previous inspection rating in June 2016 where it was rated as 'good'. The Board accept the findings of the CQC. However, we are committed to delivering an improvement in the safety and quality of all our patient services and continue to strive to understand and address the concerns raised in their report.

The Executive Directors are:

Chief Executive: Dr Susan Gilby

Medical Director: Dr Darren Kilroy

Director of Nursing & Quality and Deputy CEO: Alison Kelly

Chief Operating Officer: Lorraine Burnett

Chief Finance Officer: Simon Holden

Interim Director of People and Organisational Development: Alyson Hall

The Non- Executive Directors are:

Chair: Sir Duncan Nichol CBE

Deputy Chair: Rachel Hopwood

Senior Independent Director: Andrew Higgins

Non-Executive Director: Ed Oliver

Non-Executive Director: Ros Fallon

Non-Executive Director: Chris Hannah



Candidate Profile

Role Title: Non-Executive Director

Directorate: Board of Directors

Accountable to: Chair

Candidates need not have held a non-executive directorship previously although such experience is desirable. The ability to think in an open-minded and strategic manner is a key part of the positive contribution a non-executive director provides.

Candidates will share the Countess of Chester Hospital NHS Foundations Trust (CoCH) commitment to its values and culture. As part of the leadership group that guides the trust towards the realization of this goal, it would be valuable for candidates to have experience of transformational change in large and complex organisations leading to the positive and productive engagement of all staff in looking for opportunities to improve services and the introduction of high quality, efficient and effective modern working practices.

To succeed in this role, candidates will need:

- A strong commitment to the NHS and interest in healthcare issues, both local and national, and mindful of the NHS Constitution;
- A strong commitment to corporate governance and public service values as enshrined by the Nolan principles;
- Demonstrable experience of holding a senior role in a high performing, large and complex organisation;
- Well-developed inter-personal and communication skills to be able to quickly establish relationships and the confidence of the trust's many stakeholders;
- Experience / understanding of how to achieve positive change by building high performance cultures to deliver efficient and effective outputs;
- The ability to work collaboratively as part of a team, whilst questioning and challenging as required.
- Well-developed political acumen;
- Time, energy and enthusiasm.

The full range of candidates' achievements and experience will be taken into account,



to ensure the best balance of knowledge and skills within the Board.

Independence

Factors that could call into question the 'independence' of candidates and thereby disqualify them from consideration include:

- Having been an employee of the CoCH within the last five years;
- Having or having had within the last three years, a material business relationship with CoCH either directly or as a partner, stakeholder, director or senior employee of a body that has such a relationship with CoCH;
- Having received or receiving additional remuneration from CoCH apart from a Director's fee; or membership of the CoCH's pension scheme;
- Having close family ties with any of CoCH's advisers, directors or senior employees;
- Holding cross-directorships or having significant links with other directors through involvements in other companies or bodies.



Our Vision, Values and Behaviours

Our vision is to deliver NHS care locally that makes our staff and our community proud.

Our values are summarized as being safe, kind and effective in everything that we do.

SAFE: Avoid harm and reduce risk to all

KIND: Considerate and non-judgemental in thoughts and actions

EFFECTIVE: Consistently maximising resources to deliver excellent patient care

Collectively there are agreed standards of behaviour that we want to see and encourage in everyone which are:

- Working Together to get the best outcomes for the patients and the Trust
- Respect and Fairness so that everyone feels like a valued member of the Trust
- Positive Attitude to create a great environment for our patients, my colleagues and myself
- Achieving Excellence to continuously improve our care for patients, our people and our finances
- Leading People by creating an environment in which everyone can do the best job possible



Role and Responsibilities include:

As a member of a unitary Board, there is a shared and collective responsibility amongst all the Directors for the overall strategic direction and performance of the Trust. As Non-Executive Director, you will work alongside other Non-Executive Directors and Executive Directors as an equal member of the Board. You will share responsibility with other Directors for the decisions made by the Board and form the success of the organization in leading the local improvement of healthcare services. All of the Board members are required to work collaboratively and also to provide constructive challenge as necessary. The Directors must satisfy themselves as to the appropriateness and integrity of the information that comes to the Board and the efficacy of the controls and systems in place to ensure the good governance of the Trust. The Non-Executive Directors bring fresh perspectives to governance, reflecting their wider experience and skill-sets acquired outside the Trust. Key responsibilities include:

1. Independent judgement and challenge

Bring independent judgement and experience and expertise from outside the Trust and from understanding of the views of people accessing our Services, their carers and the staff who provide whose Services and apply this for the benefit of the Trust, its stakeholders and the wider community.

Ensure that appropriate challenge is made in all circumstances prior to decisions being taken by the Board, to influence and help the executive board develop proposals on strategies.

To work collaboratively with other Board members and members of the Council of Governors, whilst providing challenge as required.

To contribute to the development of Trust strategy and to the establishment of challenging objectives and performance measures.

To monitor the performance of the Trust through its Executive Team.

To be assured that the necessary resources are in place for the Trust to meet its objectives and plans.

To keep abreast of the changing political, academic and service context, both internally and external to the Trust.

(Accountability for operational management of the trust remains the responsibility of the Executive Team).



2. Leadership

Work with Board members, the Council of Governors and other stakeholders to create a compelling vision and set the strategic direction of the Foundation Trust as a provider of choice of resilient and sustainable clinical services.

Provide visible leadership that models and demonstrate exemplary behaviours of the “Countess Values” which motivate patient-centered transformational change. Support and promote a culture of openness, accountability, involvement and equality of opportunity at all levels.

Engage positively and collaboratively in board discussions and act as an ambassador for the Trust in engagement with stakeholders including patients, governors, members, other NHS organisations, regulators, the media, the local community and wider stakeholders.

Act in accordance with the Trust’s values, behaviours, policies and specific decisions of the Board of Directors; ensuring that all activities are directed towards the achievement of these.

Promote and nurture partnership working at local place and with the ICP.

- Review and evaluate present and future opportunities, threats and risks in both the external environment and those internally within the Foundation Trust.
- Promote actively a culture of inclusion and ensure actions are taken to improve the Trusts’ standing as an inclusive employer and health care provider.

Ensure the Trust values diversity in its workforce and demonstrates equality of opportunity in its treatment of staff and patients and in all aspects of its business.

3. Governance

Assist fellow directors in promoting a culture of excellent overall governance, and commit to working to, and encouraging within the Trust, the highest standards of quality care and meeting all the requirements stipulated by our regulators, specifically NHS Improvement and the Care Quality Commission.

To be assured that the Trust works within the terms of its authorisation and constitution.

To be assured that controls and information systems are in place to provide reliable and timely information to the Board about both the management and clinical performance of the Trust.



Support a positive culture throughout the Trust and adopt behaviours in the boardroom and elsewhere that exemplify the corporate culture and are in accordance with the Code of Conduct.

4. Board Committees

Take an active part in committees established by the Board of Directors to exercise delegated responsibility.

To chair Committees of the Board as agreed with the Chairman.



Person Specification

Candidates who are considering this role should be able to demonstrate the criteria, skills and experience as outlined in the Person Specification below:

- You will need to have a genuine commitment to patients and the promotion of excellent health care services.
- Applicants should have senior level experience gained in a large, complex organisation either private or public sector.
- Demonstrate high standards of corporate conduct and personal integrity.
- Demonstrate the resilience to work within a highly visible, transparent and accountable context.
- Politically astute, able to grasp relevant issues and understand the relationships between interested parties.
- Be independent in judgement and think creatively.
- Committed to both NHS and the Countess of Chester Hospital values and principles. Understand the aims of Foundation Trust status and impact of regulatory and compliance frameworks.
- Able to demonstrate leadership skills and engender respect from others. A good listener, able to weigh up arguments and summarise for others.
- Strong interpersonal skills.
- Excellent communication skills.
- An ability to act as a team player to work in partnership with stakeholders, public and staff.
- Well respected and with strong connections to the local community.
- A broad knowledge of corporate governance issues.
- Experience of working within a regulated industry is desirable.



Further details about the role and more Information about the Trust

Time commitments

This is currently 3 days per month. This may be during the working day or in the evening. All members of the Board of Directors are required to attend the monthly meetings of the Board. Attendance at Council of Governors will also be required.

Remuneration

The remuneration payable for this role is £13,380 per annum.

Outside Interests

Candidates are required to declare any conflicts of interest in respect of relevant business interests or other appointments or connections with commercial, local authority, voluntary or NHS bodies and any connections with bodies contracting for Trust services.

Code of Conduct

As a member of the Board of Directors you are required to comply with the conduct for NHS Managers and code of accountability issued by the Department of Health. You must declare any financial interest of relationship you have which impinges on your responsibilities as a member of the Board.

Fit and Proper Person

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. The successful candidate will be subject to the NHS 'Fit and Proper' person check.

Candidates' particular attention is drawn to the following requirements:

All Directors must protect information about the Trust, its staff and its patients in accordance with the Trust's Information Governance policies and Data Protection legislation during and after the cessation of their appointment.

All Directors must adhere to the appropriate technical and physical measures implemented to ensure that information is safe and secure.



For more information about the Trust, such as business plans, annual reports and services visit our www.coch.nhs.uk

Recruitment Process & How to Apply

To apply for this role, please submit the following information by email to claire.raggett@nhs.net

- A detailed CV, including the details of two referees who may be contacted at shortlist stage **please confirm if references can be obtained in advance**. Your referees should be individuals in a line management capacity, and cover your most recent employer.
- 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.
- Tell us about any dates when you will not be available.

Key Dates

- Closing date for applications is **5pm on Monday 19th August 2019**
- Interviews are scheduled to take place **Friday 13th September 2019**
- Proposed start date **October 2019**