



Could you help lead the NHS in your area?

Whittington Health NHS Trust

Non-executive director

Candidate information pack

Reference: L2116



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 Whittington 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.

In addition to your membership of the Board, you will also bring your skills to the Audit and Risk Committee and to one or more of the Board's other assurance committees.

2. The person specification

Essential criteria

As a Board member, you will be a strategic thinker who will quickly grasp the complexities of the local, regional and national healthcare environments. Your financial skills and business acumen will enable you to scrutinise and interpret complex data and constructively challenge at the Trust Board and its committees.

You will need to have a genuine commitment to patients and the promotion of excellent health care services. You will have recent, senior level finance experience in a large and complex organisation within either the private or public sector. Third sector experience will also be considered. You will have a recognised financial qualification.

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 London Boroughs of Haringey and Islington.

- On average this role will require the equivalent to 2 to 3 days a month, however the time commitment may vary and a flexible approach should be taken.
- The remuneration payable for this role is £10,000 per annum. Thereafter the remuneration will be applied in line with the framework for chairs and non-executive directors. On this basis the successful candidate will receive future increases, as follows

Effective Date	Annual Remuneration
1 April 2020	£11,500
1 April 2021	£13,000 (standard rate for all NEDs)

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. London Leadership Values

As a joint health and care system we are currently developing the values and behaviours by which we should lead in London. We begin with how to make the NHS the best place to work and how creating a better leadership culture is critical to that change. As part of this process we are developing a set of values for the leadership of the NHS in London. Through this we have identified the ‘core’ values we currently hold and our ‘aspirational’ values we are aiming to align to in the next 12 months. In addition, we have also agreed that there are ‘various accidental values and behaviours’ that we all see in the system and wish to eradicate. Finally, we have identified our ‘permission to play’ values.

These are not intended to replace individual organisational values, but to complement them. The values will set a clear expectation of how we will work together and hold each other to account as the leadership community to deliver the London vision. These values are still in development and have been shared with chairs and CEOs across the NHS in London. We have included these, in more detail, for information for chair candidates. Our expectation is that over time these will be incorporated into job descriptions and will be used in personal development plans and objectives.

4. About Whittington Health NHS Trust

Whittington Health is one of London’s leading integrated care organisations – helping local people to live longer, healthier lives.

The trust provides hospital and community care services to over half a million people living in Islington and Haringey as well as those living in Barnet, Enfield, Camden and Hackney. Whittington Health provided over 100 different types of health service (over 40 acute and 60 community services) in 2018/19. Every day, the trust aims to provide high quality and safe healthcare to people either in its hospital, in their homes or in nearby clinics. The trust is here to support its patients throughout their healthcare journey – this is what makes Whittington Health an integrated care organisation. During 2018/19, the trust had an income of c. £320 million, over 4,300 staff delivering care across north central London and over 1.3 million patient contacts. The trust is segmented as level two under the Single Operating Framework. The trust successfully delivered its control total last year and has plans to do so again this financial year.

Trust services and its approach are driven by the trust’s vision

The trust has an excellent reputation for being innovative, responsive and flexible to the changing clinical needs of the local population. The trust is treating more patients than ever before and is dedicated to improving services to deliver the best care for its patients.

The trust’s vision is: Helping local people live longer, healthier lives

The trust’s values:

The trust’s values guide how it acts. “We believe that our shared values are crucial to constantly improving the way we behave as a team”.

I  **INNOVATION**

We will welcome ideas, be willing to change and to make new partnerships.

C  **COMPASSION**

We will value our relationships, treat people with kindness, look after each other and create an environment that fosters privacy and dignity.

A  **ACCOUNTABILITY**

We will take ownership for what we do, use the public’s money well, learn from our mistakes, hold others to account and be open and honest.

R  **RESPECT**

We will treat people fairly, recognise individuality and deal with inappropriate behaviour.

E  **EXCELLENCE**

We will keep people safe, deliver high-quality services, keep on improving and learn from mistakes.

What we do:

“We lead the way in the provision of excellent integrated community and hospital services both medical and surgical”

Whittington Health is an “integrated care organisation”. This means the trust provides community and hospital services (both medical and surgical) in a joined up way to people.

The trust does not just want to provide these services as they always have been, but rather it wants to lead the way across the country, creating innovative ways to integrate teams across the organisation and with the trust’s partners in the council, primary care, mental health and the voluntary sector.

The trust is also proud to provide several specialist services to broader geographies such as its community dentistry services in 10 boroughs of London and its internationally recognised Michael Palin Centre, a specialist speech and language service which receives referrals from around the world.

The organisation has a highly-regarded educational role. The trust teaches undergraduate medical students (as part of UCL Medical School), nurses and therapists throughout the year, alongside providing a range of educational packages for postgraduate doctors and other healthcare professionals.

Trust objectives

The trust’s objectives tell us how it will achieve the vision in partnership with patients and service users:



Within each of these objectives the trust has set out more specifically what it means and what its ambition is:

Deliver outstanding safe, compassionate care in partnership with patients

- Partner with those who use the trusts services to deliver outcomes that matter to them through co-design of services and the objectives set out in the quality account
- Ensure timely and responsive care that is seamless between services
- Improve patient experience through delivery of the patient experience strategy ambitions

- Continually learn through the trust's Quality Improvement strategy building a curious workforce that strives to use evidence

Empower, support and develop an engaged staff community

- Provide outstanding inter-professional education and inclusive, fair development opportunities
- Focus on the health and wellbeing of staff including improving the environment
- Be the employer of choice recruiting and retaining and recognising the best
- Create a kind environment of honesty and transparency where all staff are listened to and feel engaged
- Promote great leadership, accountability and team working where bullying and harassment is not tolerated

Integrate care with partners and promote health and wellbeing

- Partner with social, primary, mental health care, and the voluntary sector around localities to make an impact on population health outcomes and reduce inequalities
- Improve the joining up of teams across and between community and hospital services
- By working collaboratively, coordinate care in the community to get people home safely faster and keep people out of hospital where appropriate
- Prevent ill-health and empower self-management by making every contact count and engaging with the community and becoming a source of health advice and education

Transform and deliver innovative, financially sustainable services

- Transform patient flows and models of care (outpatients, same day emergency care, community localities, children's pathways)
- Reduce system cost and improve clinical productivity and financial literacy everywhere
- Transform our estates and information technology to enable new ways of working

5. Key challenges

Whittington Health's vision is to **“help local people live longer healthier lives”**. The trust wants to **lead the way in the provision of integrated community and hospital services, both medical and surgical**. The trust is geographically placed in the centre of North Central London (NCL) Sustainability and Transformation Partnership (STP) footprint with a portfolio of services covering the populations of Haringey and Islington but also with some community services in Camden, Enfield, Barnet, Hackney and North West London and community dental services in ten London boroughs. The trust is an Integrated Care Organisation (ICO) and delivers some of the most innovative models of ambulatory and integrated care in the region

e.g. children's hospital at home service, Integrated Respiratory Services, Integrated Care of the Ageing, children's integrated additional needs and disability services, Integrated Care Hubs and close working with social care.

As an ICO with community and hospital services across Islington and Haringey, Whittington Health is in a unique and important position to deliver the strategic objectives of the Long Term Plan. A strategic goal is to “**integrate care with partners and promote health and wellbeing**” - a key part of this is preventing ill-health and empowering self-management. An example of this is the trust's Care Quality Commission (CQC) - rated 'outstanding' community dental services and leading long term condition self-management and smoking cessation services contracts. Over the last three years, the organisation has been working closely with the Haringey and Islington GP Federations and Clinical Commissioning Groups (CCGs), Local Health Authorities and other local providers (including mental health services) in developing the Haringey & Islington Health and Wellbeing Partnership. The objective of this partnership is to work in an integrated and collaborative way to provide high quality health and social care for the local population. This work has been recognised, supported by, and integrated into the North Central London STP. This year, it will take a further leap forward as the trust progresses concrete changes to locality working with the trust's partners.

In addition to prevention the trust has an objective to “**Transform and deliver innovative, financially sustainable services**”. The trust has led on the development of important service transformation such as its 'outstanding' ambulatory care model, rapid response and frailty pathways, as well as integrated care networks, which align directly with intentions to deliver care closer to home. This year the trust is working with its commissioners and local authority partners on a more ambitious integrated intermediate care model across Islington and Haringey.

The trust has bettered its control total requirement for four consecutive years, in an increasingly challenging financial environment. For 2018/19 the trust's final control total requirement was a surplus of £22.7m, which entitled the trust to a Provider Sustainability Funding incentive payment of c. £21.4m. In drafting the current financial plan, the trust has taken into account the actual CIP performance in 2018/19, the need to address the underlying deficit and the requirements to achieve the 2019/20 control total.

At Whittington Health, all services' teams are tasked with a productivity target for 2019/20 which will include skill mix reviews and maximising the use of non-registered staff (generic workers). Many services have already mobilised a new skill mix.

A central goal for Whittington Health is to “**Deliver outstanding safe, compassionate care**”. This was demonstrated by its most recent CQC rating, in which the trust as a whole continued to be rated as 'Outstanding' for the 'Caring' domain and 'Good' overall and the Whittington Hospital site has improved from 'Requires Improvement' to 'Good'. The trust has an explicit ambition to go from “Good to Outstanding”.

Empowering, supporting and developing engaged staff, is a key objective for this year and beyond. The latest NHS staff survey resulted in the trust having its highest ever response rate of 55.6%. This is an excellent proxy for staff engagement. The trust will promote great leadership, accountability and team working where bullying and harassment is not tolerated. Having conducted an external review into the trust's culture it now has a detailed action plan to make a positive impact on improving the culture of the organisation where all staff are listened to and feel engaged.

Quality and safety remain the trust's top priority. The trust has made huge progress in many areas such as community waiting times and consistently meets other national targets. The trust has, however, continued to struggle to maintain the four hour emergency department target. Productivity has also been a challenge as the trust continues to live within its means.

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: 11am on Monday, 27 January 2020.** Please forward your completed application to NHSI.Chairsandneds@nhs.net
- **interview date: week commencing 17 February 2020**
- **proposed start date: to be confirmed**

Getting in touch

- We strongly recommend an informal and confidential discussion with Anu Singh, the acting chair of the trust. Please contact her via anusingh@nhs.net (email) or on 020 7288 5968 (phone)
- **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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