

Could you help lead the NHS in your area?

**Hertfordshire Community NHS
Trust**

Two Non-executive Directors

Candidate information pack

Reference: M2113



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. Letter from the Chair

Dear Candidate

Thank you for your interest in Hertfordshire Community NHS Trust and the Non-Executive Director opportunities. We hope you will find this candidate brief interesting and of value.



The Trust was established on 1st November 2010 as the principal provider of community-based healthcare to the residents of Hertfordshire. We provide a full range of community services across the county for adults and children in a variety of settings. We also provide a range of specialist services integrated with our local Hospital Trusts and Mental Health partners. We were rated last year as 'Good' by the CQC and our teams work hard to deliver safe, effective, responsive, caring and well led services in Hertfordshire and beyond. We are striving towards achieving 'Outstanding' for our next CQC inspection.

We face similar challenges to the wider NHS in terms of a high demand on services with reduced funding and a global shortage of clinicians. Externally we operate in a complex health and social care economy and have a key role within the Hertfordshire and West Essex Sustainability and Transformation Plan (STP). We have positive relationships across the STP and enjoy working in partnership to shape a health and social care system that is both clinically and financially sustainable.

We are seeking two exceptionally committed, motivated and inspiring candidates to join our Trust Board to continuously review and drive forward our strategy, a culture of excellence and quality improvement and oversee operational performance. You will have held a senior management position and have a solid track record of leadership and the ability to drive, influence and lead change. You will be an effective communicator and a strong team player, able to work effectively with people both internally and external to the Trust. Able to clearly demonstrate our Trust values of Innovative, Caring and Agile you will have a passion for driving strategy, quality improvement and business development to meet the Trust's strategic aims. The success of the STP is crucial to the success of HCT and vice versa and therefore we are seeking two individuals who can think global and act local, and are able to forge long term, effective relationships with a range of stakeholders.

Should you wish to book a call for an informal discussion with me about this opportunity, please contact Marina Sweatman on 01707 388020 or m.sweatman@nhs.net.

Finally if, after reading this briefing pack, you believe that you have the experience, skills, drive and ambition to take on this exceptional opportunity, we would like to hear from you.

Yours sincerely

A handwritten signature in black ink that reads "L-A Alexander". The signature is written in a cursive style and is underlined with a single horizontal stroke.

Lesley-Anne Alexander CBE
Chair, Hertfordshire Community NHS Trust

2. The opportunity

NHS Improvement has a specific role in appointing and supporting NHS trust chairs and Non-executive Directors (NEDs). We are looking for two NEDs at Hertfordshire Community NHS Trust (HCT). This is a unique opportunity to help deliver the NHS 10 year plan and shape the future of local services by sharing your talents and expertise to help transform community services, working with local partners to deliver the Hertfordshire and west Essex STP strategy and to making a positive difference to the health and wellbeing of the communities served by the Trust.

The successful candidates will chair either the Audit Committee or the Healthcare Governance/Quality Committee (the board structure chart is included in Appendix 5).

3. The person specification

We are looking for candidates who have the energy, skills and leadership experience to help drive the delivery of sustainable healthcare services for the people of Hertfordshire and west Essex. You will need to have a genuine commitment to patients and the promotion of excellent health care services and will have senior experience in one or more of the following areas:

- A strong commercial and financial background
- Strong credentials in a clinical or scientific role at a senior level
- Information management and technology expertise with a focus on digital services. Experience of implementing digital transformation would be an advantage
- Strong track record in complex partnership working across a range of stakeholders and sectors

The Trust provides services to diverse social, economic and cultural groups. Either lived or learned experience of this diversity is highly desirable. You will have a good understanding of the needs of the different sectors of the community, especially those of the black and minority ethnic communities served in the area.

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 Hertfordshire.

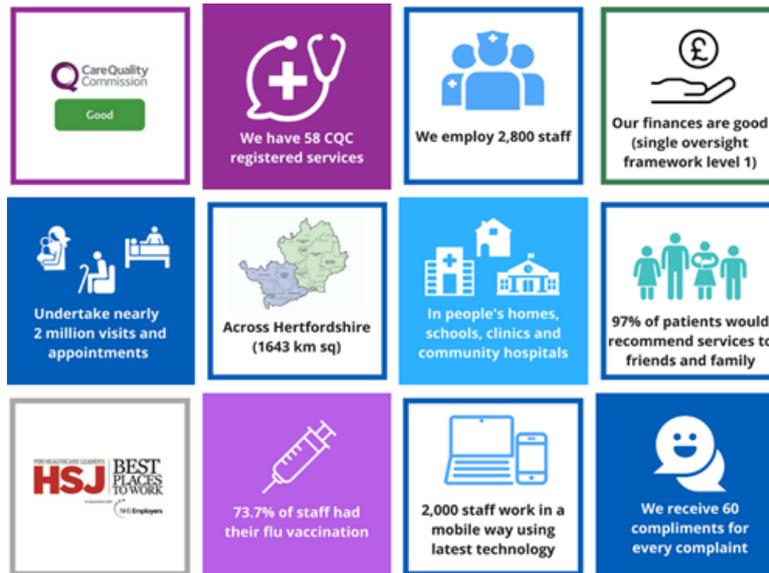
- On average this role will require the equivalent to 2 to 3 days a month, however the time commitment may vary and a flexible approach should be taken.
- The remuneration payable for this role is £10,000 per annum. Thereafter the remuneration will be applied in line with the framework for chairs and 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](#).

4. About Hertfordshire Community NHS Trust

Hertfordshire Community NHS Trust (HCT) was established in 2010 as the principal provider of community-based healthcare services to the 1.2 million residents. Their 2,800 staff provide a full range of community services for adults and children in a variety of settings, including community hospitals, Clinics, GP surgeries and patients’ own homes. They are pleased to be rated as 'Good' by the Care Quality Commission. They are proud to have achieved all their financial targets for many years running, retaining their Level One Single Oversight Framework rating. Building on this strong foundation they have the commitment and drive to further transform to be a truly 'outstanding' organisation.



In 2017/18 the Trust had over 1.7 million patient contacts and a budget of £148.3 million.

HCT welcome the NHS Long Term Plan and are pleased it recognises the contribution that primary and community health services make to improve the health and wellbeing of their local population. The plan sets out a commitment to create fully integrated community based healthcare. They are already working closely with their colleagues in primary and social care to make this a reality, enabling them to be at the forefront of the required step change in caring for their communities in the future.

Externally they operate in a complex health and social care economy and have a key role within the Hertfordshire and west Essex STP. They have positive relationships across the STP and enjoy working in partnership to shape a health and social care system that is both clinically and financially sustainable.

Vision

HCT's vision is straight forward – *“Outstanding services, healthier communities”*.

Values

The vision is underpinned by the Trust's Values, which complement the NHS Constitution and support HCT's organisational culture, supporting patients' rights and the need to treat people with dignity and respect:

Innovative	
	<i>We encourage creativity, seek new ideas and adopt best practice to improve our services</i>
Caring	
	<i>We show kindness and consideration for others</i>
Agile	
	<i>We proactively anticipate and deal with new situations quickly, flexibly and successfully</i>

Strategic Objectives

To support the Vision and Values, HCT has developed four strategic objectives:

1. Outstanding quality and performance
2. Joined-up local care
3. Best value through innovation
4. Great place to work

High Value Healthcare and Quality Improvement

As a Trust they are committed to delivering 'High Value Healthcare':

- Excellent clinical outcomes.
- An outstanding patient experience.
- Consistent and improving patient safety.
- Highly efficient and cost-effective services.

HCT will build on their track record of offering high quality services to achieve their ambition of being rated 'Outstanding' by the CQC.

5. Key challenges

The Strategy

To meet the challenges ahead, they have been further developing their Trust Strategy and performance management metrics. They also have commenced a culture change and organisational development programme to run alongside this. The Trust's Emergent Strategy Summary, incorporating the key STP priorities, is included at Appendix 5.

Delivery Plan Priorities

In line with their strategic objectives, their challenges over the coming period are reflected in their delivery plan priorities which include:

- Embedding continuous quality improvement across all their services
- Integration with primary care and other partners to provide joined up services, for adult services
- Lean and efficient corporate services
- System leadership for Children's and Young People's services across Hertfordshire
- The introduction of new models of care responding to population health needs and delivering the STP priorities.

Service Change and Business Development

Having successfully won a number of service tenders, including for Children's Universal Services and Nutrition and Dietetics, the Trust is embedding new services models with a range of partner organisations. In the west of the county, it is their regret that they were unsuccessful in their tender for adult community services. As a result, the majority of their adult community services will be provided by an alternative provider from 1 October 2019. They have a comprehensive transition programme underway which includes staff consultation on the TUPE transfer as this impacts on approx. one third of their business (up to 800 WTE).

The Long Term Plan provides additional opportunities for the development of their business, with partnership and integration with primary care in East and North Herts being one of their key strategic objectives.

Through this transformation and change they will continue to meet their financial targets and ensure their services are sustainable for the future.

HCT People

The Trust faces similar challenges to the wider NHS in terms of a high demand on services with reduced funding and a shortage of clinicians. To attract talent and support their people through their extensive change agenda, their new People and OD Strategy is underpinned by five key pillars covering:

1. Culture, health and well-being consistent with their values
2. Workforce planning and resourcing initiatives to attract and retain talent
3. Learning, education and development programmes to deliver high quality care
4. Partnership and team working within the Trust and across the STP
5. Leveraging technology to enable self-management and development

6. Role of the NHS Board and the Non-Executive Director

NHS boards play a key role in shaping the strategy, vision and purpose of an organisation. They hold the organisation to account for the delivery of strategy and ensure value for money. They are also responsible for assuring that risks to the organisation and the public are managed and mitigated effectively. Led by an independent chair and composed of a mixture of both executive and independent non-executive members, the board has a collective responsibility for the performance of the organisation.

The purpose of NHS boards is to govern effectively, and in so doing build patient, public and stakeholder confidence that their health and healthcare is in safe hands. This fundamental accountability to the public and stakeholders is delivered by building confidence:

- in the quality and safety of health services;
- that resources are invested in a way that delivers optimal health outcomes;
- in the accessibility and responsiveness of health services;
- that partners in the system will work together to provide integrated services which provide the best experience and outcomes for patients;
- that patients and the public can help to shape health services to meet their needs;
- that public money is spent in a way that is fair, efficient, effective and economic.

Appendix 1: More information

For information about 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

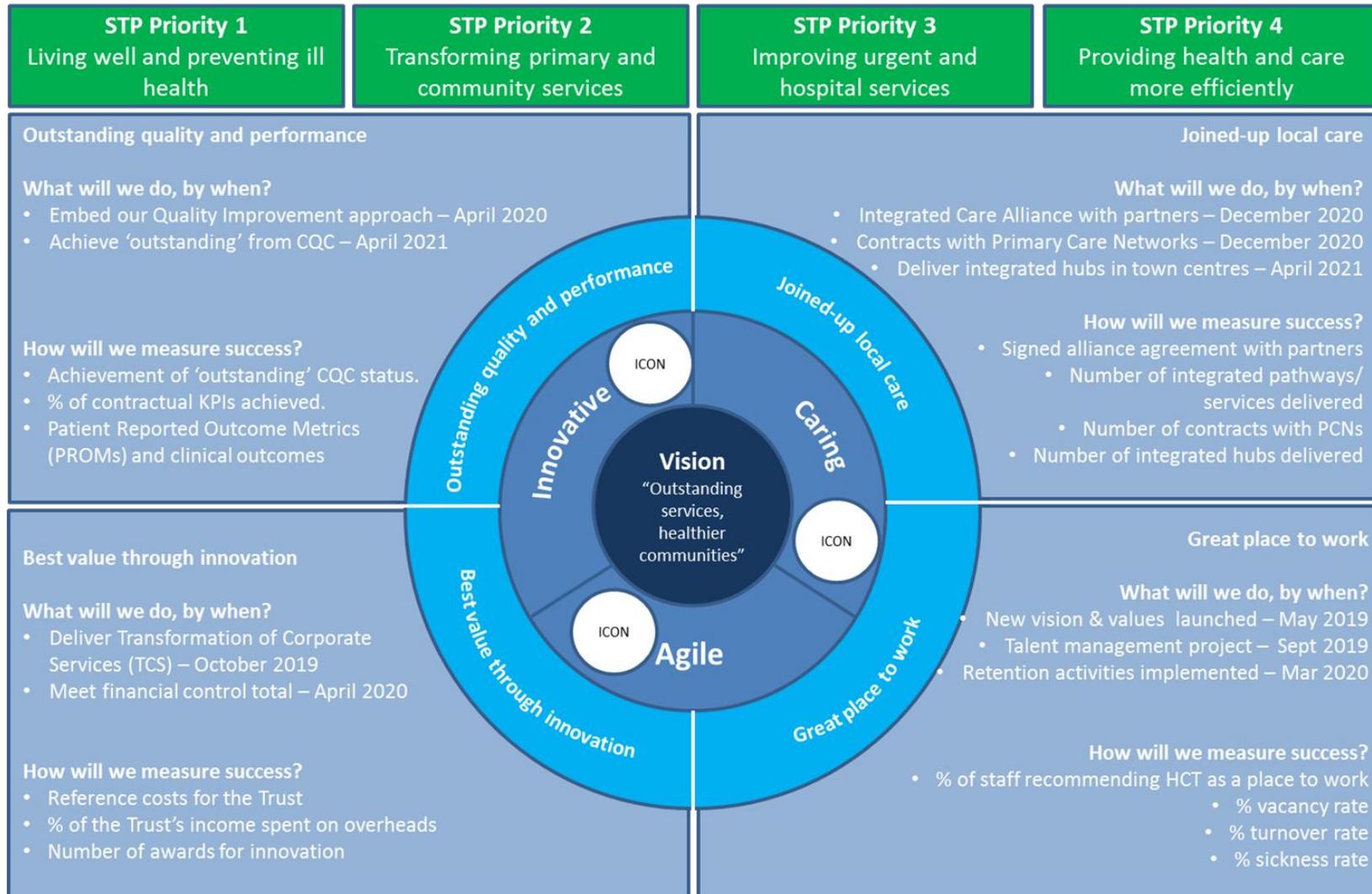
- **closing date for receipt of applications: 4 February 2020 at 11am.** Please forward your completed application to NHSI.Chairsandneds@nhs.net
- **shortlisting date: 10 February 2020**
- **interview date: 24 February 2020.** This will include the opportunity to meet with board members of the Trust.
- **proposed start date: 1 April 2020**

Getting in touch

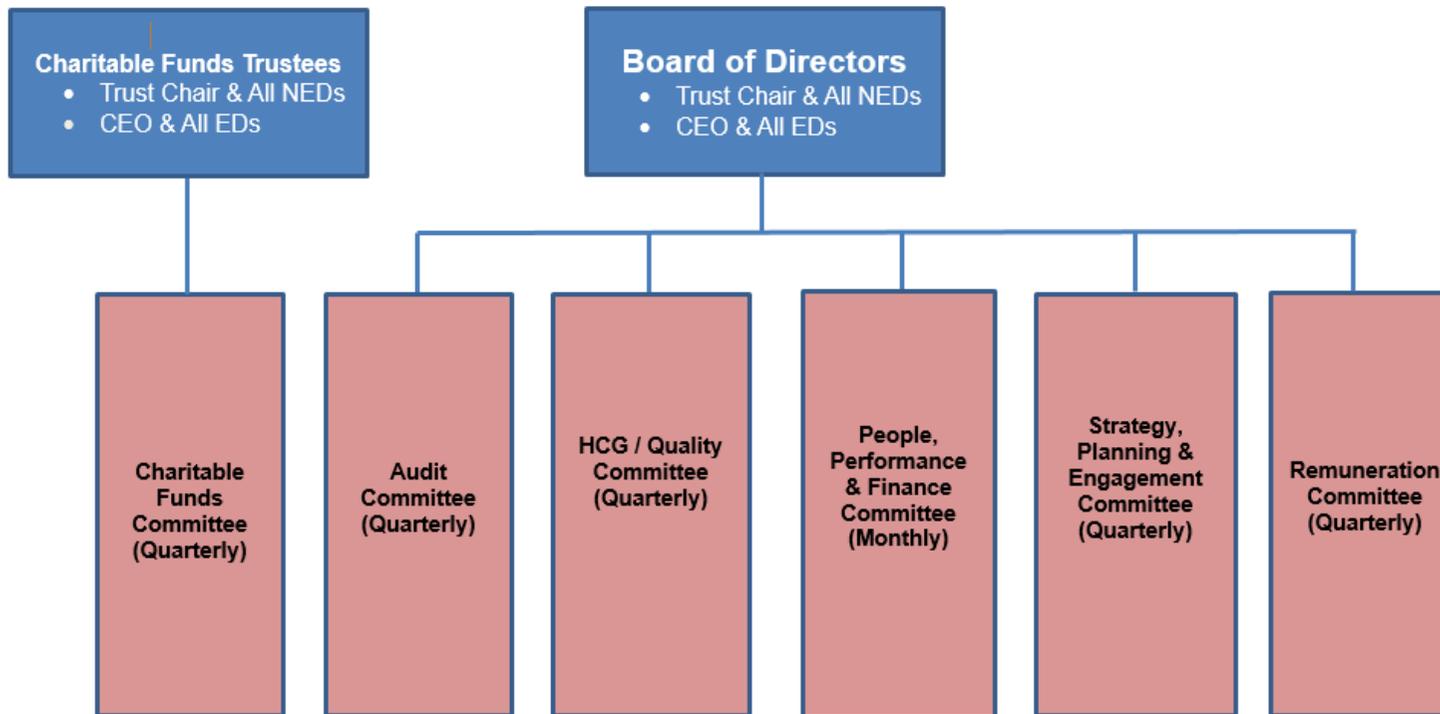
- We strongly recommend an informal and confidential discussion with Lesley-Anne Alexander CBE, the Chair of the Trust. Please contact Marina Sweatman on 01707 388020
- **NHS Improvement** – for general enquiries contact Miriam Walker on 0300 123 2059 or by emailing miriam.walker@nhs.net

Appendix 4: The Trust's Emergent Strategy Summary

Hertfordshire Community NHS Trust Strategy On A Page 2019-21



Appendix 5: Board Structure Chart



Assurance Committee – delegated authority from the Board

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.