



Could you help lead the NHS in your area?

**Kent and Medway NHS and Social
Care Partnership Trust**

**3 Non-executive Directors and 2
Associate Non-executive Directors**

Candidate information pack

Reference: S2173



We value, celebrate and promote diversity and are committed to equality of opportunity for all. We believe that the best boards are those that reflect the communities they serve.

We particularly welcome applications from those who have a lived experience of our services, 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. Introduction from the Chair

I'm delighted that you are considering applying to join us at Kent and Medway NHS and Social Care Partnership Trust. Being part of an organisation that changes lives provides real purpose and it is an exciting time to be joining both the NHS and our health and social care system in Kent & Medway.

Integration and collaboration are at the heart of the transformation of the NHS and the way it works within its regions. We will have one strategic commissioner determining priorities for the whole of Kent and Medway, supported by four Integrated Care Partnerships (ICPs) and 42 Primary Care Networks (PCNs). Together this will ensure both a system wide approach where things can be standardised and aligned around the priorities set out in the NHS Long Term Plan, and cross organisational working which has local population needs and our patients at the heart of decision making.

In addition to this wider strategic change, we are finalising our own organisational strategy for the next five years, which will ensure we play our part in the new ways of working in a way which best benefits the mental health needs of the people of Kent and Medway now and in the future. As an organisation with a strong Good CQC rating, with an overall Outstanding for Caring, we are ambitious and keen to deliver a consistently outstanding service across all 66 sites and 1,500 square miles for the 1.8 million people in Kent and Medway.

What drives all of us is our ambition to provide 'Brilliant Care through Brilliant People'. The Board is the most senior leadership body in the organisation and so we also need brilliant people who can role model our culture and values and provide the right balance of support and challenge to our talented Executive team so they, and the Board, can be the best version of themselves. I'm a great believer in how we go about our work being the performance differentiator for what we do, and so your attitude and approach to supporting the development of an organisation is important to me.

In addition to the national Non-Executive Director job description you will find in this pack, I am keen that we attract people who will thrive on what I see as the three pillars of being a Non-executive in our team:

- The ability to shape strategy, monitor its execution, and play an active part in our system Boards; representing our Trust and role modelling the collaboration and partnership working approaches we need to succeed in driving improvements for our patients
- The ability to provide the right balance of support and challenge in exercising our operational assurance responsibilities through our governance structures – Board and Committees – and bring new approaches and best practice insights as to how we do this in our Trust

- The desire and commitment to the leadership and ambassadorial responsibilities of being a Board member, spending time with our staff, our services and our service users to better understand and demonstrate our commitment to our purpose.

I look forward to receiving your application.

Best wishes

Julie Nerney
Trust Chair

2. The opportunity

We have vacancies for three Non-executive Directors (NEDs) and two Associate NEDs at Kent and Medway NHS and Social Care Partnership Trust (KMPT). 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.

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

The successful candidates for the Associate roles will be appointed by the Trust but may also be considered for appointment as NEDs of the Board in future, should vacancies arise and they have the appropriate skills.

Whatever your background, we are interested in your ability to add to the existing board members' life/lived experience and bring personal insights into one or more of the following:

- The experience of gender and women's issues
- Younger People
- Those who are open about their faith
- The lives of people from socially deprived backgrounds
- Those who live with a disability
- Those who are openly LGBTQ+

If you are interested in the Trust's aspiring NEDs development opportunities, please visit <http://www.bring-yourself.com/> to register your interest.

3. The person specification

Essential criteria

You will need to have a genuine commitment to improving the quality of service for those we serve and to the promotion of excellent health care services. You will have senior level experience in at least one of the following areas:

- Clinical and patient safety expertise gained from medical, nursing, allied disciplines or social care experience at a senior level in an academic, research, regulatory or clinically focused role
- Experience of working in partner organisations within the wider health economy
- Recent, relevant finance experience in a large and complex organisation with the capacity to Chair the Audit Committee, preferably, with a financial qualification

- Experience of working across organisational boundaries to deliver solutions and strong partnership and relationship building expertise
- Experience of user led design, service design or customer service experience
- Experience of delivering large scale cultural change and organisational development over the medium term
- Experience of the use of technology to drive improvements in user experience, staff experience and wider efficiency and productivity

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 4 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)
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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](#).

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

4. About Kent and Medway NHS and Social Care Partnership Trust

KMPT provides mental health and social care services for Kent. Covering a geographical area of 1,500 square miles and serving a population of 1.8 million people, the Trust is one of the largest providers of mental health, substance misuse and learning disability services in the country. Working very closely with Kent County Council and Medway Unitary Council, the Trust has arranged its service delivery units into four care groups:

- Acute Care Group
- Community Recovery Care Group
- Forensic and Specialist Care Group; and
- Older People’s Care Group.

KMPT is committed to delivering the very highest quality of care. KMPT is currently rated a strong **Good** by the Care Quality Commission. The Trust continues to drive excellence to achieve its aim of being an **Outstanding** rated organisation. The Trust is committed to delivering integrated community-based health and social care services and its strategy is underpinned by a 'recovery and wellbeing model' delivered in partnership with service users their families and a wide range of organisational stakeholders.

KMPT's annual revenue is £180 million and it employs 3,360 staff who are located in 66 buildings on 33 sites. The Trust's services are predominantly provided around key urban centres including Maidstone, Dartford, Medway and Canterbury. The Trust also provides a range of services in community locations, reflecting the urban and rural mix of the area and has introduced telemedicine to enhance accessibility.

KMPT cares for more than 20,000 people at any given time, involving more than half a million contacts.

KMPT has close links with several to universities including, Greenwich University, University of Kent and Canterbury Christ Church University and several local colleges. The Trust also supports and encourages staff to develop through the NHS Leadership Academy and is forging strong links with the new Medical School.

Vision and values

KMPT's vision and values underpin the Trust's work and inform its approach to providing care for the Trust's service users. These were developed and agreed with key stakeholders and living the values every day is critical to delivering consistently high-quality services.

KMPT has a clear vision, which is to provide, ***Brilliant Care, Through Brilliant People.***

KMPT's Values are simple:

- **Respect** - value people as individuals and treat others as we would like to be treated.
- **Open** - work in a collaborative, transparent way.
- **Accountable** - professional and responsible for actions.
- **Working together** - work together to make a difference for the Trust's service users.
- **Innovative** - find creative ways to run efficient, high quality services.
- **Excellence** - listen and learn to continually improve the Trust's knowledge and ways of working.

Strategy and Opportunities

KMPT's overarching strategic objectives are:

Brilliant care through brilliant people



Strategic Objectives:

- Consistently deliver an outstanding quality of care
- Recruit, retain and develop the best staff making KMPT a great place to work
- Make continuous improvement at the heart of what we do
- Develop and extend our research and innovation work
- Maximise the use of digital technology
- Meet or exceed the requirements set out in the Five Year Forward View
- Deliver financial balance and organisational sustainability
- Develop our core business and enter new markets through increased partnership working
- Ensure success of STP through active participation and leadership



KMPT's 2017 to 2020 Strategy sets out the key strategic priorities for the Trust which includes:

- Implementing a single operating model in all the Trust's community mental health teams.
- Managing the Trust's patient flow so that no one has to be admitted to a private bed.
- Developing the Trust's Liaison Psychiatry services creating a strong, 24/7 team.
- Delivering the improvements set out in the Trust's Strategy for people who have a personality disorder.
- Working with the Trust's partners in the Sustainable Transformation Partnership (STP) to implement new models of primary care.
- Making KMPT the best possible place to work, attracting and retaining the best people.
- Building on the Trust's financial performance getting into balance by 2019.
- Increasing the Trust's Research and Development capacity contributing to improving care and treatment.
- Leading the development of a county –wide Strategy for dementia.

KMPT is now refreshing the Trust's strategic priorities for 2020-2025 and is pleased that these align with the priorities set out in the Five Year Forward View and the NHS 10 Year Plan.

KMPT is proud to be leading on many of the initiatives around productivity, workforce and estates, as part of the Kent & Medway Sustainability & Transformation Programme which will lead to the transformation of health and social care across the county. More information on the Trust's work through the STP can be found here: <https://kentandmedway.nhs.uk/stp/stp/>

Quality

KMPT is committed to providing high quality mental health care, delivered by the Trust's brilliant staff. KMPT believes the Trust's services must provide a positive experience, be safe, effective, use NHS resources effectively and build on the standards set by Care Quality Commission (CQC) and the Trust's other regulators. KMPT believes that the Trust's patients, service users and carers deserve the very best KMPT can provide for them.

KMPT's quality strategy enables the Trust to achieve its strategic objective of delivering and embedding continuous improvement in all that it does.

KMPT's quality strategy also supports the delivery of the Trust's clinical strategy priorities to:

- Develop and deliver a range of service models to support timely care in the least restrictive setting, ensuring urgent and acute needs can be met.
- Ensure service users have clear, integrated pathways to recover, including supported transfers to and from primary care.
- Work with clinical commissioning groups and partners to develop services, enabling more service users with complex needs to be cared for within Kent.
- Ensure high quality clinical environments and the use of technology to support quality and clinical effectiveness.

KMPT's quality strategy and quality accounts reports can be found here: <https://www.kmpt.nhs.uk/who-we-are/quality-strategy.htm>

Financial Position

Like many NHS organisations KMPT is operating in a challenged financial economy. The Trust is forecasting that in 2018 to 2019 it will deliver control total of a £1.8m deficit. KMPT's aim is to achieve long term financial sustainability. This includes achieving breakeven in 2019 to 2020.

Key Risks

KMPT's Board Assurance Framework sets out the key risks and challenges facing the Trust. The Trust's strategic risks include:

- Not meeting the Trust's financial targets and having sufficient plans in place to continue to be sustainable.
- Managing the demand and capacity in the Trust's Community Mental Health Teams and sustaining good practice.
- Recruiting the right staff to support KMPT to provide the highest quality of care to the Trust's patients.
- Retaining employees by making KMPT the best place to work.
- Developing KMPT's culture and driving staff engagement.

KMPT has robust plans and mitigations to address these challenges and risks.

The Trust is #KPMTProud of:

- The Care Quality Commission's feedback in the Trust's recent Well-Led inspection about its patient focus and strong leadership. KMPT's latest report is here <https://www.cqc.org.uk/provider/RXY>
- Significantly improving KMPT's staff response rates in the annual national survey.
- KMPT's very strong **Good** CQC rating.
- KMPT's strong track record of working with people who use the Trust's services to help it shape them.

KMPT's Board

KMPT has a unitary Board led by the Chair with seven non-executive directors, six executive directors including the Chief Executive Officer and a Director of Workforce and Communications. More information on the Board is available here:

<https://www.kmpt.nhs.uk/who-we-are/trust-board.htm>

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: 20 February 2020 at 11am.**
Please forward your completed application to NHSI.Chairsandneds@nhs.net
- **focus groups: 7 and 9 April 2020** for shortlisted candidates
- **interview dates: 22 and 23 April 2020**
- **proposed start date:** to be confirmed, but induction likely to start not later than June 2020

Getting in touch

- For further information about the Trust and these opportunities please visit www.bring-yourself.com.
- We strongly recommend an informal and confidential discussion with Julie Nerney the Chair of the Trust. Please contact Sharon Tree on 01622 724126
- **Gatenby Sanderson** - are helping us to identify potential candidates. For more information, please contact Robin Staveley MBE, Partner at Gatenby Sanderson on 0113 205 6283. You can also visit Gatenby Sanderson's [microsite](#) for further information.
- **NHS Improvement** – for general enquiries contact Miriam Walker on 0300 123 2059 or by emailing miriam.walker@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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