



Could you help lead the NHS in your area?

**North Middlesex University Hospital
NHS Trust**

2 Associate Non-executive Directors

Candidate information pack

Reference: L2197



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 are two vacancies for Associate Non-executive Directors (NED) at North Middlesex University Hospital 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.

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 a NED of the Board in future, should a vacancy arise and they have the appropriate skills.

2. The person specification

Essential criteria

You will need to have a genuine commitment to patients and the promotion of excellent health care services. You will have **senior** level experience in one of the following:

Post 1

- Clinical experience gained in either a medical, nursing or allied discipline with a strong service delivery background with expertise in reducing health inequalities and health promotion

Post 2

- Recent, relevant finance experience in a large and complex organisation with the capacity to join the Audit Committee, preferably, with a financial qualification. Expertise in fundraising would be an advantage

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.

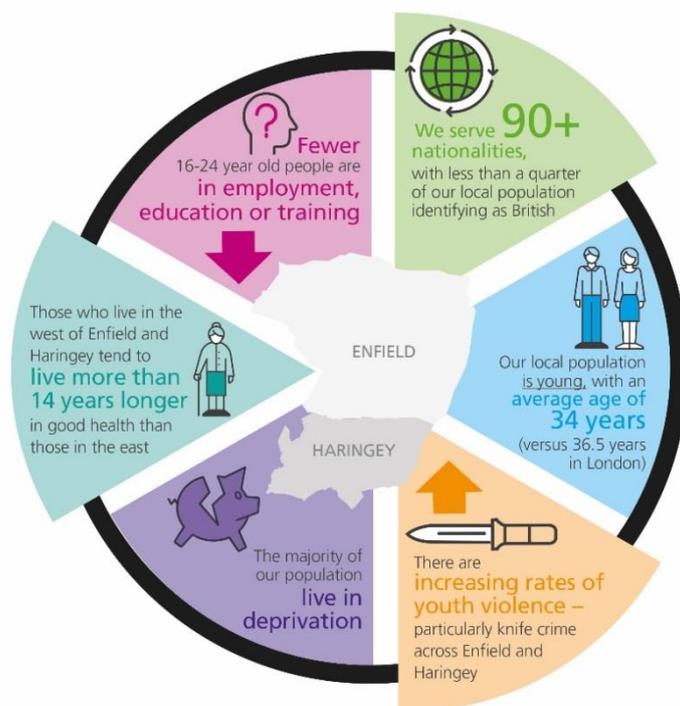
- On average this role will require the equivalent to 2 to 3 days a month, however the time commitment may vary and a flexible approach should be taken.
- The remuneration payable for this role is £11,500 per annum. Thereafter the remuneration will be applied in line with the framework for chairs and NEDs. On this basis the successful candidate will receive an increase on 1 April 2021 to £13,000 (standard rate for all NEDs) per annum.

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 England / 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 North Middlesex University Hospital NHS Trust

North Middlesex University Hospital NHS Trust is a medium-sized hospital located in Edmonton, North London, providing emergency, general and specialist services to approximately 320,000 people in Enfield, Haringey and further afield.

Their community is one of the most diverse in UK. It includes over 90 nationalities and less than a quarter of the local population define themselves as British. There are particularly stark inequalities in healthy life expectancy between the west and east of both boroughs. The community is also one of the most deprived in the UK, with the majority of the population living in deprivation and one in five children living in poverty. Rates of violent crime, in particular youth violence and knife crime, are higher than the London average.



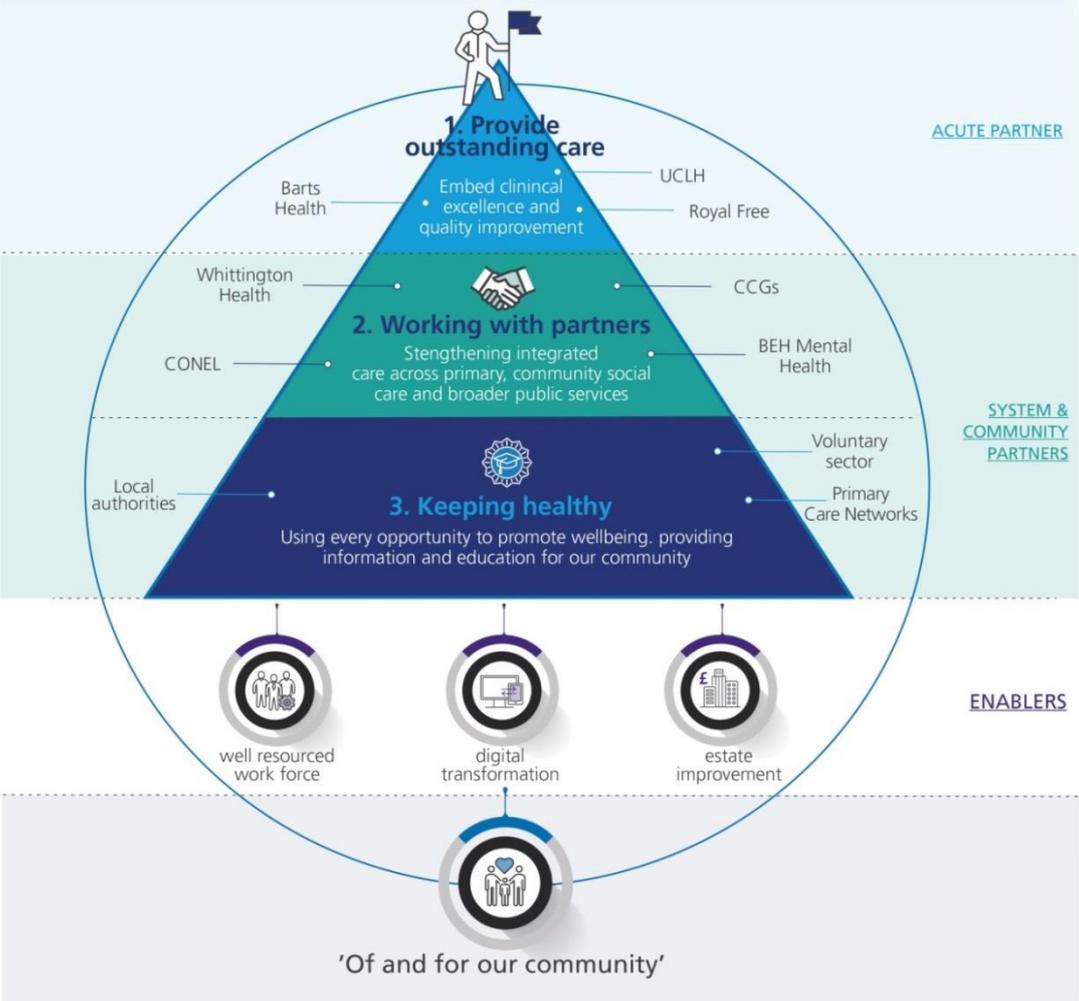
The Trust’s catchment area includes a relatively high prevalence of people who smoke and of people who are overweight or obese, and 17% of the population of Haringey has a common mental health disorder such as depression or anxiety. About half of the patients treated in A&E attended A&E because they saw it as the easiest place to get care; many could have been treated more appropriately in primary care.

The Trust provides maternity, children’s, and adult services across a range of medical and surgical specialities. Their adult and children’s emergency departments are among the busiest in London, with over 184,000 patients seen last year, and 4,515 babies were delivered in their maternity unit.

The Trust’s specialist services include HIV, cardiology, blood disorders, diabetes and fertility. Their sickle cell and thalassaemia department is recognised as a national leading centre. In addition to a full range of cancer diagnosis and treatment services, the Helen Rollason Cancer Support Centre is based on-site and provides services to support cancer patients’ wellbeing.

Forward View

In the summer of 2019, the Trust shared their Forward View for 2019 – 2024, setting out their aims and aspirations for the Trust for the next five years, working with local people, patients and their partners in Enfield, Haringey and further afield.



In delivering their Forward View, the Trust has made three commitments. They pledge to:

1. Provide Outstanding Care

- *We will work with acute partners and local system partners, to improve the services we provide to patients*

2. Partner with Others

- *We will work closely with our system partners to integrate health and care and broader public services, and guide our patients towards the best services for them*

3. Keep Healthy

- *We will use every opportunity we have to promote wellbeing, providing information and education for our staff and our community.*

Staff

The Trust is a major local employer – as of 31 March 2020, the Trust employed 3,376 members of staff.

Their recent staff survey saw their highest response rate in six years, at 56%. This was the second highest response rate for acute hospitals in London and above the national average. Compared to last year, their staff has given the Trust higher ratings for 70% of all questions asked.

The most significant increase (7%) was for the number of staff who would recommend the Trust as a place to work; nearly two-thirds (65%) now say they would. Other improvements include 60% of staff now saying they would be ‘happy with the standard of care provided’, and 78% who identified ‘care of patients/service users’ as the organisation’s top priority.



Despite this overall positive experience, there are still some areas that require improvement, including: equality, diversity and inclusion; bullying and harassment; and violence.

3 key areas we need to focus on



Equality, diversity and inclusion

Colleagues said the Trust is making adequate adjustments to enable us to carry out our work and many of us have not experienced discrimination at work from a manager/team leader or colleagues. We are making progress but we are still below national average.



Safe environment – Bullying and harassment

We want to do more around bullying or abuse from managers, patients, service users and their relatives.



Safe environment – Violence

This year more staff said they've experienced physical violence at work from patients/service users, their relatives or members of the public. There has also been an increase in staff experiencing physical violence at work from colleagues and managers.

Values

In August 2019 the Trust launched their refreshed organisational values – ‘We are caring’, ‘We are fair’, ‘We are open’ – which was the culmination of six months of staff engagement to better understand the culture and values they all want to see more of in the hospital.



We are **fair**

We respect and understand each other's differences and backgrounds

We are consistent with providing realistic, clear expectations and constructive feedback

We are always looking for opportunities to develop all staff and our services

Behaviours

- Being consistent
- Listening to others
- Supporting each other



We are **caring**

We are compassionate and take time out to check on colleagues and patients

We are understanding and recognise each other as individuals

We are committed to improving our community for colleagues and patients/carers

Behaviours

- Showing empathy
- Being curious
- Showing humility
- Listening to others



We are **open**

We embrace change and continuously challenge ourselves and colleagues to create meaningful improvement

We ask for help when we need it; we offer help when we see a colleague struggling and we are always open to challenge

We actively look for new ways of working and explore new partnerships across teams, divisions and organisations

Behaviours

- Speaking up
- Being curious
- Learning from mistakes

4. Key challenges for the Trust

Care and Quality

The Trust has been rated as 'Good' for 'Well Led' as an organisation, following an inspection by the Care Quality Commission (CQC) in July 2019. Inspectors identified improvements in the Well Led domain and noted that the Trust has a 'strong organisational culture of collaboration, team-working and support and a common focus on improving the quality and sustainability of care and people's experiences, and that (staff) were proud of the Trust as a place to work and spoke highly of the culture and of the leadership team'.

The inspection took place as part of the CQC's annual inspection programme. As well as inspecting the 'Well Led' domain across the Trust, the CQC inspected Medical Care and Children's Services. The Trust were pleased that the CQC recognised the work and improvements that have taken place at the Trust, and as a result Emergency and Urgent Care services were also rated as 'Good'.

Overall, however, they remain rated as 'Requires Improvement'. They acknowledge they still have move to do, but because this was not a comprehensive inspection and focused only on three core services, it was not possible for the Trust's overall score to have improved.

Finance

The Trust's outturn position for 2019-20, as reported in the Statement of Comprehensive Income, was a £12.8 million surplus, adjusted to a £0.1 million surplus in respect of the financial performance for the year used by the Department of Health for financial monitoring.

The Trust received £15.7m Provider Sustainability and Financial Recovery funding from NHS Improvement in 2019-20 as the control total was achieved and exceeded.

Operational Performance

Overall, the Trust met nine of the 17 standards. However, performance should be viewed in light of the impact of the Covid-19 pandemic, which was felt earlier in the Trust in February compared with other providers. The national directive to NHS providers to cancel all elective and non-cancer activity in order to manage capacity and resources during the Covid-19 pandemic had a substantial impact on patient flow and, therefore, operational performance.

Emergency care - Although the Trust has made significant progress in improving patient flow in A&E, performance against the four-hour performance indicator continued to be non-compliant in 2019-20. Performance dipped by 3% in 2019-20 compared to the standard achieved 2018-19. New models of care were implemented and refined in 2019-20 and along with continued cross-system working with commissioners, primary care, social care and other secondary providers, the Trust has managed safely the flow of patients through the department.

18-week wait times - The Trust continues to have some of the best performance in England for referral from GPs to initial treatment. They performed consistently in the last financial year, and historically, against this standard, even with the impact of the cancellation of non-urgent elective activity in the second half of the final quarter of 2019-20 due to Covid-19.

Cancer treatment waiting times - The Trust achieved four of the eight cancer standards. The Trust focused on delivering and sustaining the 62-day standard from GP referral to first treatment in 2019--20. Although the standard was met in three months over the year, this compliant performance was not sustained. Key reasons for non-compliance related to complex pathways, patient choice delays as well as endoscopy and template biopsy, as well as unplanned Consultant sickness.

Diagnostic waiting times - The Trust had been expecting to be compliant in 2019-20 but missed the 99% target by 0.1%%. Compliant performance was reported for the first 11 months of the year but following the national guidance to cancel all non-urgent activity, there was a reduction of more than 50% in attendances.

Covid-19

With the declaration of the Covid-19 pandemic, staff throughout the Trust rose to the challenge and embraced change, with many redeployed to assist in other parts of the Trust. The Trust recruited paramedics to work in their A&E and first-year student paramedics from Anglia Ruskin University to work as HCAs in both their A&E and Critical Care Units.

Services were cancelled or relocated in order to free up capacity in order to treat their patients. The Trust is currently implementing plans to repatriate and restart services and is working with other providers on the most appropriate means of delivering services over the short to medium term.

Masterplan for the Hospital site

In April 2019 the Greater London Authority (GLA) purchased the land which their Trust headquarters and Pathology buildings are currently situated. In order to support the delivery of their Forward View, they have collectively agreed to use this land to develop a site master plan. This will deliver affordable housing for the local community and build a new estate to provide complementary school and healthcare services, in addition to the acute services the Trust already offer.

This development could include facilities such as a primary care centre, a nursing or residential home, pharmacy, crèche, cafes and coffee shops, and other such services. In developing their plans, they are taking into account the rapid population growth that they will see over the next ten years, for example in new areas such as Meridian Water.

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

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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: 22 July 2020 at 11am.** Please forward your completed application to NHSI.Chairsandneds@nhs.net
- **interview date: 18 and 19 August 2020**
- **proposed start date: 1 September 2020**

Getting in touch

- We strongly recommend an informal and confidential discussion with Cedi Frederick, the Chair of the Trust. Please contact Amy Hind, Executive Assistant on 020 8887 2390 / a.hind@nhs.net who will make an appointment for a video/teleconference call
- **NHS England / NHS Improvement** – for general enquiries contact Helen Barlow on 0300 123 2038 or by emailing helen.barlow2@nhs.net

NHS England / NHS Improvement

Non-executive Appointments Team
Room 1W06
Quarry House
Leeds LS2 7UE

E: NHSI.Chairsandneds@nhs.net
W: improvement.nhs.uk

