



Could you help lead the NHS in your area?

Croydon Health Services NHS Trust

Non-executive Director x 2

Candidate information pack

Reference: L2233



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 two Non-executive Directors (NEDs) at Croydon Health Services 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.

These are challenging times for the NHS nationally and locally too. Never has it been more important to recruit first class talent to the Boards of NHS Trusts.

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 or more** of the following:

- Finance experience gained in a large, complex commercial organisation with the capacity to Chair the Finance, Improvement and Transformation committee, preferably, with a financial or management qualification
- Strong track record in partnership working across a range of stakeholders
- Digital transformation expertise

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 Croydon Health Services NHS Trust

Croydon Health Services NHS Trust (CHS) was formed in July 2010 with the integration of Mayday Healthcare NHS Trust with Croydon Community Health Services.

CHS provides integrated NHS services to care for people at home, in schools, and health clinics across the borough as well as at Croydon University Hospital and Purley War Memorial Hospital.

CHS provides more than 100 specialist services and is home to the borough’s only Emergency Department and 24/7 maternity services, including a labour ward, midwifery-led birth centre and the Crocus home birthing team.

Purley War Memorial Hospital (PWMH) in the south of the borough offers outpatient care, including diagnostic services, physiotherapy and ophthalmology services run by Moorfields Eye Hospital, alongside an onsite GP surgery.

The trusts experienced district nursing teams, Allied Health Professionals and community matrons look after people of all ages across Croydon and their Children’s Hospital at Home cares for children with long-term conditions without them having to come to hospital.

CHS emergency care doctors, and nurses have also teamed up with local GPs to run a seamless network of urgent care services across the borough, including booked appointments with a GP available seven days a week.

Over recent years, the health and care system in Croydon has actively come together to join up care and dissolve organisational boundaries. In April 2020, the local CCG (now one part of the wider SWL CCG) and CHS aligned their governance and executive leadership to act as one. As part of the One Croydon Alliance (with Croydon

Council, South London and Maudsley NHS Trust, Croydon GP Collaborative and Age UK), integrated services in the community has been introduced, to reduce the need for hospital admissions.

Increasingly, care is now being delivered from six 'localities' through the Integrated Care Network Plus model, creating a new relationship with local people and the voluntary sector. The next major step forward, will be in April 2021, when CHS will further strengthen their place-based governance, by placing health and care decisions under a single 'Health and Care Board'. Under the new Board, they will work to align local NHS budgets with relevant Council budgets (such as social care) and move towards a financial risk share. Already a trailblazer in integrating health and care, Croydon will be amongst the first places in the country to take such a step.

All of this is in the context of South West London becoming one of the first wave of Integrated Care Systems, a new type of even closer collaboration. In an integrated care system, NHS organisations, in partnership with local councils and others, take collective responsibility for managing resources, delivering NHS standards, and improving the health of the population they serve. In South West London there is, amongst other important issues, a focus on acute services, via an Acute Provider Collaborative, population health management and health intelligence, and a coordinated approach to covid-19 resilience and recovery, particularly on elective pathways.

Covid 19 – recovery of services

Health partners are working towards four phases in response to the pandemic. Phase 1: Response formerly began in March 2020, moving to Phase 2: Restart Safely by the end of April 2020 and now Phase 3: Refresh and Reshape which began at the end of July. Phase 4 will be the post COVID 19 response. During Phase 2 health partners began working to increase the COVID 19 aftercare and support in community health services, primary care, and mental health, as well as restarting urgent and other elective services

CHS is now back up to around 83% of business as usual elective activity and for outpatient activity they are now seeing around 122% of business as usual activity before the pandemic. This local activity is above the goal set for the NHS to achieve 80% by September 2020.

The trust is pleased to be exceeding this target and is back on track to achieve 90% by October 2020. Work is now underway to encourage people to use the NHS when they are unwell and reassure them of the extensive steps in place to protect them from COVID 19. Collectively, the trust and primary care services are engaging with local community groups to help reach diverse communities in the borough. Croydon's NHS has also produced a range of new material to help inform and engage people, including

films on the measures taken to keep patients and staff safe from COVID 19 in the Croydon Elective Centre

Croydon Health Services NHS Trust 2019/20: Facts at a glance



South West London Integrated Care System is founded on six core principles.

The trusts six 'Ps' are:

1. "People – Health is not merely the absence of disease; our core role is to improve the well-being of all the communities we serve and tackling health inequalities. For our staff, we will work together to make South West London a great place work so that they can thrive
2. Place – We believe in the primacy of place as the core planning footprint for health and care integration with each borough supporting thriving communities and local neighbourhoods
3. Practice – Sustainable health improvements can only be delivered with an engaged and empowered population. We want to deliver the very best care and will ensure our communities are involved in the planning and delivery of future improvements based upon solid population health data
4. Prevention – we are more than a treatment service and have a duty to support our populations and our staff keep healthy, engaging and empowering individuals and communities to choose healthy behaviours, and, make

changes that reduce the risk of becoming ill prioritising support to those communities that face the greatest challenges.

5. Public value - by working together we can ensure the best use of the financial resources in SWL and contribute real value to our place-based economies.
6. Partnership –We will work together across localities, between institutions and through professional boundaries and with our communities to deliver our vision for the people of South West London”

As leaders within the South West London Integrated Care System the trust commits to behaving with:

- Selflessness – always acting as the steward of the communities we serve and putting their interests above those of ourselves, our institutions or our professions
- Integrity – behaving and working in accordance with the NHS values and being citizen focussed in everything we do
- Generosity – showing respect and support to, and developing trust in others in public and private; tackling the problem not the person
- Inclusivity – Ensuring that all are provided with a voice and celebrating diversity
- Empowerment - inspiring our teams, encouraging innovation and supporting them to be the best they can be, with all committed to promote learning
- Sustainability – ensuring that in what we do and how we do it we contribute to environmental sustainability and local economic development.

4. London Leadership Values

Core values

Our core values right now are:

- **Courage**, passion and decisiveness
- **Compassion** (which we define as being open, fair, generous, enabling and responsive)
- **Integrity** (behaving with consistency and doing what we say)

Aspirational values

Over the next 12 months we would also like to demonstrate that we are:

- Consistently hard on the problems but **generous** with people

This will mean we are supportive and selfless and show respect to one another in public and in private

- Effortlessly **inclusive**

Accidental values and behaviours

The most common or most destructive accidental behaviours/values that we see in the system right now and which we would like to eradicate include:

- Putting **institutions** and staff ahead of patients and citizens
- Using power to obstruct or for 'gaming', point scoring, personal attacks and bullying
- Using information and knowledge as a 'bargaining chip' or to shame colleagues instead of sharing information openly and creating opportunities to learn
- Failing to be open and honest not saying things 'in the room'
- Learned helplessness and 'playing safe'

Permission to play values

Alongside honesty and integrity, we expect leaders in the London NHS to be:

- Working collaboratively, and
- Taking accountability for the mandate

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:

- **Support to prepare candidates to apply for a non-executive vacancy including:**
 - Building your application
 - Sources of information and useful reading
 - Eligibility and disqualification criteria

- Terms and conditions of chair and non-executive director appointments
- How we will handle your application and information
- **View all current chair and non-executive vacancies**
- **Sign up to receive email alerts on the latest vacancies**
- **Contact details for the Non-executive Appointments Team**

NHS England / 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:** Friday 18th December 2020 at 11am. Please forward your completed application to NHSI.Chairsandneds@nhs.net
- **interview date: Monday 18th January 2021**
- **proposed start date: TBC**

Getting in touch

- We strongly recommend an informal and confidential discussion with Mike Bell, the Chair of the trust or Louise Cretton, Vice Chair of the Trust. Please contact Pat Nawaz, Executive Assistant to Chair on 0208 401 3348
- **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

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