



# Could you help lead the NHS in your area?

**Lewisham and Greenwich NHS Trust**

**Non-executive director**

**Candidate information pack**

**Reference: L2308**



**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 Lewisham and Greenwich 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.

## 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 board experience as either an Executive Director or Non- Executive Director gained in a large and complex organisation with **one or more** of the following areas of expertise:

- Experience of working across organisations, and organisational types, to deliver enhanced services for users
- Continuous improvement of customer service in a challenging financial and regulatory environment in the context of increasing demand and complexity.

Experience in the following would also be beneficial

- Commercial Experience of negotiating complex estates redevelopment programmes in a highly regulated environment with multiple internal and external stakeholders
- Experience of promoting and embedding equality, diversity and inclusion (across all under-represented or disadvantaged groups)
- Experience as a member of a Board Committee with a good grasp of governance and assurance

You will also 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

**In advertising this position, we particularly welcome applications from Black, Asian and Minority Ethnic candidates, disabled people who are currently under-represented on our Trust Board. We also welcome applications from LGB, Trans and non-binary candidates.**

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 (the London Boroughs of Lewisham, Greenwich, Bexley and Bromley). We will consider applications from those with the appropriate experience living in the surrounding areas.

- On average this role will require the equivalent to approx. 3 days a month, however the time commitment may vary and a flexible approach should be taken. Board and Committee meetings are held on Tuesdays and non-executive directors should expect to spend some, or all, of at least 3 Tuesdays per month at the Trust. In addition to Board and Committee meetings all non-executive directors take part in regular service visits and may also be required to attend other meetings both at the Trust or externally.
- From 1 April 2020 the remuneration payable for this role is £11,500 per annum. Thereafter the remuneration will be applied in line with the framework for NHS Improvement 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 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 Lewisham and Greenwich NHS Trust

Lewisham and Greenwich NHS Trust is a combined acute and community Trust serving a local population of approx. one million people living in the London boroughs of Lewisham, Greenwich, Bexley and Bromley.

The trust has an income of around £660 million, directly employs c.6,500 staff, and has c.900 beds across its two hospital sites - University Hospital Lewisham (UHL) and Queen Elizabeth Hospital (QEH).

UHL is an acute district general hospital situated on Lewisham High Street in the heart of Lewisham borough. QEH, located in Woolwich, also provides a broad portfolio of acute services for people living in Greenwich and North Bexley. In addition, the Trust also provides community services, predominantly in Lewisham, from 11 different health centres and in addition delivers some services at Queen Mary's Hospital in Sidcup.

Staff put patients at the heart of everything they do – there is a genuine commitment to providing the best services we can for the Trust's local populations. This is reflected in the positive feedback received from patients, and by the number of Trust staff who have won national awards for demonstration of leading practice. You'll find a real sense of togetherness and positivity across the workforce – listening and involving staff to improve services and make the Trust a great place to work.

#### Key Achievements Already Secured

Many improvements have been made since the Trust was formed in 2013, including important clinical developments.

At QEH an Ambulatory Care Unit and birth centre have been developed, Pathology has been centralised, a Clinical Decision Unit has opened alongside the Emergency Department and the surgery day care unit re-launched. A new clinical facility (wards 22/23) opened in December 2018, which has enabled the Trust to develop its approach to delivering a model of Same Day Emergency Care for many patients.

Developments at UHL include an Ambulatory Care Centre, a Rapid Response Laboratory, a renal dialysis centre, additional theatre capacity, pathology, upgraded radiology department and expanded stroke services (consolidated from QEH).

The Trust has five patient facing divisions:

- UHL Medicine and Community
- QEH Medicine
- Women, Children and Sexual Health
- Surgery and Cancer
- Allied Clinical Services

The [Trust's Strategy](#) approved by the Board in November 2020, sets plans to make a range of further improvements over the next five years. **The Trust's vision is to work together to provide high quality care for every patient, every day.** By joining the Trust now, you can play a role in making this vision a reality.

## Key challenges

Despite the recent track-record of success, substantial challenges remain:

- The most recent CQC report, published in June 2020, rated the Trust as “Requires Improvement” across both hospitals even though a wide range of services at both QEH and UHL were rated as “Good” and community services retained their rating of “Outstanding”. Whilst the Trust remains on-track to improve its CQC rating to “Good” in accordance with its agreed delivery milestone of April 2021, sustained focus on organisational priorities in the midst of a global pandemic will be needed to ensure the Trust maintains momentum in delivering planned improvements.
- Increasing demand for the Trust's services, many of which are provided in facilities with restricted capacity, particularly at QEH. The QEH hospital buildings have been largely unchanged since they were commissioned by the NHS in 2001, despite the profile of service demand by local populations having changed significantly. The number of patients attending the Urgent Care Centre and Emergency Department (ED) has increased dramatically, and this clinical space is now too small.
- Recruiting and retaining the staff needed. The Trust has increased its staffing establishment to ensure safety and quality standards can be met, but faced with difficulties recruiting and retaining sufficient staff, agency staff with higher costs have had to be used. However, the Trust's vacancy rate has continued to reduce and is currently 7.5%, the lowest it has ever been and down from a high of 17.5% in 2018.
- Concerns regarding the Trust's long-term financial viability and securing capital for necessary investment. In common with much of the NHS, the Trust's financial position is challenging. Despite this, in recent years, the Trust has consistently delivered a financial out-turn position in accordance with its agreed financial plan, and which reflects a year-on-year improvement and a reduction to its overall underlying deficit. .
- A shortage of appropriate provision in the community for local people who need care (both health and social care), but not a hospital bed.

The Trust has plans in place to address many of these issues, including:

- A Quality Improvement programme which is a joint plan with health and social care partners, to make improvements across the whole system to address issues identified by the CQC and other independent reviews such as those by the medical Royal Colleges.
- A programme of service transformation has started with the development of frailty units at both acute sites and improved flow to support the emergency pathway. This is just the beginning and the Trust wide quality improvement programme is intended to ensure all services consistently strive to reduce variation, implement best practice and improve clinical outcome and patient experience.
- Ongoing focus on staff recruitment and retention. This includes reducing the time to hire, enabling newly qualified nurses to gain experience in a range of roles within the Trust and initiatives to ensure equality of opportunity for career progression and development for all staff.
- Further development of a financial sustainability plan. There is a clear understanding of the key drivers of our deficit and as our financial sustainability is inextricably linked with the plans of the South East London Integrated Care System (ICS), plans will include joint initiatives with partners organisations.
- The Trust 's clinical strategy and enabling strategies and plans will support more people to either manage their own care or receive care in their home or the local community.
- In the wake of the first wave of the Covid-19 pandemic, the Trust has implemented robust plans to recover performance and ensure services are prioritised for those patients who need treatment most.

## Vision, Values, priorities and service structure

### Vision

'to work together to provide high quality care for every patient every day'.

### Values



### Priorities:



#### Quality

Continually improve safety and quality



#### Patients

Put patients at the heart of everything we do



#### People

Support and develop our workforce to live our values every day



#### Partnership

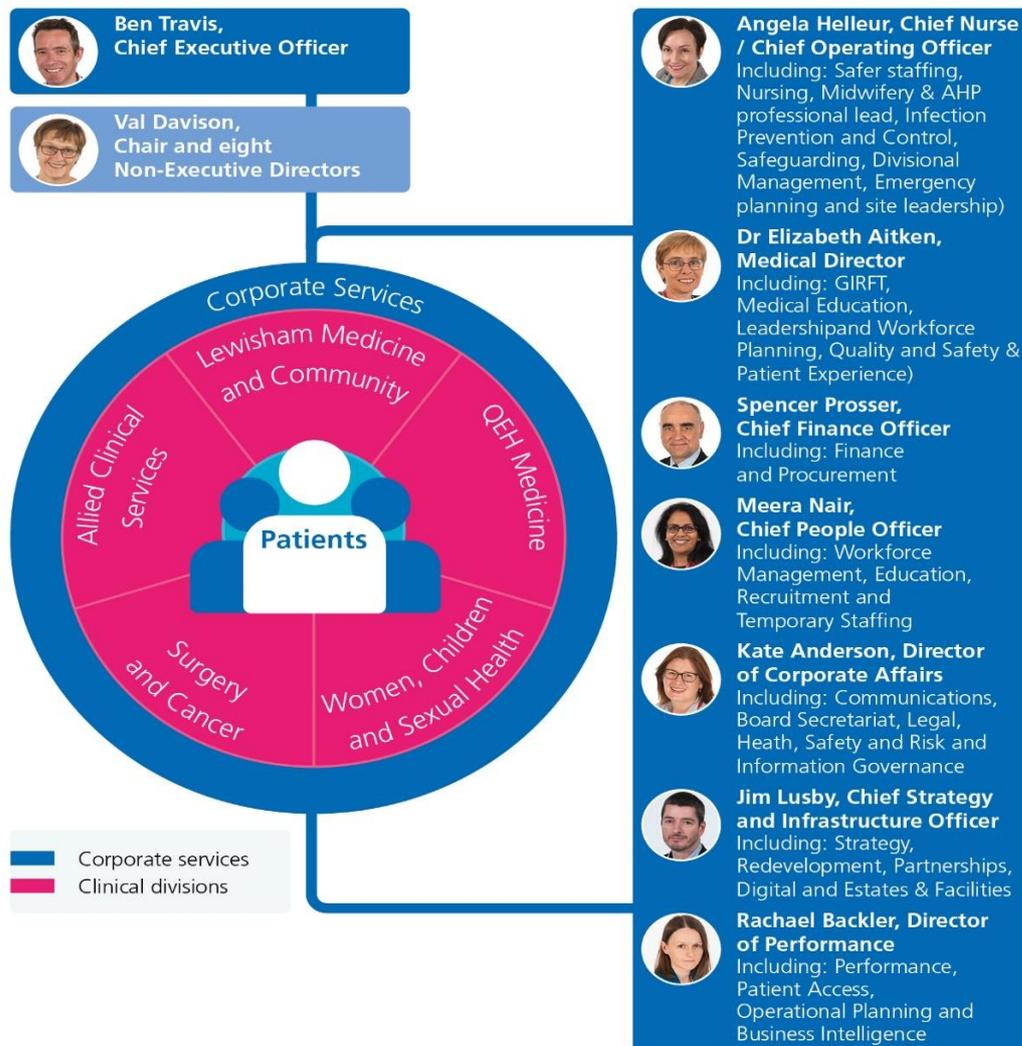
Work effectively with partner organisations



#### Money

Ensure we spend every penny wisely

## Service structure:



## The South East London Integrated Care System and Sustainability and Transformation Plan

In January 2020, the “Our Healthier South East London” (‘OHSEL’) Board endorsed the South East London integrated care system response to the NHS Long Term Plan. The response was developed through input from all partners within the SEL system including workforce, patients and the public.

The response sets out how national and local priorities will be delivered across South East London.

The summary response is available to read [here](#)

The full response is available to read [here](#)

In November 2020 South East London CCGs published the 'Our Healthier South East London pandemic recovery plan' which builds from, reflects, and is consistent with the integrated borough recovery plans agreed as a south east London partnership in September 2020. This plan is available [here](#) and provides details on the proposed approach to enable South East London to continue to recover from the impact of the Covid-19 pandemic positively, and in a way that locks the best features of partnership working and innovation seen throughout the pandemic.

## 4. NHS London Leadership Values

### Core values

The core values of the NHS in London 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 the NHS in London would also like to demonstrate:

- Being consistently hard on the problems but **generous** with people

This will mean being supportive and selfless and showing 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 are seen in the system right now and need to be addressed 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, or not saying things 'in the room'
- Learned helplessness and 'playing safe'

### Permission to play values

Alongside honesty and integrity, leaders in the London NHS are expected to:

- Working collaboratively, and take 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 of no more than two pages 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 2021 at 11am.** Please forward your completed application to [NHSI.Chairsandneds@nhs.net](mailto:NHSI.Chairsandneds@nhs.net)
- **interview date: 26 February 2021**
- **proposed start date: TBC**

### Getting in touch

- We strongly recommend an informal and confidential discussion with Val Davison, the Chair of the Trust. Please contact Lisa Bunting on 020 3192 6264.
- **NHS Improvement** – for general enquiries contact Helen Barlow on 0300 123 2038 or by emailing [helen.barlow2@nhs.net](mailto:helen.barlow2@nhs.net)

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