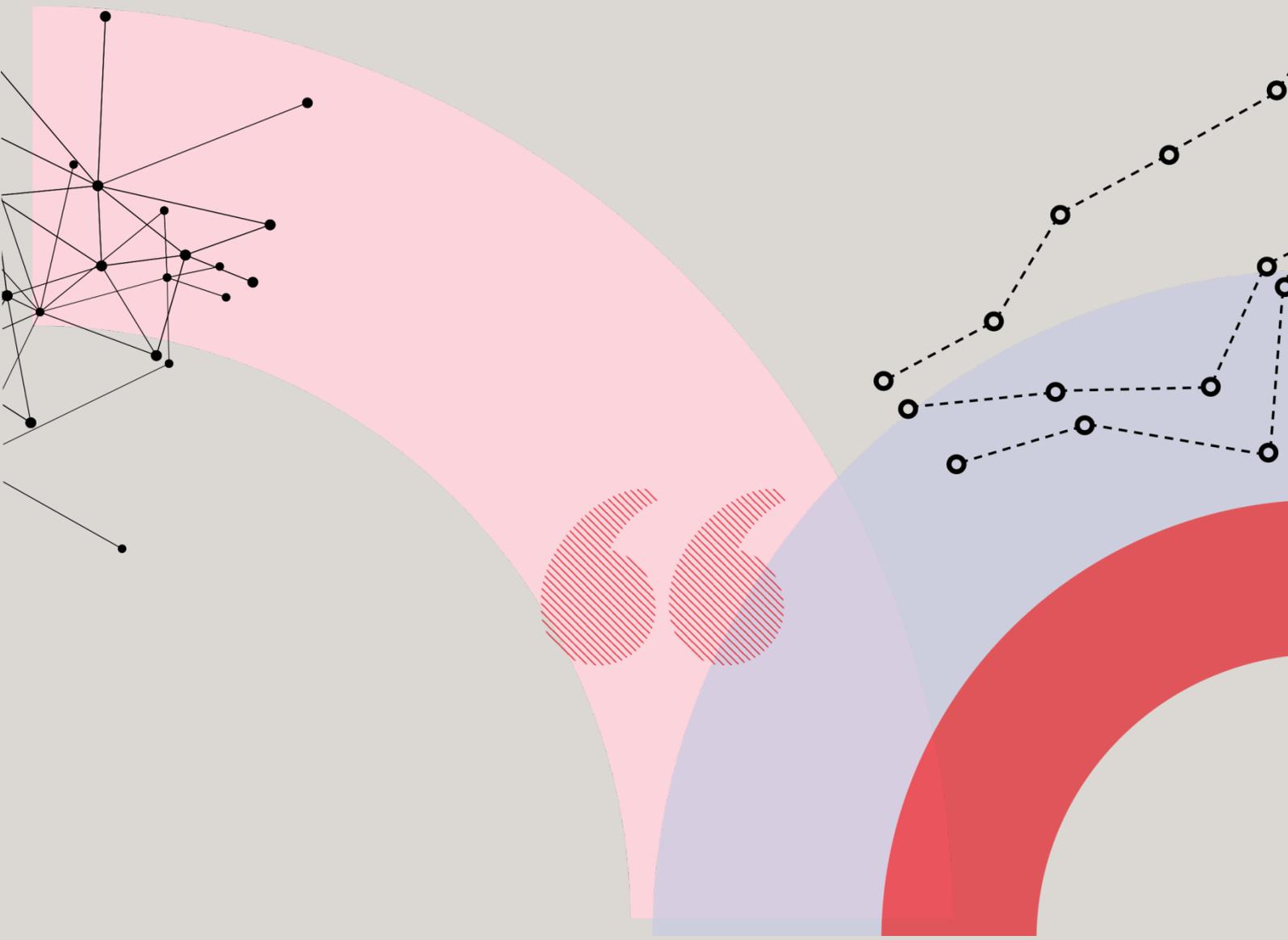


Candidate Brief

Non-Executive Director

Western Sussex Hospitals NHS Foundation Trust

March 2021



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Welcome

Dear prospective colleague,

Thank you very much for your interest in the role of Non-Executive Director at Western Sussex Hospitals NHS Foundation Trust.

Western Sussex Hospitals NHS Foundation Trust (WSHT) delivers acute care to the population of West Sussex across three principal hospital sites: St Richards Hospital in Chichester, Worthing Hospital and Southlands Hospital. WSHT is one of very few Trusts judged as outstanding by the Care Quality Commission (CQC) and our vision (*Excellent care, every time, "Where better never stops"*) is at the heart of all that that we do - we pride ourselves in putting the compassionate care of patients first and foremost. Each year we have in excess of one million patient contacts and our hospitals are delivering the highest standard of patient care.

Since April 2017 we have been working in partnership, with a shared leadership team, with Brighton and Sussex University Hospitals Trust (BSUH) which has two main hospital sites: Royal Sussex County in Brighton and Princess Royal in Haywards Heath. At the time of the agreement BSUH was in special measures for quality and finance and faced significant service and workforce challenges at the same time as managing a £500m hospital construction scheme on its Brighton site. Following the development of the partnership, BSUH became the fastest improving acute hospital trust in England and is now rated Good overall and Outstanding for caring by the CQC. As we move together towards formal merger in April 2021 the ambition is to continue improving and providing excellent care, every time, for patients.

Underpinning all our many achievements to date is our innovative Patient First Improvement System (PFIS) which aligns the organisation, and allows continual improvement, to our ultimate goal of putting the patient first. We are an ambitious organisation, passionate about the care we deliver to our patients. Our aim is to be the best place to receive healthcare and the best place to work. PFIS methodology is our overarching ethos which helps shape our values giving a structure for our improvement and performance management.

Since the establishment of the management agreement BSUH has been removed from special measures for both quality and finance and in October 2019, WSHT became the first non-specialist acute hospital trust in to be awarded *Outstanding* in all the CQC's key inspection areas. The merger is a technical but important process for both WSHT and BSUH to get the right leadership, structures, and governance in place to ensure our shared journey of improvement continues. Our shared sense of purpose, commitment to investing in and developing our workforce; and focus on the continuous improvement of services and provision of excellent care, every time, for our patients, underpins all that we do.

As a Non-Executive Director joining us at this pivotal point, you will support our journey of transformation as we formally merge our two organisations and embrace the opportunities this provides for innovation and improvement. We're looking for people who bring strategic level expertise as well as a pursuit of perfection through natural curiosity, a focus on process and

quality assurance at source. Specific skills around customer/patient experience, audit/finance/risk management or clinical expertise would be very helpful.

Furthermore, we are keen to use this recruitment opportunity to broaden the diversity of the Board and to take the opportunity to strengthen links with our community and stakeholders. As such you must also share a passion for patient care and exhibit the values of the Trust.

Should you find this opportunity of interest and have the drive and commitment to make a real difference we would suggest you come and **find out more at our Virtual Open Day on the 15th April, you have an opportunity to understand more about the Trust, meet key Board and Staff Members and ask questions.**

I look forward to meeting you



Alan McCarthy MBE, Chair

About Us

Western Sussex Hospitals NHS Foundation Trust

Western Sussex Hospitals NHS Foundation Trust serves a population of around 450,000 people across a catchment area covering most of West Sussex.

The Trust runs three hospitals: [St.Richard's Hospital](#) in Chichester, [Southlands Hospital](#) in Shoreham-by-Sea and [Worthing Hospital](#) in the centre of Worthing.

We became an NHS Foundation Trust on 1 July 2013, just over four years after the organisation was created by a merger of the Royal West Sussex and Worthing and Southlands Hospitals NHS trusts.

In 2016 Western Sussex Hospitals NHS Foundation Trust (WSHFT) was rated as 'Outstanding' by the Care Quality Commission (CQC). At the time it was one of only three acute trusts in the country to receive the health watchdog's highest rating by the [Care Quality Commission](#).

In 2019 the Trust was re inspected and rated outstanding in every CQC domain and for its use of resources making it the first multi-site acute Trust to receive such a rating.

Brighton and Sussex University Hospitals NHS Trust

Brighton and Sussex University Hospitals (BSUH) is an acute teaching hospital working across two main sites:

- Royal Sussex County Hospital in Brighton
- Princess Royal Hospital in Haywards Heath.

The Brighton campus includes the Royal Alexandra Children's Hospital and the Sussex Eye Hospital and is also the Major Trauma Centre for the region.

We provide district general hospital services to our local populations in and around the Brighton and Hove, Mid Sussex and the western part of East Sussex and more specialised and tertiary services for patients across Sussex and the south east of England.

Both hospitals provide many of the same acute services for their local populations. In addition, the Princess Royal is our centre for elective surgery and the Royal Sussex County Hospital is our centre for emergency and tertiary care. Our specialised and tertiary services include neurosciences, arterial vascular surgery, neonatal, paediatrics, cardiac, cancer, renal, infectious diseases and HIV medicine. In addition to our two main hospitals sites we also provide services at Brighton General Hospital, Hove Polyclinic, Lewes Victoria Hospital, the Park Centre for Breast Care, and a renal dialysis satellite service in Bexhill.

Central to our ambition is our role as an academic centre, a provider of high quality teaching, and a host hospital for cutting edge research and innovation. On this we work with our partners, Brighton and Sussex Medical School (BSMS) and the Kent, Surrey and Sussex Postgraduate Deanery, and our local universities.

Merger

Western Sussex Hospitals NHS Foundation Trust (WSHT) and Brighton and Sussex University Hospitals Trust (BSUH) are proposing to merge on 1st April 2021.

The two trusts have been working in partnership with a shared leadership team for nearly four years. During this time:

- WSHT became the first non-specialist acute hospital trust to be awarded *Outstanding* in all the CQC's key inspection areas
- BSUH became the fastest improving acute hospital trust in England and is now rated *Good* overall and *Outstanding* for caring by the CQC.

"As we move forwards together, our ambition is to always keep improving and provide excellent care, every time, for our patients. We'll invest in our staff and create a vibrant and supportive organisation where successful careers flourish.

"As we develop these plans, please share your thoughts with us to help shape the vision and values of our new trust, choose its name and to tell us about your hopes and concerns. Thank you."

*Dame Marianne Griffiths
Chief Executive WSHT / BSUH*

For more details please see our [Merger FAQs](#) [here](#)

Patient First

Patient First is our long-term approach to transforming hospital services for the better.

Whether it's small steps or complex change, it's a continuous process of improvement within existing processes and pathways that leads to measurable improvements for our patients and staff.

And it's all about empowering front-line staff to make improvements themselves – by providing the training, the tools and the freedom to work out where the opportunities are, and the skills and support to make change happen and to make it sustainable.

Building on proven success

Patient First is based on proven improvement methodologies, most notably the principles of 'kaizen' (or 'continuous improvement') and the Lean approach to management developed by the Toyota Motor Company and adapted successfully for use in healthcare by organisations such as the Virginia Mason Medical Center and Thedacare.

We have evolved these further for the specific needs of our hospitals and community to create our own Patient First Improvement System as a framework for service development through

redesigning systems to take out waste and reduce the possibility of error, and standardising practices to make sure every patient gets a great service each and every time we see them.

This new approach is driven by six key principles:

- The patient at the heart of every element of change
- Cultural change across the organisation
- Continuous improvement of our services through small steps of incremental change
- Constant testing of the patient pathway to find new opportunities to develop
- Encouraging front-line staff to lead the redesign processes
- Equal voices for all

The trust's kaizen team is training 1,000 colleagues in Lean working methods and Lean awareness training is now included in induction and annual update sessions to make sure everyone understands the principles behind it before it is rolled out into their area of work.

It's about getting front-line staff to approach problem solving and root cause analysis from a different, ceaselessly inquisitive perspective.

And it's already having results.

What have we done so far?

Staff are becoming an army of problem solvers given the permission and skills to make the changes that will improve services for their patients and themselves.

So far, we've made some big changes and a lot of little ones.

One of our first tasks was to set up our Kaizen Office to co-ordinate the roll-out of the Patient First programme across the trust and support staff to learn new improvement methodologies and techniques.

We've also introduced safety huddles to strengthen communication and team working, developed a ward accreditation scheme to raise standards of care, and established improvement huddles to give all team members a voice in identifying opportunities for change.

Responsibilities of the Role

Responsibilities of all Board Members

As a member of a Board each individual will share responsibility as part of the team to ensure that the Trust exercises its functions effectively, efficiently, economically, with good governance and in accordance with the terms of its License (authorisation).

Each individual is there to bring their unique perspective, informed by their expertise and experience. This will support decisions made by the Board as a whole and will help ensure that:

- Good governance remains central at all times;
- The board and the wider Trust acts in the best interests with regard to the health of the local population at all times;
- A culture is developed that ensures the interests of patients and the community remains at the heart of discussions and decisions; and
- The trust delivers the highest quality services with a view to securing the best possible outcomes for our patients within our resource allocation and maintains a consistent focus on quality and innovation.

Specific Responsibilities of Non-Executive Director of the Board

The Non-Executive member of the Trust Board will bring their unique perspective, informed by their expertise. They will:

- Provide an independent view to the work of the Trust that is removed from the day to day running of the organization;
- Ensure that the Trust has appropriate arrangements in place to secure public and patient involvement;
- Ensure the focus of discussion is impartial;
- Ensure the Board and the wider Trust behaves with the utmost probity at all times;
- Confirm that appropriate systems of internal control are in place for all aspects of governance, including financial and risk management.

Job Description

Job Title:	Non-Executive Director
Remuneration:	£13,000 (based on at least 2.5 days a month) plus the potential for extra responsibility allowances which will subject to review as part of the merger.
Tenure:	3 years, with then opportunity for reappointment for a further term subject to council of governor decision.
Hours:	At least 2.5 days a month which includes preparation time and attendance at Board and Committee meetings and may include some evening work.
Accountable to:	Trust Chair
Reports to:	Trust Chair

Key Relationships:

1. The post holder will be required to have regular contact with internal and external stakeholders and will often need to engage with them over sensitive, complex, contentious and confidential issues.
2. The post holder may be required to participate in internal and external working groups/projects, services and initiatives to provide a wider perspective focusing on the needs of the local population.

Role Purpose:

The Non-Executive is a voting member of the Board and will share with other Board members, responsibility for ensuring that the Trust exercises its functions effectively, efficiently, economically, with good governance and in accordance with the terms of the Trust's License (authorisation). The post holder is there to bring his/her unique perspective, informed by his/her experience and understanding of the local population.

The focus of the role holder will be strategic and impartial, providing an external view of the work of the Trust that is removed from the day to day running of the organisation.

The post holder is expected to bring a fresh perspective to the Board in order to provide appropriate oversight, governance and leadership to the Trust in the pursuit of its strategies to deliver effective and high quality healthcare services.

Main Duties and Responsibilities

1. Together with other Board Directors support the leadership of the Trust and ensure that the strategic direction of the Trust is suitably ambitious, meets the needs of the Trust's patients, family and the wider community.
2. To ensure a board level focus on all aspects of quality with particular regard to patient experience is maintained.
3. To contribute to the development of strategic plans to enable the Trust to deliver its ambitious goals.
4. To contribute to the setting of challenging objectives for improving the boards performance across its range of functions.
5. Monitor the performance of the Trust and its Executive Team, ensuring that reports meet the highest level of integrity.
6. Be assured that the necessary resources are in place for the Trust to meet its objectives and plans.
7. Support the work of the Board by sitting on at least one Board Committee as determined by the Chair of the Trust, which may include the Audit, Quality and/or Patient Committee.
8. Demonstrate commitment to the Trust and to the wider NHS as a whole.
9. Be committed to ensuring that the Trust's values are embedded in all aspects of its business.
10. Maintain a commitment to upholding the Nolan Principles of Public Life along with an ability to reflect them in his/her role.

General Areas of Responsibility

Information Governance and Confidentiality

11. You will be expected to comply with all Trust policy requirements in relation to Information Governance, including the Freedom of Information Act 2000, the Data Protection Act and the Trust's Acceptable Use Policy and the NHS Information Governance Standards.
13. You may gain privileged knowledge of highly confidential nature relating to private affairs, diagnosis and treatment of patients, information affecting members of the public, personal matters concerning staff, commercial confidences of third parties and details of items under consideration by this Trust. Such information should not be divulged or passed to any unauthorised person or persons.

Policies

14. The post holder is required to abide by all policies of the Trust.

Failure to comply with these requirements may constitute gross misconduct under the Trust's Disciplinary Policy which may lead to summary dismissal.

Other Information

15. This job description is not exhaustive and other duties may be determined from time to time by the Chair of the Trust, commensurate with the role and general responsibilities of this post. The duties of this post may be changed subject to negotiation with the post holder.

16. The above responsibilities will be subject to objective setting and personal development planning in consultation with the Chair.

Disqualification Criteria Preventing Appointment

17. Some individuals are not eligible to be appointed to NHS Boards. These include people who:

- Are not eligible to work in the UK
- Have received a prison sentence or suspended sentence of 3 months or more in the last 5 years
- Are the subject of a bankruptcy restriction order or interim order
- Have been dismissed (except by redundancy) by an NHS body
- Are under a disqualification order under the Company Directors Disqualification Act 1986
- Have been removed from Trusteeship of a Charity

Job Description Agreed by:

Chairman:

Postholder:

Date:

Date:

Person Specification

Experience	<ul style="list-style-type: none"> • Experience gained at a senior level within any one of the areas of Clinical Leadership OR Audit OR Finance OR Customer Experience OR working in collaborate partnerships. • Able to establish credibility and command respect from clinicians, stakeholders, partners, and especially patients, healthcare professionals and service providers • Capability to understand the resource allocations devolved to NHS bodies, and a general knowledge of the accounting regime within which the NHS operates • Understanding of how to build corporate accountability and social processes • Capability to understand of the local arrangements for listening and responding to the voices of patients, carers and patient organisations. You should also have an appreciation of effective involvement and engagement techniques and its application in practice • Have a desire to ensure the Trust is successfully involving patients, carers and the public in the work of a public sector organisation
Personal Attributes	<ul style="list-style-type: none"> • The ability to influence and persuade others articulating a balanced, not personal, view and to engage in constructive debate without being adversarial or losing respect and goodwill to accept collective responsibility and maintain confidentiality on issues raised. • Be able to command respect and trust of colleagues; • The ability to demonstrate how your skills and abilities can actively contribute to the work of the Trust Board and how this will enable you to participate effectively as a team member. • Be able and willing to spend time preparing for meetings and have demonstrable experience of reading and analyzing complex papers and weighing evidence • Demonstration of adherence to the Nolan Principles of conduct in public life (appendix 1) • Live within the local community OR be able to demonstrate how you are otherwise able to bring that perspective to the Trust Board • Be able to demonstrate that you share and champion the values of the Board
Leadership	<ul style="list-style-type: none"> • A general understanding of health and an appreciation of the broad social, political and economic trends influencing it. • Capability to understand and analyse complex issues, drawing on the breadth of data that needs to inform Board deliberations and decision-making, and the wisdom to ensure that it is used ethically to balance competing priorities and make difficult decisions.
Governance and Assurance	<ul style="list-style-type: none"> • Knowledge of corporate governance, including risk management. • A general understanding of good governance and of the difference between governance and management. • The confidence to question information and explanations supplied by others, who may be experts in their field.

Working with Others	<ul style="list-style-type: none"> • Experience of working in a multi-disciplinary environment. • Strong capabilities to act as an ambassador on behalf of the Trust; • Ability to engage with and influence with a range of stakeholders including public, carers, voluntary organisations, Health professionals, the local authority and CCG lay members
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Additional Information

Residency Criteria

The applicant should live within Sussex, OR be able to demonstrate how you are able to bring the local communities' perspective to the Trust Board

Appointment Details

The appointment is for a term of three years starting from the date of appointment. The appointment may be renewed for a further two terms subject to a demonstration of continuing competence.

The appointment is made by the Council of Governors, who within a Foundation Trust play a crucial role in holding the Board to account through the Non-Executive Directors for the formulation and delivery of the Trust's strategy.

As a Non-Executive for the Western Sussex Hospitals NHS Foundation Trust your legal status is that of an office holder only and not as an employee of the Trust. You will be engaged via letter of appointment and paid via payroll, in line with HMRC regulations, in order for PAYE and NI deductions and contribution to be applied.

Time Commitment

NHS Improvement suggests that NEDs would be expected to be available for at least 2.5 days a month, however, the reality is that the time commitment will be more than this to enable the Trust to deliver its ambition to be at the forefront of the delivery of the NHS long term plan. The time commitment will also include some possible evening engagements.

Remuneration

The remuneration for this post is £13,000 which will be reviewed in the context of the merger and may attract an extra responsibility allowance depending on role undertaken. Non-Executives are also eligible to claim allowance for travel and subsistence costs incurred necessarily on Trust business in accordance with the Trust's policy.

Training and development

Training and development required by a successful candidate will be discussed and agreed as part of an individual's continuous development plan while in the role.

Standards in public life

You will be expected to demonstrate high standards of corporate and personal conduct. A successful candidate will be asked to subscribe to the Nolan principles of public life (appendix two) and the Good governance standard for Public life (Appendix three) and the professional standards authority (appendix 4) you should note particularly the requirement to declare any conflict of interest that arises in the course of governing board and committee business and the need to declare any relevant commercial, public or voluntary bodies. You must be apolitical and therefore cannot be a serving councillor, or be acting for any councillor/member of parliament.

Grounds for removal

The following will be grounds for removal from office:

- Material failure to comply with the terms of the standards of business conduct of the Trust;
- Material failure to perform the functions of the role adequately as determined by the chair of the governing board;
- Where found not eligible to work in the UK;
- Have received a prison sentence or suspended sentence of 3 months or more in the last 5 years;
- Failure to meet the Fit and Proper Person Requirement for NHS Board Members which include (but not limited too);
 - Subject of a bankruptcy restriction order or interim order
 - Have been dismissed (except by redundancy) by any NHS body;
 - Under a disqualification order under the Company Directors Disqualification Act 1986
- Have been removed from the Trusteeship of a charity.

Disqualification for appointment

Regulations mean that some individuals will not be eligible to be appointed to the NHS Trust Boards. These include people in categories such as those who:

- Are not eligible to work in the UK;
- Have received a prison sentence or suspended sentence of three months or more in the last five years;
- Are the subject of a bankruptcy restriction order or interim order;
- Have been dismissed (except by redundancy) by any NHS body;
- Are under a disqualification order under the Company Directors Disqualification act 1986;
- Have been removed from trusteeship of a charity.

How to Apply and Timetable

Activity	Dates
Register your interest to attend the Virtual Open Day	By COP Monday 12 April
Virtual Open Day	Thursday 15 April (13:00 – 15:00)
Closing date for applications	Monday 26 April
Preliminary interviews	Tuesday 4 May
Stakeholder sessions (virtual)	Tuesday 11 May
Interviews	Wednesday 12 May

To enquire or register your place for the Virtual Open Day please email:
victoria.spenceley@gatenbysanderson.com

To apply, please submit:

- A **full CV** which demonstrates your ability to meet the criteria contained in the person specification;
- A short **supporting statement** (no more than two pages) highlighting your motivation for the role and how your experience matches the requirements of the position;
- Names, positions, organisations and telephone contact numbers and email addresses for at least **two business referees**. If you do not wish referees to be approached without permission, please indicate this.

The closing date for applications is Monday 26th April 2021

Equality & Diversity

You are invited and encouraged to complete Equality and Diversity Monitoring as part of the application process. This will help our client to follow the recommendations of the Equality and Human Rights Commission, that employers should monitor selection decisions to assess whether equality of opportunity is being achieved. The information will be treated as confidential and used for statistical purposes. The form will not be treated as part of your application.

Finally, please ensure you include your telephone contact numbers and email address, as well as any dates when you will not be available.

For further information go to: www.gatenbysanderson.com/job/GSe70188.1 or to discuss the role, call Melanie Shearer at GatenbySanderson on 07785 616548.

Appendix 1

Seven Principles of Public Life

1. Selflessness

Holders of public office should act solely in terms of the public interest.

2. Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

3. Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

4. Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

5. Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

6. Honesty

Holders of public office should be truthful.

7. Leadership

Holders of public office should exhibit these principles in their own behavior. They should actively promote and robustly support the principles and be willing to challenge poor behavior wherever it occurs.

Appendix 2

Adapted from 'The Good Governance Standard for Public Services'

- 1. Good governance means focusing on the organisation's purpose and on outcomes for citizens and service users**
 - 1.1 Being clear about the organisation's purpose and its intended outcomes for citizens and service users
 - 1.2 Making sure that users receive a high quality service
 - 1.3 Making sure that taxpayers receive value for money

- 2. Good governance means performing effectively in clearly defined functions and roles**
 - 2.1 Being clear about the functions of the Board / Governing body
 - 2.2 Being clear about the responsibilities of non-executives and the executive, and making sure that those responsibilities are carried out
 - 2.3 Being clear about relationships between governors and the public

- 3. Good governance means promoting values for the whole organisation and demonstrating the values of good governance through behaviour**
 - 3.1 Putting organisational values into practice
 - 3.2 Individual governors behaving in ways that uphold and exemplify effective governance

- 4. Good governance means taking informed, transparent decisions and managing risk**
 - 4.1 Being rigorous and transparent about how decisions are taken
 - 4.2 Having and using good quality information, advice and support
 - 4.3 Making sure that an effective risk management system is in operation

- 5. Good governance means developing the capacity and capability of the governing body to be effective**
 - 5.1 Making sure that appointed and elected governors have the skills, knowledge and experience they need to perform well
 - 5.2 Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group
 - 5.3 Striking a balance, in the membership of the governing body, between continuity and renewal

- 6. Good governance means engaging stakeholders and making accountability real**
 - 6.1 Understanding formal and informal accountability relationships
 - 6.2 Taking an active and planned approach to dialogue with and accountability to the public
 - 6.3 Taking an active and planned approach to responsibility to staff
 - 6.4 Engaging effectively with institutional stakeholders