



Could you help lead the NHS in your area?

Hertfordshire Community NHS Trust

**Non-executive Director and
Associate Non-executive Director**

Candidate information pack

Reference: M2336





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

We are looking for one Non-executive Director (NED) and one Associate NED for Hertfordshire Community NHS Trust (HCT). This is a unique opportunity to shape the future of local services by sharing your talents and expertise to make a positive difference to the health and wellbeing of the communities 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 candidate for the Associate role 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.

Following a discussion about their specific needs, the successful candidates will be fully supported with an induction programme by the trust, planned to meet those needs.

2. The person specification

Essential criteria

We are looking for candidates who have the energy, skills and leadership experience to help drive the delivery of sustainable healthcare services for the people of Hertfordshire and surrounding areas.

You will need to have a genuine commitment to patients and the promotion of excellent health care services, with the ability to work with local partners across the Hertfordshire and West Essex (HWE) Integrated Care System (ICS) to transform community services. As part of the ICS non-executive directors will work with the wider community including elected members of county and district councils and the voluntary sector. It is important to recognise and consider inequalities in health and in healthcare in all areas of work.

You will have senior level experience, along with:

- Significant experience engaging with the diverse social, economic and cultural groups served by the organisation, and an ability to bring cultural insights particularly from Black, Asian and Minority Ethnic communities
- An ability to add to the existing board members' experience through bringing personal, and ideally lived experience of the issues faced by disadvantaged groups accessing the NHS.

Whilst not essential, it would be an additional advantage to have either:

- Senior level clinical experience gained in either a medical, nursing or allied discipline with a strong service delivery background, or
- Recent, relevant finance experience in a large and complex organisation, preferably with a financial qualification.

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 Hertfordshire.

- 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.
- From 1 April 2021, the remuneration payable for this role is £13,000 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 Hertfordshire Community NHS Trust

Hertfordshire Community NHS Trust (HCT) was established in 2010 to deliver community services to the 1.2 million residents of Hertfordshire. The Trust's 2000 staff play a key role in keeping people well, managing complex health needs and long-term conditions, and supporting people to live independently.

HCT's Services

The Trust provides a full range of services for adults and children in a variety of settings, including community hospitals, clinics, GP surgeries and patients' own homes.



Adult Services

Adult Community Services:

Locality Integrated Care Teams (ICTs) in East & North Hertfordshire deliver nursing and therapy services in Lower Lea Valley, North Hertfordshire, Stevenage, Stort Valley & Villages, Upper Lea Valley and Welwyn Hatfield.

Adult Specialist Services:

Specialist services include: bladder and bowel services, cardiac rehabilitation, heart failure, diabetes, diabetic retinal screening, lymphoedema, nutrition and dietetics, MSK, podiatry, respiratory, pulmonary rehabilitation, skin health, speech and language therapy, tissue viability, leg ulcer care and neurological rehabilitation.

Community Hospitals:

The Trust's community hospitals are located in East and North Hertfordshire: Oxford and Cambridge wards at Herts & Essex Hospital in Bishop's Stortford, and Queen Victoria Memorial Hospital in Welwyn.

The Trust also runs a neurological rehabilitation specialist unit, Danesbury Neurological Centre in Welwyn, and the Minor Injuries Unit (MIU) at Herts and Essex Hospital.

Children's Services

Children's Universal Services:

Services for children and young people include public health nursing (health visiting and school nursing), child health information, looked after children and safeguarding children.

Children's Specialist Services:

Specialist services include: community paediatrics audiology, children's community nursing, children's continuing care, dental and optical services and specialist school nursing, Step2 (early intervention child and adolescent mental health service for children and young people aged 0-19) and PALMS (Positive behaviour, Autism, Learning disability and Mental health Service).

Children's Therapy Services:

The Trust also provides occupational therapy, physiotherapy and speech and language therapy for children.

HCT's role as a Community Trust

Community services are central to national plans for the future of the health and care system. The NHS's Long-Term Plan sets out ambitions to boost 'out-of-hospital' care to deliver more care closer to home. To achieve this, HCT works closely with other parts of the health and care system, including other Trusts, GPs and care homes. The Trust works in partnership with local Acute Trusts (Watford General Hospital, the Lister and the Princess Alexandra) to reduce the number of patients needing to go into hospital and to support their effective discharge. It also works with mental health services to provide integrated services to support patient needs. For more background information on the role of Community Trusts, this is a helpful [link](#).

In its response to the coronavirus pandemic, the Trust has further strengthened this collaborative working; leading the design and delivery of integrated clinical pathways, extending service capacity, establishing new clinical responses to support hospital discharge, and supporting the delivery of clinical care in care homes.



The Trust is pleased to have been rated 'Good' by the Care Quality Commission (CQC) and is committed to delivering safe, effective, responsive, caring and well led

services, with the aim of progressing to achieve CQC ‘Outstanding’. You can read it’s CQC report [here](#). It is also proud to have achieved its financial targets for many years running. Building on this strong foundation, it has the commitment and drive to further transformation to be a truly outstanding organisation.

Vision and Values

HCT’s vision is:



This vision is underpinned by the Trust’s Values, which complement the NHS Constitution and support HCT’s organisational culture:

- Innovative** We seek new ideas and adopt best practice to improve our services
- Caring** We show kindness and consideration for others
- Agile** We deal with new situations quickly and successfully

Strategic Objectives

The Trust’s strategic objective are as follows:

“Outstanding quality and performance:

We will strive to deliver ‘outstanding’ services through our approach to Continuous Quality Improvement (CQI) across the trust, and through involving our staff to provide the best possible care to patients within available resources.

Joined up local care:

We will strive to be the system leaders for children and young people’s and adult community health services in the emerging Integrated Care Partnerships in Hertfordshire. This means working with all our partners to enhance and expand the role of community services, with integrated clinical pathways for the benefit of our populations.

Great place to work:

We will strive to make the Trust a great place to work by living our values and creating an inclusive, open and compassionate culture. We will motivate and retain our people through excellent leadership at all levels of the organisation, a compelling employee offer, continuous professional development, staff recognition and support for health and wellbeing.

Best value through innovation:

We will strive to be known for our innovations as an outstanding provider of clinical services. Our people will harness modern processes, systems, and technology to support continuous quality improvement, efficiency, and to ensure the best possible value for the public purse with the resources available.”

Key Challenges

Delivery Plan Priorities

In line with the above strategic objectives, the Trust's challenges over the coming period are reflected in its delivery plan priorities which include:

- Embedding continuous quality improvement across all services
- Integration with primary care and other partners to provide joined up adult services
- System leadership for Children's and Young People's services across Hertfordshire
- Lean and efficient corporate services
- The introduction of new models of care responding to population health needs and delivering the ICS priorities.
- Continuing an effective response to the Coronavirus pandemic and national incident
- Taking a system leadership role in the roll out of the Covid-19 mass vaccination programme

HCT's People

The Trust faces similar challenges to the wider NHS in terms of a high demand on services with reduced funding and a shortage of clinicians. To attract talent and support staff, the Trust is committed to delivering its 'Great Place to Work' strategic objective.

Despite the high level of organisational change the Trust has gone through, 71% of staff participated in the 2020 NHS Staff survey, with improved scores in all themes. This high level of staff engagement was also demonstrated through the Trust's response to the pandemic, as the Trust redeployed around 25% of the workforce at pace. During this period, staff continued to be supported through regular bulletins, virtual staff meetings, risk assessments, helplines, emotional support tools, wellbeing calls and stars of the week recognition.

HCT's Board

Our Board

Hertfordshire Community NHS Trust

Elliot Howard-Jones Chief Executive *	Jeff Phillips Non Executive Director *	Sarah Browne Director of Nursing and Quality *
Dr Linda Sheridan Chair *	Richard Rolt Non Executive Director *	Dr Elizabeth Kendrick Medical Director *
Sarah Wren Non Executive Director *	Luke Edwards Associate Non Executive Director	David Bacon Director of Finance *
Anne McPherson Adviser to the Board	Marion Dunstone Chief Operating Officer	Sam Tappenden Development Director East and North Hertfordshire Integrated Care Partnership
		Sarah Brierley Joint Director of Strategy Good shared with East and North Hertfordshire NHS Trust

Outstanding services
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www.hct.nhs.uk - @HCTNHS

* Voting member
November 2020

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: 6 May 2021 at 11am.** Please forward your completed application to NHSI.Chairsandneds@nhs.net
- **Stakeholder panel date: 20 May 2021**
- **interview date: 27 May 2021**
- **proposed start date: TBC**

Getting in touch

- We strongly recommend an informal and confidential discussion with Linda Sheridan, the Chair of the Trust. Please contact Donna Lesmond, Executive Assistant to Chief Executive & Office of the Board, on 01707 388145 or at donna-marie.lesmond@nhs.net
- **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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NHS England
NHS Improvement

