



# Could you help lead the NHS in your area?

**East Cheshire NHS Trust**

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

**Candidate information pack**

**Reference: N2417**



**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. Welcome letter and about East Cheshire NHS Trust

Dear potential applicant,

Thank you for your interest in these non-executive roles with East Cheshire NHS Trust.

There has never been a more exciting and dynamic time to join the NHS. As an organisation used to partnering, this pandemic has opened up a different world, where the art of the possible is coming to life more rapidly than at any other time in recent history.

With the Coronavirus pandemic front and centre of everyone's lives, we have had to reimagine many aspects of our care and how we deliver to maintain a safe and qualitative service. It has involved everyone, including the public; we have demonstrated changes can be made effectively, quickly and radically, in collaboration with partners to achieve much more than we might as a stand-alone organisation.

Making the NHS Long Term Plan and NHS People Plan meaningful locally, we have built on these themes, bringing them to life for our people and communities. More than this, with the proposed legislation and working with our local authority partners, an increasingly collaborative approach to wellbeing, health and care is aimed at informing, supporting and caring for communities, residents and citizens and, through these achievements, we seek to contribute to an improved economic prosperity.

Person centred care is at the heart of our ambitions, taking the best from system and locally to ensure the right care is available in the right place and at the right time – this is our vision.

East Cheshire NHS Trust, an integrated provider of community and acute health and care services since 2011, includes a range of community health services and three hospital sites at Macclesfield, Knutsford and Congleton. **Our Vision**, to ensure our patients receive the best care in the right place, with a **Mission** to work in partnership to provide high-quality, affordable integrated services. We have five main objectives for 2021-22:

Patients	People	Partnerships	Transformation	Resources
To provide safe, person-centred care in the right place	To build, value and develop skilled, motivated, flexible and inclusive workforce	To further strengthen relationships with partners across Cheshire East and Greater Manchester to deliver our shared vision.	To embed a culture of innovation and engagement which embraces digital transformation and new ways of working	To deliver services that are clinically sustainable within the board approved financial plan

Our **values** support the delivery of services and care:-

- Treat each other with respect and dignity
- Commitment to quality of care
- Show compassion
- Improve lives
- Working together for patients
- Make everyone count

East Cheshire NHS Trust is one of several organisations within Cheshire East Council’s footprint responsible for shaping and delivering healthcare for our ‘Place’ and is well positioned to influence and shape our care offer of the future.

Our Board team is a professional, ambitious and capable Unitary Board, proud of the **‘Good’ rated services and leadership for the Trust**, with **recognised areas of outstanding practice and care**; the Board team leads a c2,500 strong organisation, with more than 250 volunteers and punches above its weight in many respects, although which is sub scale, making it more challenging to meet some standards, an important focus of the Board’s work.

We treated almost 400,00 patients during a unique last year, across community and hospital settings and in people’s own homes (480,000 during 2019-20), with a budget of £194m and made significant contributions through research, evolving practice for better patient care, experience and outcomes.

**Patients and their families rate us highly**, with 96% + saying they were definitely treated with respect and dignity (Q1 21-22), 95% + saying they were definitely treated with care and compassion and overall, an ‘Excellent’ rating of care. In addition, **our workforce, told us they felt empowered, engaged and supported by their managers**; evidence and research tells us where teams feel empowered

and supported, patients benefits. We have developed strong links with the Universities of Chester and Salford and have well developed connections with schools and colleges across the geography we serve, inspiring future healthcare workers.

Our community population is a mixed one with both some of the most deprived wards and some of the most affluent, a gently increasing diversity and a strong economic centre of influence. We have one of the fastest aging populations in the North West and as such, any changes to both our service offer and how we provide them needs to meet these changing demographic characteristics.

We're especially proud of these achievements

- 98% of patients tell us they have been treated with dignity and respect, with 97% of inpatients and 95% of outpatients whom would recommend the Trust to family and friends.
- Nominated for a national patient safety award during 2019-20 and won an HSJ award for the Trust's patient safety culture during 2018, demonstrating how the whole workforce mobilises to support when experiencing surges in demand.
- An engaging safety culture as evidenced by our staff survey that is largely above the national average, with no areas below average.
- Recognised as providing outstanding care for patients on the 'end of life' pathway.
- The first Trust to work with the National Autistic Society and have been accredited across the Hospital with compassionate care that embraces those on the autistic spectrum.
- Recognised as both one of the top 40 Hospitals by CHKS in May 2019, in 9 of the time in the last 10 years (suspended during Covid pandemic).
- One of the lowest levels of complaints in the country, at 1.23 per 1,000 contacts.
- Utilised our regional award winning 'Helping Flo' campaign, a video showcasing how the public, staff and partners can help to improve patient care and flow during Winter, resulting in a more effective delivery throughout this period of sustained demand.
- Received Disability Confident employer status in 2021.
- A multi-disciplinary simulation suite which supports team training and development, coupled with the highest accolade from Fair Train, the UK's work experience quality standard, in recognition of the positive work experience placements across the trust.
- Maternity care that has been rated as one of the top ten in the country as assessed by CQC.

We are seeking a new appointment to the Board, someone who is able to challenge constructively to think and deliver differently and stretch every NHS pound for maximum reach on behalf of local communities and citizens. There are three key aspects to the role; setting the culture, strategic direction and sharing the vision; ensuring the appropriate governance is in place to safeguard patients, staff and standards; and holding ourselves and executives to account for delivery.

We invite you to bring your insight, experience and entrepreneurial approach to assimilate and analyse complex information and use findings to influence, shape, transform services in unconventional ways, meet challenges, resolve issues and have the courage and confidence to speak out to challenge the status quo.

Your values really matter to us too; if you support and value public service, share our [values and behaviours](#), believe you can champion [the standards of public life](#) and can show you have influenced beyond the sphere of your role, we would value a discussion. We would like to add to our Board leadership team the following knowledge, skills and life experiences, including :-

- If you are a woman or younger person
- Know from experience the most effective leaders retain accountability, although 'give away' power to gain momentum, progress and wider impact
- Have a clinical career or socially responsible role that would add value beyond that in the existing Board team, e.g. mental health, social care or charitable experience
- Of BAME heritage, are open about faith, have an understanding of or have experienced social deprivation and used this to influence positively
- Live with a disability and/or are openly L/G/B or T

**We would be pleased to have a conversation.**

***Lynn McGill***

***Chair, East Cheshire NHS Trust***

## 2. The opportunity

East Cheshire NHS Trust is proud to provide safe, effective and personal care to their patients. They are a community and acute trust serving a large population and their vision is to deliver the best care in the right place. They have over 2,500 staff who work across their community settings and their three hospital sites.

You have the opportunity to become part of the Board that sets the Trust's culture and future vision for an exciting period of new and transformational change.

We are seeking a new Non-executive Director (NED) and Associate NED to the Board. There are three key aspects to the roles:

1. setting direction and sharing the vision
2. ensuring the appropriate governance is in place to safeguard patients, staff and standards
3. holding *ourselves* and executives to account for delivery

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.

As a Board member the role will require you to:

- challenge the Board collaboratively to find different ways of thinking and doing
- assimilate board information, analyse it and use to shape services
- solve problems in unconventional ways
- demonstrate how you have had a wider sphere of influence and impact
- demonstrate citizenship values and behaviours and your belief in public service and services
- have the courage and confidence to speak out against the status quo
- actively support and participate in board development

### 3. 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 a large and complex organisation in at least one of the following areas:

- Digital change experience gained in a transformed or transforming market
- Recent, relevant finance experience with the capacity to Chair the Finance, Performance and Workforce Committee, and preferably with a financial qualification
- Can add to the existing board members' life experience through one or more of the following; if you can bring insights into:
  - Of BAME heritage
  - The experience of women
  - Younger People
  - Those who are open about their faith
  - The lives of people from socially deprived backgrounds
  - Those who live with a disability or are openly LGBorT

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 ideally be based within a reasonable commuting distance from the Trust (c. up to 1 hours' travel).

- 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 these roles is £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](#).

## 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

- **Open evening:** The Trust is hosting an information session for potential candidates. Details will be available in due course.
- **closing date for receipt of applications: 12 August 2021 at 11am.** Please forward your completed application to [NHSI.Chairsandneds@nhs.net](mailto:NHSI.Chairsandneds@nhs.net)
- **interview date: 8 September 2021.** The shortlisted candidates will also be invited to the Trust to meet its key stakeholders
- **proposed start date: TBC**

## Getting in touch

- We strongly recommend an informal and confidential discussion about the roles with the Chair of the Trust, Lynn McGill. Please contact her PA, Janine Homer on 01625 661533 prior to the closing date to make arrangements for this
- **NHS England / NHS Improvement** - for general enquiries contact Miriam Walker on 0300 123 2059 or by emailing [miriam.walker@nhs.net](mailto:miriam.walker@nhs.net)

### **NHS England / NHS Improvement**

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