



Could you help lead the NHS in your area?

North Middlesex University Hospital
NHS Trust

Two Non-Executive Directors

Candidate information pack

Reference: L2425



We value and promote inclusion and 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

The North Middlesex University Hospital NHS Trust is looking to appoint two new Non-Executive Directors (NEDs) to its Board. These are exceptional opportunities to share your talents and expertise to make a positive difference to the lives of the people served by the Trust.

Working closely with the Trust's Chair, your role will be to help ensure that the Trust fulfils its statutory and legislative responsibilities through utilising your professional skills and perspective to add value to the governance and strategic development of the Trust, holding senior managers to account, and offering collaborative challenge and advice. You are likely to have close links with the Trust's catchment area of Enfield and Haringey and will be committed to making a difference to the way care is delivered to patients.

The North Middlesex values and promotes diversity. We 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, and therefore we would particularly welcome applications from women, people from the local black and minority ethnic communities, and disabled people who are under-represented in non-executive roles.

2. The person specification

As in all NHS Trusts, the North Middlesex has a Unitary Board, within which there is a shared and collective responsibility amongst all the directors for the overall strategic direction and performance of the Trust. As a NED, you will work alongside other NEDs and Executive Directors as an equal member of the Board, sharing responsibility for the decisions made by the Board.

You will be a collaborative individual who is progressive, ambitious and committed, with a proven record of delivery and ability to establish relationships across complex stakeholder landscapes. You will be able to provide constructive challenge as necessary and be able to satisfy yourself as to the appropriateness and integrity of the information that comes to the Board, and the efficacy of the controls and systems in place to ensure the good governance of the Trust.

It is expected that you will bring fresh perspectives to governance, reflecting your wider experience and skill-sets. You will have held a senior leadership or consultancy position, preferably operating at Board or at a strategic level. You will need to have a genuine commitment to patients and the promotion of excellent health and care services.

We are specifically looking for senior level experience in the following areas:

Post 1

- Recent, relevant corporate finance experience in a large and complex Public or Private sector organisation, ideally with a recognised financial qualification, and a specific interest or expertise in audit with the capacity to chair our Audit Committee.

Post 2

- Recent experience of strategic community engagement with diverse social, economic and cultural groups served by the Trust, particularly black and minority ethnic communities. This may have been gained through the voluntary or not-for-profit sectors, community involvement or business initiatives.

You will need to be able to demonstrate you can use your experience to:

- work alongside other NEDs and Executive colleagues as an equal member of the Board
- bring independence, external perspectives, skills and challenge to strategy development
- hold the Executive Management Team to account by providing purposeful, constructive scrutiny and challenge
- shape and actively support a healthy culture for the Trust

All NEDs 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 are likely to have strong connections with Enfield and/or Haringey.

- 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 £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](#).

Specific responsibilities of Audit Committee Chairs

Chairs of Audit Committees should have recent and relevant financial experience. They share the functions of the other NEDs, and in addition have responsibilities to:

- bring independent financial acumen to the work of the Audit Committee across its governance, risk management, assurance and internal control functions
- provide leadership to the Audit Committee to ensure that it is effective in its role and that internal control systems are in place and operating
- ensure that the Audit Committee is well informed and has timely access to all the information it requires
- facilitate the contribution of all members of the Audit Committee, auditors and other invited participants
- ensure that the Board receives sound advice, assurance and useful and timely reports from the committee

3. About North Middlesex University Hospital NHS Trust

North Middlesex University Hospital NHS Trust is one of London's busiest healthcare providers, providing hospital care and community services for the 350,000 people living in Enfield, Haringey and beyond.

They provide maternity, children's and adult services across a range of medical and surgical specialities. Their adult and children's emergency departments are among the busiest in London, with over 138,000 patients seen in 2020-21, with over 3,900 babies being delivered in their maternity unit. Their specialist services include HIV, cardiology, blood disorders, diabetes, fertility, sickle cell and thalassaemia. In addition to a full range of cancer diagnosis and treatment services, the Helen Rollason Cancer Support Centre is based on-site and provides services to support cancer patients' wellbeing.



The Trust provides a dedicated 0-19 service for children and young people in Enfield so that they can get the best possible start in life, through health visitors and school nurses. The 0-19 service aims to improve pathways and partnerships with services in the hospital and deliver excellent care for the children and families. Their community services division has also been supporting the local community through setting up and running a Covid-19 mass vaccination centre in the heart of Enfield Town.

Their Forward View

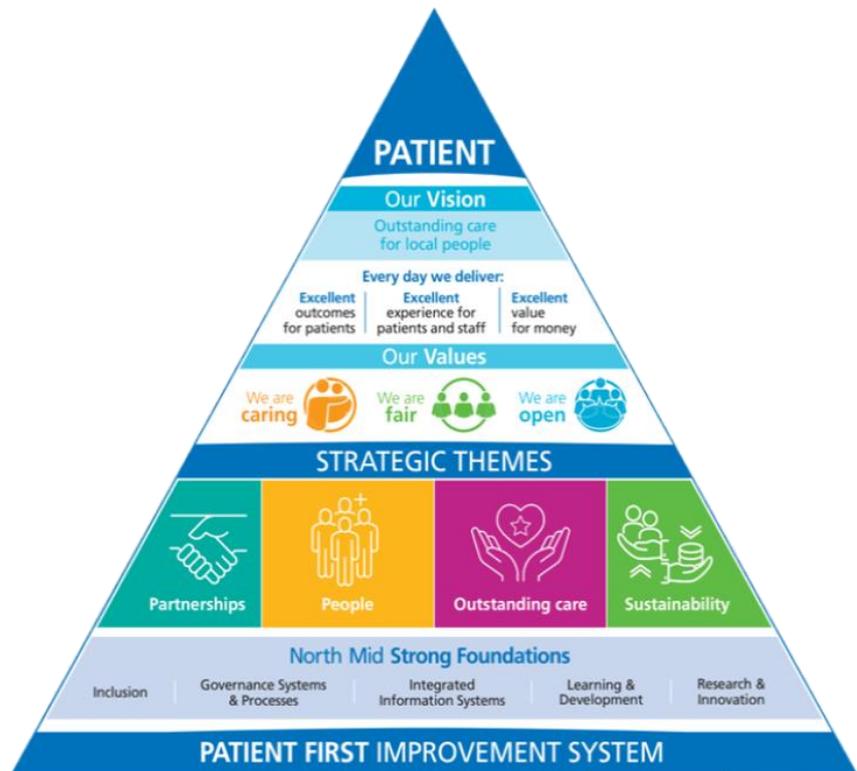
In the summer of 2019, the Trust shared their Forward View for 2019 – 2024, which set out their aims and aspirations for the Trust for the next five years, working with local people, patients and their partners in Enfield, Haringey and further afield.

Patient First

To help them deliver their Forward View, they have made a long term commitment by embedding 'improvement' as the inherent "way we deliver our business around here". This has meant moving away from the more traditional approach of quality improvement as a set of projects separate from business as usual, to deploying an improvement system that guides the strategy, leadership, and daily work of the Trust.

By doing this, they will ensure their resources are aligned to the achievement of their short, medium and ultimately long term aspirations for their patients and staff.

There are five 'strategic themes' which form part of the Patient First programme. Each of them has a clear but ambitious 3-5 year objective. The Trust calls these their 'True North' objectives, because they're what they need to keep striving for. Each is underpinned with a vision, a defined goal and a breakthrough objective.



Their 'True North' objectives are:

Patient – delivering the best experience for our patients, respecting our local population’s needs

Partnerships – working in partnership to reduce health inequalities and improve the lives of our local population

People – our people are engaged, compassionate, respect each other, and will always strive to improve

Outstanding Care – delivering outstanding care that is safe, effective and timely

Sustainability – using resources and assets effectively, ensuring sustainable services for our local population

Their Staff

The Trust is a major local employer with 3,965 staff (March 2021). The 2020 NHS Staff Survey was completed by 1,877 staff at North Mid (55%), which was just one of the ways in which they told the trust about their experience of the last year. The 2020 Survey included additional questions about the Covid-19 pandemic, to help provide a more in depth understanding of the impact that Covid-19 has had on NHS staff.

What staff told us

Despite the unique challenges of the past year, our Staff Survey results for 2020 have remained steady.

Our core strengths – what is working well

Quality of care



For the third consecutive year we have performed better than other Trusts
84% of staff said they are satisfied with the quality of care they provide to patients / service users.

Health and Wellbeing



We have seen significant improvement in health and wellbeing with more than **52%** of staff reporting more opportunity for flexible working and less staff coming into work despite feeling unwell.

Our three key areas to focus on

Equality, diversity and inclusion



Staff rated us as below average and one of the lowest in the NHS. We will focus on improving transparency and perceptions around fair career progression.

Bullying and harassment



Despite an improvement in 2019, our results have declined this year. We are still below average in this area nationally.

Violence at work



A consistent outcome for the last few years is violence at work by colleagues and patients. We do perform worse in comparison to other Trusts nationally.

The Trust has seen an increase in the number of staff that completed the 2021 NHS Staff Survey. 2,413 staff have completed the Survey which represents 62% of staff. The Trust is awaiting the results of the Survey which will be made available by the end of February 2022.

Their Values

In August 2019 the Trust launched their refreshed organisational values – ‘We are caring’, ‘We are fair’, ‘We are open’ – which was the culmination of six months of staff engagement to better understand the culture and values they all want to see more of in the hospital.



We are **fair**

We respect and understand each other's differences and backgrounds

We are consistent with providing realistic, clear expectations and constructive feedback

We are always looking for opportunities to develop all staff and our services

Behaviours

- Being consistent
- Listening to others
- Supporting each other



We are **caring**

We are compassionate and take time out to check on colleagues and patients

We are understanding and recognise each other as individuals

We are committed to improving our community for colleagues and patients/carers

Behaviours

- Showing empathy
- Being curious
- Showing humility
- Listening to others



We are **open**

We embrace change and continuously challenge ourselves and colleagues to create meaningful improvement

We ask for help when we need it; we offer help when we see a colleague struggling and we are always open to challenge

We actively look for new ways of working and explore new partnerships across teams, divisions and organisations

Behaviours

- Speaking up
- Being curious
- Learning from mistakes

4. Key challenges for the Trust

Care and Quality

The Trust has been rated as 'Good' for 'Well Led' as an organisation, following an inspection by the Care Quality Commission (CQC) in July 2019. Inspectors identified improvements in the Well Led domain and noted that the Trust has a 'strong organisational culture of collaboration, team-working and support and a common focus on improving the quality and sustainability of care and people's experiences, and that (staff) were proud of the Trust as a place to work and spoke highly of the culture and of the leadership team'.

The Trust remains rated as 'Requires Improvement' despite recent inspections of specific services such as Emergency and Urgent Care in January 2020, Medical Services and the Sickle Cell pathway in August 2021, and Maternity Services in September 2021. Their mass Covid vaccination site in Enfield and their Covid infection prevention and control measures were reviewed virtually by the CQC in the first quarter of 2021 with no concerns raised.

The impact of Covid-19 has been challenging in many ways but has in no way diminished their commitment to being recognised as an 'Outstanding' organisation and they continue their journey to achieve that.

Finance

The Trust's financial position has been impacted in a number of ways by the pandemic, with the usual financial performance regimes being put on hold. As such, for the 2020-21 financial year, the Trust was not managed to a control total but was funded through a mechanism of block contract and top up payments during the first 6 months and fixed payments for the remainder of the year. This allowed the Trust to manage the additional expenditure it incurred throughout the year due to Covid-19 and to support the recovery of planned patient care. As a result of this revised funding mechanism, the Trust had an income of £395 million and managed to achieve a surplus in year of £832k, after adjustments for impairments and other technical items. This was an improvement on the reported financial position in 2019-20 of a £50k surplus.

For the 2021-22 financial year, the Trust is currently on a block payment contract. Although the Trust has delivered a surplus in the year to date and is forecasting to deliver a small surplus for the full year, the financial performance in-year is being supported by non-recurrent funding, including Elective Recovery Fund (ERF) income and Covid / capacity funding. It is expected that the funding regime from 2022-23 onwards will become more challenging.

Operational Performance

Overall, the Trust met 5 of the 17 standards in 2020-21. However, performance should be viewed in light of the impact of the Covid-19 pandemic. The national directive to

NHS providers to cancel all routine elective and non-cancer activity in order to manage capacity and resources during the pandemic had a substantial impact on patient flow and, therefore, operational performance.

- **Emergency care** - Despite an incredibly challenging environment during 2020-21, performance improved by 2.3% compared to the previous year. The Trust adapted quickly at the start of the pandemic to implement various infection prevention and control measures to ensure patients are treated safely along their non-elective pathway. Although the Trust has been able to maintain patient flow, performance against the four-hour performance indicator continues to be challenging.
- **18-week wait times** - Due to the reduction in elective and non-elective activity as a result of increased Covid-19 demand, the Trust saw an increase in patients waiting longer for their treatment due to reduced capacity. In line with national guidance, the Trust implemented a systematic approach of clinical review and prioritisation to ensure the most clinically urgent patients are prioritised for treatment.
- **Cancer treatment waiting times** - Performance against cancer waiting times targets was challenging in 2020-21, resulting in the achievement of one of the eight cancer standards. The Trust continues to see sustained non-compliance. An improvement plan is now in place to address identified issues.
- **Diagnostic waiting times** - During the first surge of the Covid-19 pandemic between March 2020 and July 2020, diagnostic waiting time performance significantly reduced due to resources and capacity being redeployed to manage increased Covid-19 demand in the Trust. Challenges remain in place particularly around Endoscopy, MRI and Ultra Sound.

Covid-19

Since the beginning of the Covid-19 pandemic their teams have showed commitment to their patients and flexibility in the way that they have had to approach the delivery of services. Nursing, midwifery, medical and allied health professionals were trained and redeployed to areas with the most need. The anaesthetic consultant body moved to ICU to support the treatment of patients there. The palliative care team provided phone support to relatives of patients in ICU who were unable to visit. Consultants from multiple specialities changed their areas of working, to support the response to Covid-19. Junior doctors and Trust grade locally employed surgical doctors were also redeployed onto the medical Covid-19 wards.

Masterplan for the Hospital site

In April 2019 the Greater London Authority (GLA) purchased the land which the Trust headquarters is located and other buildings and car parks. In order to support the delivery of their Forward View, they have developed a site master plan which will help to deliver affordable housing for the local community and build a new estate to provide complementary healthcare services, in addition to the acute services they already offer.

This development could include facilities such as a primary care centre, a nursing or residential home, pharmacy, crèche, cafes and coffee shops, and other such services. In developing the Master Plan, the Trust is taking into account the rapid population growth that they will see over the next ten years.

5. Working in Partnership

As part of their response to the Covid-19 pandemic, the Trust has worked with a number of partners across north central London (NCL) and the independent sector to support the continued delivery of their services and treat more people.

The pandemic has accelerated the evolution of a partnership between the Trust and the Royal Free London NHS Foundation Trust. This was established to bring the best of both the organisations together to improve services for their communities and local people. They will do this by listening to what local people want, using the combined expertise of their staff and reducing organisational barriers and duplication between them.

Their partnership will generate savings gained from better efficiency, which will be used to improve existing and create new services for local people. It will offer improved training and career development for staff and ensure that North London's voice in the NHS is strong.

The two Trusts have agreed to work collaboratively through a Partnership Agreement governed through the establishment of a Partnership Board. In support of the partnership between the two Trusts, Caroline Clarke (Group Chief Executive and Accountable Officer at Royal Free) was invited to become the Accountable Officer of the North Middlesex from 1 April 2021, and Mark Lam (Chair of the Royal Free) was appointed as Chair of the North Middlesex on 30 October 2021. Both Trusts remain statutory, independent, NHS organisations with their own Boards.

Their partnership agreement is driven by six priorities identified as areas where the two Trusts will work together to improve care and access for our local communities:

- Local people have speedier access to specialist care.
- Partnership in delivery of the North London Surgical Hub based at Chase Farm Hospital - providing more specialist surgery locally, shorter waiting times, faster recovery, protect beds for planned activity during high demand and enhanced infection control.
- A new approach to quality management.
- A combined approach to the provider alliance for corporate and clinical support services.
- A shared input into the review of community services – making the case for them to be wrapped around the North Middlesex.
- A joint case for primary care investment, with a particular focus on levelling up spend in Enfield.

6. London Leadership Values

Core values

Their core values right now are:

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

Aspirational values

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

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

This will mean they 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 the Trust sees in the system right now and which they 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, the Trust expects 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](#)**

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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: 31 March 2022 at 11am.** Please forward your completed application to NHSI.Chairsandneds@nhs.net
- **interview dates: 20 and/or 21 April 2022**
- **proposed start date:** The successful applicants will be appointed from 1 May 2022 as Associate Non-executive Directors taking up the full voting Non-executive Director roles from 1 July 2022.

Getting in touch

- We strongly recommend an informal and confidential discussion with Mark Lam, the Chair of the Trust. Please contact Sue Little on 020 7830 2176 or by emailing sue.little2@nhs.net
- **NHS England / NHS Improvement** – for general enquiries contact Jasmine Burleigh on 0300 123 2423 or by emailing j.burleigh1@nhs.net

NHS England / NHS Improvement

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