



Could you help lead the NHS in your area?

**University Hospitals Coventry and
Warwickshire NHS Trust**

Non-Executive Director

Candidate information pack

Reference: M2580



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. Letter from the Chair – Dame Stella Manzie

Dear Colleague

Thank you for showing an interest in UHCW and the opportunity to join our Board as a Non-Executive Director.

Home to one of the country's largest teaching hospitals and with a budget of more than £660 million, our workforce of over 10,000 staff provides a wide range of general and tertiary care services to a diverse population of more than a million people in University Hospital Coventry, Hospital of St Cross Rugby and Coventry City Health Centre. We have a growing academic and research profile and are renowned nationally for delivering specialist clinical services in areas such as cardiology, neurosurgery, stroke, and in vitro fertilisation (IVF). We are also a designated Major Trauma and Cancer Centre with an outstanding track record.



We were designated “Good” by the Care Quality Commission in early 2020. We have worked hard to achieve that standard and strive to continue improving through the UHCW Improvement (UCHWi) methodology we have developed with our partners, the Virginia Mason Institute in Seattle, USA.

Like all health institutions we have faced the challenges of the Covid 19 pandemic. We believe that our investment in the right resources and approach, using UHCWi to empower all our clinical and non-clinical staff with the tools, expertise and confidence they needed, made us better able to rise to that challenge. We were proud to be the site which delivered the first Covid 19 vaccine in the world, to have managed to maintain teaching of doctors and nurses and to have been able to provide mutual aid to other colleagues across the health system.

We are currently consulting with our staff and stakeholders on a new Organisational Strategy for 2022 to 2030. We have seven Clinical Groups: Women and Children's Services, Emergency Medicine, Medicine, Trauma and Neuro Services, Clinical Diagnostics Services, Clinical Support Services and Surgical Services. Each Clinical Group is led by a multi-disciplinary team of Group Clinical Director, Group Director of Operations and Group Director of Nursing and Allied Health Professionals and supported by a range of corporate services. We also have a Clinical Director for Integrated Care who is a GP in a local Coventry practice and jointly with Coventry City Council we employ a dedicated Public Health Consultant to help us focus on health inequalities.

We play a central role in the wider health and care economy, playing a leading role in the Coventry and Warwickshire Health and Care Integrated Care System, chaired by Danielle Oum, and working closely with partner organisations reviewing how we optimise and improve care and outcomes across the whole of the footprint. Current plans include UHCW being the lead provider for the Coventry area within the ICS.

We are committed to bringing our values to life by creating the right kind of environment and culture that all of our staff will want to be part of. We still have much to do to achieve full cultural change and as a new Board member you will play a vital role in shaping the future success of this organisation. This will be achieved in the face of one of the toughest and most complex healthcare climates we have ever witnessed, with the challenges of maintaining high standards of infection control, catching up on backlogs of elective care and giving our workforce the maximum opportunity to succeed in terms both of patient care and fulfilling their own personal and professional aspirations.

The successful candidates must bring drive, innovation, resilience and a passion for excellence in care quality and service delivery, a strong track record in their field and the ability to contribute to and hold their own in a lively and complex corporate environment. The wider Trust Board and I will fully support and help you to experience the rewards of being on the Board of an organisation committed to being a national and international leader in healthcare and a full contributor to the communities and patients we serve.

I hope that the information contained in this document inspires you to consider this opportunity further. For more information please use the contact details at the end of this pack, including speaking to me informally if you wish to do so..

Yours faithfully,

A handwritten signature in black ink that reads "Stella G. Manzie". The signature is written in a cursive, slightly slanted style.

Dame Stella Manzie

Trust Board Chair

2. The opportunity

There is a vacancy for a Non-Executive Director (NED) at University Hospitals Coventry and Warwickshire NHS Trust (UHCW).

This has been created by the previous post holder taking up employment overseas. 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.



The UHCW Trust Board is composed of Non-Executive Directors and Chief Officers. Independent NEDs bring a range of external experience to the Trust. We are looking for an individual to join the team who has a strong interest in health and care services and believes they have skills and experience to contribute to the effective governance of a busy tertiary Trust providing a range of trauma and specialist services as well as day-to-day care to our local communities.

We would be particularly interested in candidates who have worked in or with the voluntary and community sector at a senior level, those with an academic background relevant to health and care services and those with experience of implementing major change programmes in any sector. The Trust will need to be assured that whoever is appointed, has a good understanding of the clinical and corporate challenges of running a large acute Trust and can be both supportive and challenging to the Chief Executive and the Chief Officer Team who are leading the Trust on a day to day basis.

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 complex organisation or environment and a very sound understanding of the role of Non-Executives in unitary Boards.

We are particularly interested in candidates who may have experience in any of the following:

- Experience of the community or voluntary sector
- Experience of different fields of health and social care, including academic and research experience
- Skills in human resources and major ICT strategic change
- The breadth and diversity of communities in Coventry and Warwickshire.

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

- Work alongside other Non-Executive 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 UHCW
- Communicate well with a range of colleagues, staff and stakeholders, both within UHCW and among our ICS partners.

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 have a demonstrable connection with Coventry and/or Warwickshire.

On average this role will require the equivalent of 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.

Governance Arrangements

In addition to the full Trust Board, the Trust already has an Audit and Risk Assurance Committee; a Finance, Resources and Performance Committee and Quality and Safety Committee and is currently developing a People Committee. If you joined the Board you would join one or two of these committees, which are made up of Non-Executive and Executive members, and in future could become a chair of one of them.

Outside specific governance meetings, Non-Executives are involved in Board walk rounds (these have been virtual during the Covid 19 pandemic), in different specific groups related to the work of the Trust and there are specific roles laid down nationally for specific Non-Executives, for example lead on Maternity Services (Ockenden), the NED Freedom to Speak up Guardian and the NED leading on Health and Wellbeing of staff. In addition to this you might be involved in the recruitment of consultants or senior health leaders and managers.

4. About UHCW

University Hospitals Coventry and Warwickshire NHS Trust (UHCW) is responsible for two hospitals, University Hospital in Coventry and the Hospital of St Cross in Rugby, as well as running services from the City of Coventry Health Centre. The Trust delivers a range of services across the West Midlands region. The Trust was first established in Coventry in 1992 and expanded to include Rugby in 1998. Between them, their two hospitals serve a population of over a million people.



Every year the Trust provides more than 800,000 episodes of care to patients from across Coventry, Warwickshire and beyond. The Trauma and Emergency departments are amongst the busiest in the UK, while maternity services deliver over 6,000 babies per year with unique services such as a dedicated Centre for Reproductive Medicine. UHCW is proud that year on year their Cancer Services perform strongly in the region and the country. The Trust provides both Emergency and Elective Care and specialises in Cardiology, Neurosurgery, stroke, joint replacements, In Vitro Fertilisation (IVF) and maternal health, diabetes and kidney transplants. They are also a designated Major Trauma and Cancer Centre.



UHCW employs approximately 10,000 people and has access to more than 1700 temporary workers and 500 volunteers. It is a major Teaching Trust linked to Warwick Medical School, providing excellent education and training for medical students. The Trust also has strong links to Coventry University, particularly in relation to training and development of nurses and associated

health professionals. UHCW is a major research organisation working closely with both universities.

On a typical day at UHCW there are:

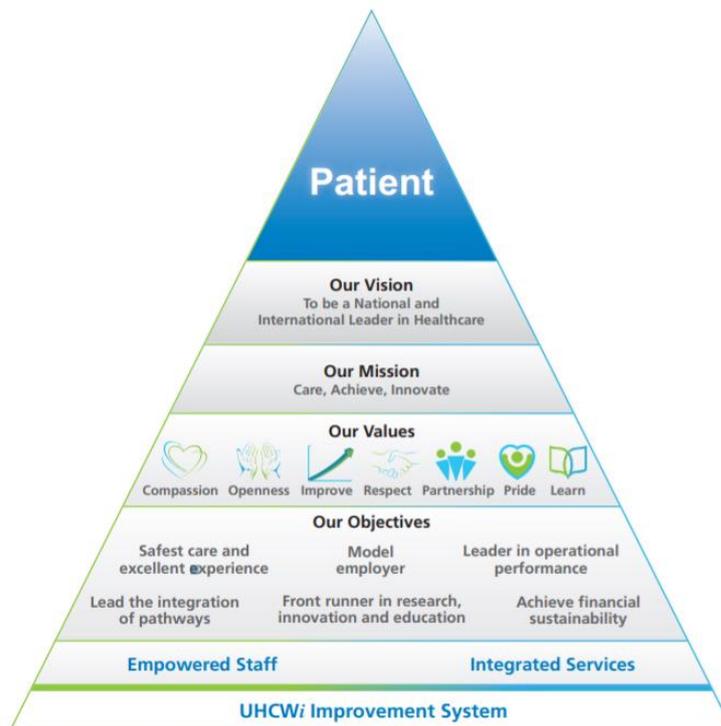
- 1,970 Outpatients appointments
- Over 660 attending A&E (adults and children)
- 484 Inpatient and day cases
- 119 Operations in theatres
- 16 Babies delivered.

Information about Trust's services, vision, values

The Trust's current vision is to be a national and international leader in healthcare. The vision is underpinned by the mission '**Care, Achieve and Innovate**' and the objectives are:

- Safest care and excellent experience
- Model employer
- Leader in operational performance
- Lead the integration of pathways
- Front runner in research, innovation and education
- Achieve financial sustainability
- Lead the integration of pathways
- Be a front runner in research, innovation and education
- Achieve financial sustainability.

This is represented in the Trust strategy which is depicted below to show an overarching principle of putting patients first:



UHCW is currently in a process of engagement with its workforce, partners and stakeholders to consult on a new strategy for 2022-2030. This will preserve much of the current strategy but proposes adding to it to reflect strong links with local communities and the importance of their world – leading research and role as a very large teaching hospital Trust.

Strategic Objectives and Key Challenges

Major challenges facing the Trust include:

- Balancing high accident and emergency demand with flow within our two hospitals and ensuring we have the right discharge processes and partnership arrangements with other organisations
- Making as much progress as we can on undertaking elective procedures as productively as possible – we have made a good start on this across our system, using nationally provided Accelerator funding
- Continuing to set high standards in the provision of maternity services in line with the Ockenden Report recommendations
- Maintaining high standards of Infection Prevention Control
- Making our contribution to savings across the system to tackle a deficit financial position as well as managing our own longer term financial position
- Rising to the challenge of the new Integrated Care arrangements
- How best to make real progress working with partners in local authorities and health and care services to tackle fundamental health inequalities in Coventry and Warwickshire.

Underpinning how the Trust tackles all of these are the values and enablers in their Strategic Triangle, most important of which is to support the workforce in creating the environment where they are best able to provide the best health and care services. The Trust needs to be both efficient and caring while demonstrating the highest standards of transparency and governance.

5. Meet the Board



Dame Stella Manzie DBE
Chair



Professor Andy Hardy
Chief Executive Officer



Jerry Gould
Vice Chair



Afzal Ismail
Non-Executive Director



Professor Kiran Patel
Chief Medical Officer



Tracey Brigstock
Chief Nursing Officer



Gaby Harris
Chief Operating Officer



Professor Sudhesh Kumar OBE
Non-Executive Director



Jenny Mawby-Groom
Non-Executive Director



Carole Mills
Non-Executive Director



Mo Hussain
Chief Quality Officer



Justine Richards
Chief Strategy Officer



Su Rollason
Chief Finance Officer



Donna Griffiths
Chief People Officer

Non-Executive Directors

Chief Officers

The current composition of the Board is shown above. There is currently one vacancy for a Non-Executive Director, though there is also provision for Associate Non-Executive Directors (non-voting members) to be appointed to the Board and its committees. More information including biographies of the Board is available by clicking [here](#).

Appendix 1: More information

For information about the Trust, such as business plans, annual reports, and services, visit the UHCW [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 or strategic partner 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: 5 April 2022 at 11am.** Please forward your completed application to NHSI.Chairsandneds@nhs.net
- **interview date: 3 May 2022**
- **proposed start date: 1 June 2022**

Getting in touch

- We strongly recommend an informal and confidential discussion with Dame Stella Manzie, the Chair of the Trust. To request this, please contact Debbie Babington by emailing debbie.babington@uhcw.nhs.uk or by calling 02476 967621
- **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

E: NHSI.Chairsandneds@nhs.net

W: england.nhs.uk

NHS England
NHS Improvement

