



HUNTER  
Executive talent for the healthcare sector

# Non-Executive Directors

## Candidate information pack

March 2022



**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.**



# Welcome

**Thank you for your interest in serving as a non-executive director of United Lincolnshire Hospitals NHS Trust (ULHT). These roles provide a great opportunity to join us at an exciting time for everyone here at the Trust.**



Working together as a team we have made huge improvements to our financial management arrangements and more importantly the quality of care we provided to our patients. Earlier this month the Care Quality Commission (CQC) recognised the progress we had made, and we were able to announce that we are no longer in “special measures”. We recognise, however, that there is more that we could and should be doing to ensure that we provide the best possible care to all our patients and as such will continue our improvement journey.

We are also looking forward to working with our partners across Lincolnshire – and beyond – as part of the new Lincolnshire Integrated Care System. Under these new arrangements, which will come into force in full in July this year, we will be working more collaboratively with health and social care providers across the county in a new way that will help us to integrate and further improve the experience of the thousands of people who rely on the services every day. ULHT wants to be at the heart of those exciting developments to help make health inequity in Lincolnshire a thing of the past.

To help us achieve these and our many other ambitions we are looking for three outstanding people to join our Board. We need one person with financial experience from within a large and complex organisation, preferably with a financial qualification to chair our Audit Committee and another with a clinical background, preferably with a background in Nursing / Midwifery, Medical or the Associated Health Professions to chair our Quality Committee. We are also looking for someone with experience in performance, workforce, estates and / or financial management to serve as an Associate Non-Executive Director. For all of these roles, we are looking for people who will be able to bring to life the Trust’s values in the way in which they live and work, helping us to deliver “Outstanding Care Together”.

We also value diversity in all its forms and want our Trust to benefit from the leadership provided by a board that better reflects the community we serve. We therefore particularly welcome applications from women, people from the BAME communities and disabled people.

I hope what you read in the pages that follow will inspire you to apply for one of these roles. Please contact Non-Executive Search Partner, Hunter Healthcare to find out more. Please contact Jenny Adrian at [jadrian@hunter-healthcare.com](mailto:jadrian@hunter-healthcare.com) or Janice Scanlan at [JScanlan@Hunter-Healthcare.com](mailto:JScanlan@Hunter-Healthcare.com).

I look forward to reading your application.

**Elaine Baylis**  
Chair



# About us

**United Lincolnshire Hospitals Trust (ULHT) serves one of the largest geographical areas in England with a population of over 750,000.** Providing acute and specialist services to the people of Lincolnshire and neighbouring counties. Lincolnshire is the second largest county in the UK, characterised by a dispersed population in towns in the city of Lincoln and largely rural communities.

The Trust has an annual income of over £500 million and provides services from three acute hospitals in Lincolnshire with a bed stock, excluding obstetrics, of 974 and around 7,500 members of staff, all working to provide the best possible care to the people of Lincolnshire.

The Trust also provides a wide variety of outpatient, day case and inpatient services from a range of other community hospitals operated by Lincolnshire Community Health Services NHS Trust or local GP clusters. These include:

- Louth County Hospital
- John Coupland Hospital, Gainsborough
- Johnson Community Hospital, Spalding
- Skegness and District General Hospital

In an average year, they treat more than 140,000 accident and emergency patients, over 600,000 outpatients and over 140,000 inpatients, and deliver around 5,000 babies.

During 2020/21 whilst responding to the Coronavirus pandemic, the Trust was also focussed on making the changes needed to improve the quality and safety of care being delivered and responding to the challenges highlighted in the most recent CQC inspections.

This is being delivered through the **Outstanding Care Together** Programme, which brings together the Trust Values, Strategic Objectives and their **Integrated Improvement Programme**.

## Outstanding Care Together



# Lincolnshire Integrated Care System

## **Integrated Care Systems (ICSs) are partnerships of health and care organisations, local government, and the voluntary sector.**

They exist to improve population health, tackle health inequalities, enhance productivity and help the NHS support broader social and economic development. It is anticipated that they will take on statutory form following the implementation of proposed legislation from April 2022 and will comprise an NHS Integrated Care Board (ICB) and Integrated Care Partnership (ICP).

The Integrated Care Board will take on the current CCGs' functions along with a broader strategic responsibility for overseeing healthcare strategies for the population of Lincolnshire.

There is a long history of joint working in Lincolnshire between the NHS, Local Authority Public Health, Social Care, the third Sector, Housing and Children's Services, to address the factors that determine health throughout the life course and to seek to reduce demand on health care services in a more preventative and proactive manner. In the last 18 months there has been a real step-change in the strength and effectiveness of this partnership working.

Across the broader health and care system in Lincolnshire we have a good track record of joint working over recent years. This has particularly deepened and advanced over the past 18 months in response to the pandemic and the evolving national policy in relation to Integrated Care, and enabled by a combination of key local factors:

- Establishing a single NHS Clinical Commissioning Group in Lincolnshire
- The successful establishment of the Better Lives Lincolnshire Executive Team (BLLET)
- Strong and effective joint working and support throughout the Coronavirus pandemic
- Joint development of Town Fund Bids, One Public Estate and proposed Cavell Centre in Sleaford

This has already delivered good outcomes for the population, evidenced by the recent CQC review of provider collaboration in Lincolnshire and joint working on a number of shared priorities.

Health and care partners in Lincolnshire believe that becoming an Integrated Care System (ICS) – through Better Lives Lincolnshire – is the next step on the ongoing evolution of this partnership and joint working as we seek to continue to deliver:

- Improve outcomes in population health and healthcare
- Tackle inequalities in outcomes, experience and access
- Enhance productivity and value for money
- Help the NHS support broader social and economic development



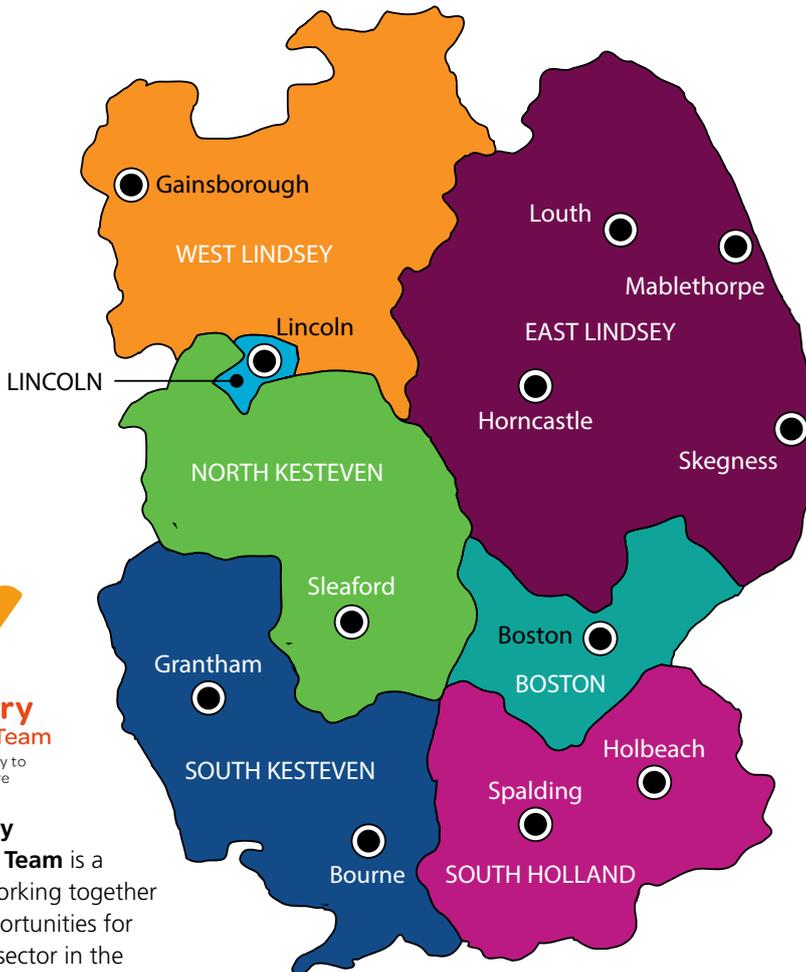
# Our partnerships



**Lincolnshire County Council** is a single county council, responsible for the Lincolnshire Health and Wellbeing Board – aims to reduce inequalities and improve people’s health & wellbeing. It delivers adult social care, children’s care, support for carers, help to live at home, health and wellbeing programmes, safeguarding and support with disabilities.



**The Lincolnshire Primary Care Network Alliance** is general practice’s unified voice at a system level, membership consists of all of the PCN (15) Clinical Directors in Lincolnshire.



**Lincolnshire CCG** is a single planning, commissioning and developing healthcare service for the population of Lincolnshire. Formed on 1st April 2020, it followed a merger of the four previous CCGs in Lincolnshire.



**The Voluntary Engagement Team** is a partnership working together to further opportunities for the voluntary sector in the county.



**Lincolnshire Care Association** supports care and support providers to ensure there is a sustainable choice of quality care services within Lincolnshire



One provider of community services, one provider of mental health services and one provider of acute hospitals services – with a track record of developing relationships and working together



# Person Specification

## Essential criteria

You will need to have a genuine commitment to patients and the promotion of excellent health care services in Lincolnshire. The successful candidates must have senior level experience in one of the following areas:

- **NED Post 1:** Recent, relevant finance experience in a large and complex organisation with the capacity to Chair the Audit Committee, preferably with a financial qualification
- **NED Post 2:** Clinical and patient safety expertise gained from medical, nursing, allied disciplines or social care experience at a senior level in an academic, research, regulatory or clinically focused role
- **Associate NED post:** Senior level experience gained in the public, voluntary, community or charity sectors with experience of either workforce development, strategic planning, finance, risk, performance management or service development

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 Lincolnshire or one of the surrounding counties.

- On average these roles 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 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 [here](#).



# Job description

Non-Executive Directors work, collectively, with other Non-Executive Directors, the Chair, Chief Executive and Executive Directors as members of the Board to ensure the quality and safety of healthcare services the Trust provides and the application of the principles of corporate and standards of clinical governance to the effective, efficient and economic exercise of the Trust functions.

## Principles

The Board is collectively responsible for the exercise of powers and the performance of ULHT. Non-Executive Directors must demonstrate high standards of corporate, business and personal conduct and abide by the Nolan Principles ('The Seven Principles of Public Life'):

- Selflessness** – Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.
- Integrity** – Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.
- Objectivity** – In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
- Accountability** – Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
- Openness** – Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.



- Honesty – Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
- Leadership – Holders of public office should promote and support these principles by leadership and example.

### Key functions

- To ensure that the health needs of the population served by the Trust are fully considered at all times.
- Working to, and encouraging within the Trust, the highest standards of probity, integrity and governance and contribute to ensuring that the Trust's internal governance arrangements conform to best practice and statutory requirements.
- Provide independent judgement and advice on issues of strategy, vision, performance, resources and standards of conduct and constructively challenge, influence and help the Trust's Executive Team develop proposals on such strategies
- In accordance with agreed Board procedures, monitor the performance and conduct of the management team in meeting agreed goals, key priorities and statutory responsibilities, including the preparation of annual reports and annual accounts and other statutory duties.
- Obtain assurance that financial information is accurate and that financial controls and risk management systems are robust and updated when necessary.
- Contribute to the determination of appropriate levels of remuneration for Executive Directors.
- Be a member of Trust's Board Committees established by the Board of Directors to exercise delegated responsibility.
- Bring independent judgement and experience based on clinical, academic, commercial, financial, legal or governance expertise from outside the Trust and apply this to the benefit of the Trust, its stakeholders and its wider community.
- Assist fellow Directors in setting the Trust's strategic aims, ensuring that the necessary financial and human resources are in place for the Trust to meet its key priorities, and that performance is effectively monitored and reviewed.
- Assist fellow Directors in providing entrepreneurial leadership to the Trust within a framework of prudent and effective controls, which enable risk to be assessed and managed.
- Assist fellow Directors in setting the Trust's values and standards and ensure that its obligations to its stakeholders and the wider community are understood and fairly balanced at all times.
- Engage positively and collaboratively in Board discussion of agenda items and act as an ambassador for the Trust in engagement with stakeholders including the local community.
- To act as a Trustee of the Trust Charity.



# Appendix 1: More information

For information about the Trust, such as business plans, annual reports, and services, visit their [website](#).

Other sources of information include:

- **Care Quality Commission website**
- Better Together website
- Sustainability & Transformation Plan website
- Twitter
- LinkedIn

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

- Hunter Healthcare are helping us to identify potential candidates, if you would like a confidential discussion about the role contact Janice Scanlan at [jscanlan@hunter-healthcare.com](mailto:jscanlan@hunter-healthcare.com) and Jenny Adrian at [jadrian@hunter-healthcare.com](mailto:jadrian@hunter-healthcare.com) or 07939 250362
- 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)

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**
- tell us about any dates when you will not be available

## KEY DATES

- Closing date for receipt of applications: **9 May 2022**. Please forward your completed application to [NHSI.Chairsandneds@nhs.net](mailto:NHSI.Chairsandneds@nhs.net)
- Longlist interviews are likely to be in week commencing **23 May 2022**. Long-listed candidates may be invited for a preliminary interview with Hunter Healthcare. To facilitate this, we will share your application with them. Feedback from these interviews will be given to the panel
- Interviews of shortlisted candidates are expected to take place in week commencing **13 June 2022**
- Proposed start date: **July/August 2022**



**NHS**

# United Lincolnshire Hospitals

**NHS Trust**



THE COMMISSIONER  
FOR PUBLIC APPOINTMENTS



Hunter Healthcare  
T: 020 7935 4570  
E: [enquiries@hunter-healthcare.com](mailto:enquiries@hunter-healthcare.com)



**HUNTER**  
Executive talent for the healthcare sector