

# Could you help lead the NHS in your area?

**Lewisham and Greenwich NHS Trust  
Chair**

**Candidate information pack**

**Reference: L2528**



**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

NHS England / NHS Improvement has a specific role in appointing and supporting NHS trust Chairs and Non-executives. We are looking for an exceptional leader to Chair Lewisham and Greenwich NHS Trust.

This is a unique opportunity to share your talents and expertise to support the Trust to build on the significant improvements delivered in recent years, implement its agreed strategy, and help steer the Trust to realising its vision of delivering consistent '*high quality care to every patient, every day*'.

## 2. The person specification

We are seeking candidates who have experience in chairing a large organisation, and who have exceptional leadership qualities to drive the delivery of patient focused and sustainable healthcare services for the Trust's local populations.

The successful candidate will be expected to lead the Trust's approach to working with its partners to deliver the best outcomes for its local communities. This means playing an active role in the South East London Integrated Care System (ICS), the South East London Acute Provider Collaborative and provider partnerships with local mental health trusts.

### Required skills, experience and attributes:

#### Values

- A clear commitment to the NHS and the Trust's values and priorities

#### Strategy and transformation

- Considerable experience of navigating politically sensitive situations and environments, working collaboratively and in partnership with key stakeholders
- Experience of leading and delivering against long-term vision and strategy
- Experience leading transformational change, managing complex organisations, budgets and people

#### People

- Strong interpersonal, communication and leadership skills
- Experience of building effective teams, encouraging change and innovation and shaping an open, inclusive and compassionate culture through setting the right tone at the top and championing diversity at, and across, all levels
- Strongly focused on the experience of all staff and patients
- Fully attentive towards issues of equality, diversity and inclusion

## **Professional acumen**

- Comprehensive experience of Chairing complex professional meetings at a very senior level in a collaborative, efficient and effective manner
- Senior experience of complex organisations within the NHS, or of similar scale from private, voluntary or other public sector providers of similar scale
- Evidence of successfully demonstrating the NHS provider Chair competencies in other leadership roles
- An ability to identify and address issues, including underperformance, and to scrutinise and challenge information effectively for assurance

## **Outcomes focus**

- A demonstrable interest in health and social care and a strong desire to achieve the best sustainable outcomes for all patients and service users through encouraging continuous improvement, clinical excellence and value for money
- Strong understanding of financial management, with the ability to balance the competing objectives of quality, operational performance and finance
- An appreciation of constitutional and regulatory NHS standards

## **Partnerships**

- A desire to engage with the local population and to collaborate with senior stakeholders across the health and care system
- Experience managing conflict, finding compromise and building consensus across varied stakeholder groups with potentially conflicting priorities

## **Desirable experience**

- Experience leading an NHS board

Applications will be assessed on merit, as part of a fair and open process, from the widest possible pool of candidates. The information provided by applicants will be relied on to assess whether sufficient personal responsibility and achievement have been demonstrated in previous/other roles, to satisfy the experience being sought.

The best boards are those that reflect the workforce and communities they serve. We particularly welcome applications from women, people from local black, Asian and minority ethnic communities, and people with disabilities, who we know are all under-represented in these important roles.

### 3. Role of the NHS Board and Chair

NHS boards play a key role in shaping the strategy, vision and purpose of an organisation. They hold the organisation to account for the delivery of strategy and ensure value for money. They are also responsible for assuring that risks to the organisation and the public are managed and mitigated effectively. Led by an independent Chair and composed of a mixture of both executive and independent non-executive members, the Board has a collective responsibility for the performance of the organisation.

The purpose of NHS boards is to govern effectively, and in so doing build patient, public and stakeholder confidence that their health and healthcare is in safe hands. This fundamental accountability to the public and stakeholders is delivered by building confidence:

- in the quality and safety of health services
- that resources are invested in a way that delivers optimal health outcomes
- in the accessibility and responsiveness of health services
- that patients and the public can help to shape health services to meet their needs
- that public money is spent in a way that is fair, efficient, effective and economic.

### 4. Role description

To carry out their role effectively, the Chair must cultivate a strong, collaborative relationship with the Chief Executive. Many responsibilities in this role description will be discharged in partnership with the Chief Executive. It is important the Chair and the Chief Executive are clear about their individual and shared roles, and their respective responsibilities towards the unitary board.

Together, the Chair and the Chief Executive set the tone for the whole organisation. They are ultimately responsible for ensuring that the population the Trust serves and the wider system in which the organisation sits receive the best possible care in a sustainable way.

#### Responsibilities of the Chair

**The Chair has a unique role in leading the NHS trust board.** The role combines the duty to lead effective governance, consistent with the Nolan principles and NHS values, with securing a long-term vision and strategy for the organisation.

Fundamentally, the Chair is responsible for the effective leadership of the Board. They are pivotal in creating the conditions necessary for overall board and individual director effectiveness. Central to the Chair's role are five key responsibilities:

## Strategic

In their **strategic leadership** role, the Trust Chair is responsible for:

- ensuring the whole Board of Directors plays a full part in developing and determining the Trust's **vision, values, strategy and overall objectives** to deliver organisational purpose and sustainability
- ensuring the Trust's strategy aligns with the principles guiding the NHS and the NHS values
- ensuring the Board identifies the key risks the Trust faces in implementing its strategy; determines its approach and attitude to **providing effective oversight** of those risks and ensures there are **prudent controls** to assist in managing risk
- holding the Chief Executive to account for delivering the strategy and performance.

## People

In their role **shaping organisational culture** and setting the right tone at the top, the Trust Chair is responsible for:

- providing visible leadership in developing a **healthy, open and transparent patient-centred culture for the organisation**, where all staff have equality of opportunity to progress, the freedom to speak up is encouraged, and ensuring that this culture is reflected and modelled in their own and in the Board's behaviour and decision-making
- leading and supporting a **constructive dynamic** within the Board, enabling grounded debate with contributions from all directors
- promoting the highest standards of **ethics, integrity, probity and corporate governance** throughout the organisation and particularly on the Board
- demonstrating **visible ethical, compassionate and inclusive personal leadership** by modelling the highest standards of personal behaviour and ensuring the Board follows this example
- ensuring that **constructive relationships based on candour, trust and mutual respect** exist between executive and non-executive directors
- developing **effective working relationships** with all the Board directors, particularly the Chief Executive, providing support, guidance and advice.

In their role **developing the Board's capacity and capability**, the Trust Chair is responsible for:

- ensuring the Board sees itself as a team, has the **right balance and diversity of skills, knowledge and perspectives**, and the confidence to challenge on all aspects of clinical and organisational planning; this includes:
  - regularly **reviewing the Board's composition and sustainability** with the Chief Executive and the remuneration committee
  - considering **succession planning** for the Board, including attracting and developing future talent
  - considering the **suitability and diversity** of non-executive directors who are assigned as Chairs and members of the Board's committees, such that

- as far as possible they reflect the workforce and respective communities served by the Board
  - where necessary, leading in seeking the removal of non-executive directors and giving counsel in the removal of executive directors
- leading on **continual director development** of skills, knowledge and familiarity with the organisation and health and social care system, to enable them to carry out their role on the Board effectively, including through:
  - induction programmes for new directors
  - ensuring **annual evaluation** of the Board performance, the Board's committees, and the directors in respect of their board contribution and development needs, **acting on the results** of these evaluations and supporting personal development planning
  - taking account of their **own development needs** through, for example, personal reflection, peer learning and mentoring/reverse mentoring as part of the wider NHS provider Chair community
- developing a board that is genuinely connected to and assured about staff and patient experience, as demonstrated by appropriate feedback and other measures, including the Workforce Race Equality Standard (WRES); Workforce Disability Equality Standard (WDES); and Equality Delivery System (EDS).

### **Partnerships**

In their role as an **ambassador**, leading in developing **relationships** and **partnership working**, the Chair is responsible for:

- promoting an **understanding of the Board's role**, and the role of Non-Executive and Executive Directors
- representing the organisation externally, developing and facilitating strong partnerships, and promoting **collaborative, whole system working** through engagement with:
  - patients and the public
  - all staff
  - key partners across public, private and voluntary sectors
  - regulators
  - other chairs in the system and the wider NHS provider Chair community, including where appropriate, through:
    - integrating with other care providers
    - identifying, managing and sharing risks
    - ensuring decisions benefit the local population, prioritising the needs of the citizens served by the organisation at a system level
- ensuring that **effective communication with stakeholders** creates board debate encompassing diverse views, and giving sufficient time and consideration to **complex, contentious or sensitive issues**

### **Professional acumen**

In their role as **governance lead** for the Board, the Chair is responsible for:

- making sure the Board operates effectively and understands its own **accountability** and compliance with its approved procedures – for example, meeting statutory duties relating to annual reporting

- personally **doing the right thing**, ethically and in line with the NHS values, demonstrating this to and expecting the same behaviour from the Board
- leading the Board in **establishing effective and ethical decision-making processes**
- **setting an integrated board agenda** relevant to the Trust's current operating environment and taking full account of the **important strategic issues and key risks** it faces
- ensuring that the Board receives **accurate, high quality, timely and clear information**, that the related assurance systems are fit for purpose and that there is a good flow of information between the Board, its Committees and Trust leadership teams
- ensuring Board Committees are properly constituted and effective

In their role as **facilitator** of the Board, the Chair is responsible for:

- providing the environment for agile debate that considers the big picture
- ensuring the Board collectively and individually applies **sufficient challenge**, balancing the ability to seize opportunities while retaining robust and transparent decision-making
- facilitating the **effective contribution** of all members of the Board, drawing on their individual skills, experience and knowledge and in the case of non-executive directors, their independence
- working with and supporting the Trust **Board Governance Manager** in establishing and maintaining the Board's annual cycle of business

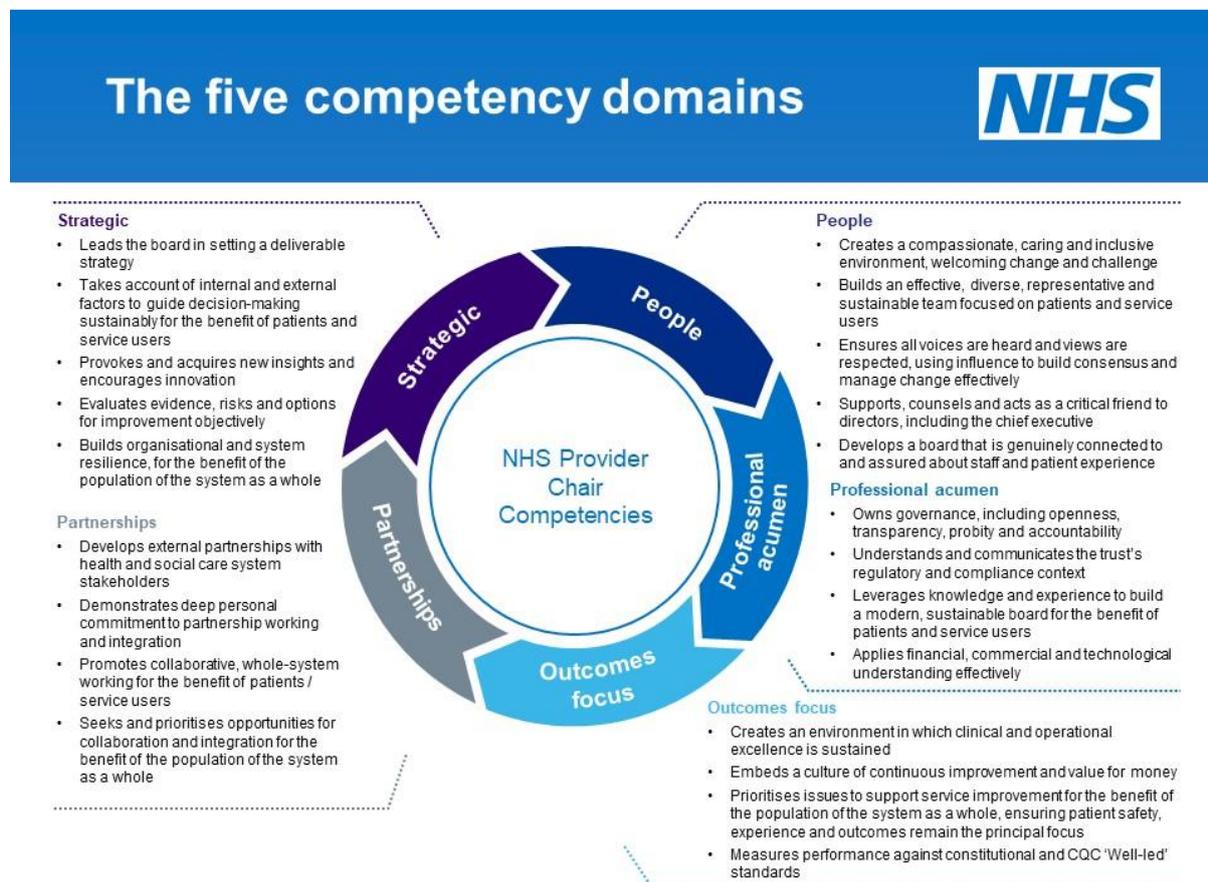
### **Outcomes focus**

In their role as a **catalyst for change**, the Chair is responsible for:

- ensuring all board members are well briefed on **external context** – e.g. policy, integration, partnerships and societal trends – and this is reflected in board debate
- fostering a **culture of innovation and learning**, by being outward-looking, promoting and embedding innovation, technology and transformation through the Board business and debate
- promoting **academic excellence and research** as a means of taking health and care services forward
- ensuring performance is accurately measured against constitutional and Care Quality Commission 'well-led' standards
- ensuring performance on equality, diversity and inclusion for all patients and staff is accurately measured and progressed against national frameworks, including WRES, WDES and EDS
- above all, ensuring the Board maintains an unrelenting interest in and focus on the continuous improvement and self-assessment of patient safety, experience and clinical outcomes.

## 5. Chair competencies

The competency framework describes the core competencies required in the NHS provider Chair's role, in the context of the NHS principles and values in the NHS Constitution. We envisage that the competency framework will be used to recruit and appraise Chairs. The figure below shows this and detail the associated requirements under each competency.



## 6. About Lewisham and Greenwich NHS Trust

Lewisham and Greenwich NHS Trust is a community focused provider of local and acute care, providing high quality services to just under one million people living within the London boroughs of Lewisham, Greenwich and Bexley. These boroughs have a population that is both diverse and mobile, and include some of the most affluent and deprived areas within the capital.

The Trust has an annual turnover of c.£700 million and a workforce of c.7,000 staff, and provides services at Queen Elizabeth Hospital in Woolwich, University Hospital Lewisham and a range of community settings in Lewisham. Some services are also delivered from Queen Mary's Hospital in Sidcup.

Both hospital sites provide a broad portfolio of acute services. Queen Elizabeth Hospital in Woolwich has one of the busiest emergency departments in the capital, and regularly achieves some of the fastest ambulance turnaround times in London. University Hospital Lewisham carries out the majority of the Trust's elective activity, and also hosts some of the largest centres in the country for both stroke rehabilitation and the (specialist) treatment of blood conditions such as sickle cell.

The Trust's most recent Care Quality Commission (published June 2020) identified a range of improvements made across all trust sites, and rated the Trust as 'good' for the 'effective', 'well led' and 'caring' domains within its inspection.

The Trust is a centre for the education and training of medical students enrolled with King's College London's GKT School of Medical Education. Work is underway to pilot a range of new roles that will support the changing needs of their workforce and patients.

The Trust is committed to working with their partners to deliver the best outcomes for its local communities. This means playing an active role in the South East London Integrated Care System (ICS), and in formal partnerships including the South East London Acute Provider Collaborative, provider partnerships with local mental health trusts and Borough-based boards of the ICS in Bexley, Greenwich and Lewisham.

Trust staff aim to ensure the patient perspective is at the heart of everything they do. This is reflected in the positive feedback received from patients, and by the number of Trust staff who have won national awards for demonstration of leading practice.

The Trust has five patient facing divisions:

- UHL Medicine and Community
- QEH Medicine
- Women, Children and Sexual Health
- Surgery
- Allied Clinical Services

The **Trust's five year strategy**, "*Caring for our local communities*", was agreed with staff and partners, and provides clarity about their role in the health and care system. First and foremost, they will be a community focused provider of consistently high quality local and acute care. **The Trust's vision is to work together to provide high quality care for every patient, every day.** By joining the Trust now, you can play a role in making this vision a reality.

## The Trust's vision:

***“To work together to provide high quality care for every patient, every day.”***

## The Trust's values:



## The Trust's priorities:

These are closely linked to the vision and outline what the Trust need to focus on to ensure they provide high-quality care for every patient, every day.

- **Quality** *Continually improve safety and quality*
- **Patients** *Put patients at the heart of everything we do*
- **People** *Support and develop our workforce to live our values every day*
- **Partnership** *Work effectively with partner organisations*
- **Money** *Ensure we spend every penny wisely*

## 7. Key challenges

Despite the recent track-record of success, the Trust is working to address a number of substantial challenges:

- The Covid pandemic has had a significant impact on the provision of all core services, and for sustained periods of time the Trust has run services operating at less than pre-pandemic capacity. This, combined with fewer patients seeking care during lockdown, resulted in a significant drop in elective procedures, referrals, first treatments and outpatient appointments. As it enters the 2022/23 period the Trust is working to manage the continued impacts of the pandemic, reduce the number of patients awaiting treatment and ensure the treatment of all patients on waiting lists is appropriately prioritised. Working collaboratively with other organisations across the South East London Integrated Care System, the Trust has strengthened its approach to working in partnership with

acute and mental health trusts to deliver benefit and improved patient pathways.

- The most recent CQC report, published in June 2020, rated the Trust as 'Requires Improvement', even though a wide range of services at both QEH and UHL were rated as "Good" and community services retained their rating of 'Outstanding'. As the Trust strives to improve its overall CQC rating to 'Good', sustained focus on organisational priorities is needed to ensure momentum is maintained in delivering planned improvements.
- Increasing demand for the Trust's services, many of which are provided in facilities with restricted capacity. To maintain pace with demand for services a significant programme of redevelopment is now underway across the Trust's hospital sites. In addition, the Trust wide quality improvement programme is intended to ensure all services consistently strive to reduce variation, implement best practice and improve clinical outcome and patient experience. The Trust's **five-year strategy**, 'Caring for our local communities' was agreed with staff and partners in November 2020 and provides clarity about its role in the health and care system. First and foremost, the Trust will be a community focused provider of consistently high quality local and acute care.
- Recruiting and retaining the staff. The Trust has increased its staffing establishment to ensure safety and quality standards can be met, but faced with difficulties recruiting and retaining sufficient staff, agency staff with higher costs have had to be used. Despite the many challenges attributable to the impact of the pandemic, the Trust's vacancy rate has significantly reduced from a high of 17.5% in 2018 to its current level of 9.95% (March 2022), just below the Trust target (10%). Trust management continues to focus on staff recruitment and retention. This includes reducing the time to hire, enabling newly qualified nurses to gain experience in a range of roles within the Trust, and initiatives to ensure equality of opportunity for career progression and development for all staff.
- Concerns regarding the Trust's long-term financial viability and securing capital for necessary investment. In common with much of the NHS, the Trust's financial position is challenging, and the Trust will need to demonstrate a range of initiatives to reduce expenditure and improve its productivity if its 2022/23 financial plan is to be achieved. In recent years, the Trust has consistently delivered a financial out-turn position in accordance with its agreed financial plan, and which reflects a year-on-year improvement and a reduction to its overall underlying deficit. The Trust has recently reported delivery of its 2021-22 financial plan resulting in a year end surplus of c.£230k (subject to audit confirmation).

## 8. NHS London Leadership Values

### Core values

The core values of the NHS in London are:

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

### Aspirational values

Over the next twelve months the NHS in London would also like to demonstrate that we are:

- Being consistently hard on the problems but **generous** with people
- This will mean we 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 we see in the system right now and which we 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, leaders in the London NHS are expected to:

- Working collaboratively, and take accountability for the mandate

## Appendix 1: Terms of appointment

- The current remuneration for this role is £55,000 per annum.
- The initial appointment will be for a period of up to four years, after which you may be considered for further terms of office, subject to the needs of the organisation and a good performance in the role.
- You will have considerable flexibility to decide how you manage the time needed to undertake this role. On average, it will require 2 to 3 days a week, including preparation time away from the Trust, the occasional evening engagement and events designed to support your continuous development.
- Applicants should live in or have strong connections with the London Boroughs of Lewisham, Greenwich and Bexley.

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. 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 2: More information

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

Other sources of information include:

- Care Quality Commission [website](#).
- ICS [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](#)**

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### Appendix 3: 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 will 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
- tell us about any dates when you will not be available
- confirm your preferred email and telephone contact details

This information should be emailed to [NHSI.Chairsandneds@nhs.net](mailto:NHSI.Chairsandneds@nhs.net) quoting reference **L2528** in the subject line.

### Appendix 4: Key dates

- **Closing date for receipt of applications: 26 May 2022 at 12 noon.**
- **Shortlisted candidates will be invited to the Trust to meet groups of its key stakeholders and attend final interviews in mid-June 2022.**
- **proposed start date:** as soon as possible after pre-appointment checks have been completed.

### Getting in touch

- For an informal and confidential discussion with Ben Travis, Chief Executive, Lewisham and Greenwich NHS Trust, please contact Majella Ahwieh, Board Governance Manager on 020 8333 3000 ex. 8131 or by emailing [LG.BoardSecretary@nhs.net](mailto:LG.BoardSecretary@nhs.net)
- For general enquiries please contact Miriam Walker at NHS England / NHS Improvement by emailing [miriam.walker@nhs.net](mailto:miriam.walker@nhs.net)

**NHS England  
NHS Improvement**

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**Lewisham and Greenwich**  
NHS Trust

