

# Could you help lead the NHS in your area?

**University Hospitals Plymouth NHS  
Trust**

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

**Candidate information pack**

**Reference: S2556**



**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

There are vacancies for a Non-executive Director (NED) and an Associate NED at University Hospitals Plymouth NHS Trust (UHP). 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 and its workforce at a time of significant positive change.

The Non-executive Director's role will include chairing the Trust's Audit and Risk Assurance Committee.

The Associate NED role is used successfully in the NHS to support Board succession strategy and achieve a balance of Board level skills. Associate NEDs cannot participate in any formal vote at Board. The successful candidate for the Associate role will be appointed by the Trust but may also be considered for appointment as a NED of the Board in future, should a vacancy arise and they have the appropriate skills.

## 2. The person specification

### Essential criteria

You will need to have a genuine commitment to patients and the promotion of excellent health care services.

**NED post:** Recent, relevant finance experience in a large and complex organisation with the capacity to chair the Audit and Risk Assurance Committee. A background in digital innovation at a strategic level, together with audit committee experience in either the public or private sectors and an accountancy/financial qualification would be desirable.

**Associate NED post:** Senior level experience gained in the public, local authority, voluntary or community sectors of effective collaboration in a complex stakeholder environment to deliver improved population health outcomes, recognising the increasing emphasis on system and place based working.

The Trust is keen to attract applicants who have a personal interest in equity/fairness, diversity and inclusion, and can demonstrate a track record at a senior level on this important issue. The Trust serves a very diverse population and seeks applications from all parts of its community. The Trust is working hard on a range of diversity issues and is making great progress. However, it acknowledges that there is still much to do and the successful applicants together with the Board will contribute to providing leadership and support to the Trust to address these challenges.

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 or have strong connections with Plymouth, Devon, Cornwall or the Isles of Scilly.

- 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 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](#).

### **Responsibilities of audit committee chairs**

Audit committee chairs 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 University Hospitals Plymouth NHS Trust

#### Vision

Together with their partners UHP is developing nationally leading integrated health and care, unlocking better outcomes and reducing inequities, and developing UHP as a regional specialist centre to improve lives across Plymouth, Devon, Cornwall and the Isles of Scilly.

#### Services

UHP is responsible for providing care across the widest of spectrums: from within people's homes and working with their voluntary sector partners in local communities, to offering the most specialist hospital care available in their regional centre.

Locally the Trust has a secondary care catchment population of 450,000 with a wider peninsula population of almost 2,000,000 people who can access their specialist services. The population is characterised by its diversity – the rural, coastal and urban, prosperity and pockets of deprivation, and wide variance in health and life expectancy.

They provide services for patients at the following main sites as well as through clinics at other local hospitals and care centres:

#### **Derriford Hospital including The Royal Eye Infirmary (REI)**

Derriford Hospital is the largest specialist teaching hospital in the south-west peninsula and the region's major trauma centre. Their staff here offer a range of specialist services including:

- Kidney transplant
- Pancreatic cancer surgery
- Neurosurgery
- Cardiothoracic surgery
- Bone marrow transplant
- Upper gastro-intestinal surgery
- Hepatobiliary surgery
- Neonatal intensive care and high risk obstetrics
- Plastic surgery
- Liver transplant evaluation
- Stereotactic radiosurgery

UHP is a teaching hospital in partnership with the University of Plymouth and working with Plymouth Marjon University. As host to the Joint Hospital Group South West (JHG(SW)) in a city with a strong military tradition, they have a tri-service staff of nearly 200 military doctors, nurses and allied health professionals who are fully integrated within their facilities.

### **Local Care Centre at Mount Gould Hospital**

They have 30 beds at the Local Care Centre plus 15 beds for stroke rehabilitation patients.

### **South Hams Community Hospital**

They have 15 beds here and began managing the site in 2021.

### **Tavistock Hospital**

They have 13 beds here and began managing the site in 2021.

### **Urgent Treatment Centre and Minor Injuries Unites**

They run an Urgent Treatment Centre at the Cumberland Centre in Devonport, central Plymouth and minor injury units in Tavistock and Kingsbridge.

### **Child Development Centre**

Developmental services for young children are provided at the Child Development Centre, Scott Business Park.

### **The Plymouth Dialysis Unit**

Patients needing treatment for renal failure are cared for in state-of-the-art, purpose-built facilities in Estover.

### **Radiology Academy**

The Plymouth Radiology Academy is the only purpose-built Radiology Academy in the world and provides an inspirational environment in which to learn radiology.

### **Home Park Vaccination Centre**

They run a COVID vaccination clinic at Home Park, the home of Plymouth Argyle FC.

## **Integrated Care Partnership**

In 2021, UHP came together with Livewell Southwest (LSW) to form Plymouth's Integrated Care Partnership. The aim of the partnership is to bring health and social care providers together to create a place-based model of care for Plymouth and the local area and build on the work that has already taken place to integrate health and social care.

Commissioners identified UHP as the preferred provider, with LSW as a sub-contractor, for integrated care services in June 2021. A ten year contract began on 1 July 2021. They have delivered a successful COVID vaccination programme at Home

Park and via outreach clinics, and together, they are transforming care for patients with cardiology, frailty, stroke and respiratory care needs.

After taking feedback from dozens of local people and organisations, the Partnership committed to local people that it will work with them to:

- Build care around you, supporting you to receive appropriate care and treatment in the setting that best suits you. They know this is frequently as close to home as possible.
- Be proactive in planning your care, enabling you to lead a healthy, independent life for longer, with care closer to your home and your community meaning you only have to come into hospital when it's essential
- Ensure you only have to tell your story once, with health and care professional joining up records
- Empower you to take care into your hands, giving you the tools you need to look after your health and wellbeing

### Improvement Journey

In January 2022 the Care Quality Commission (CQC) published its report on unannounced inspections of urgent and emergency care and medical care services and the planned inspection of Well-Led for the Trust overall. Overall, UHP remains rated as Requires Improvement.

They maintained their rating as **Outstanding for Caring** and **improved** their rating for the domains of **Well-Led and Effective to Good**.

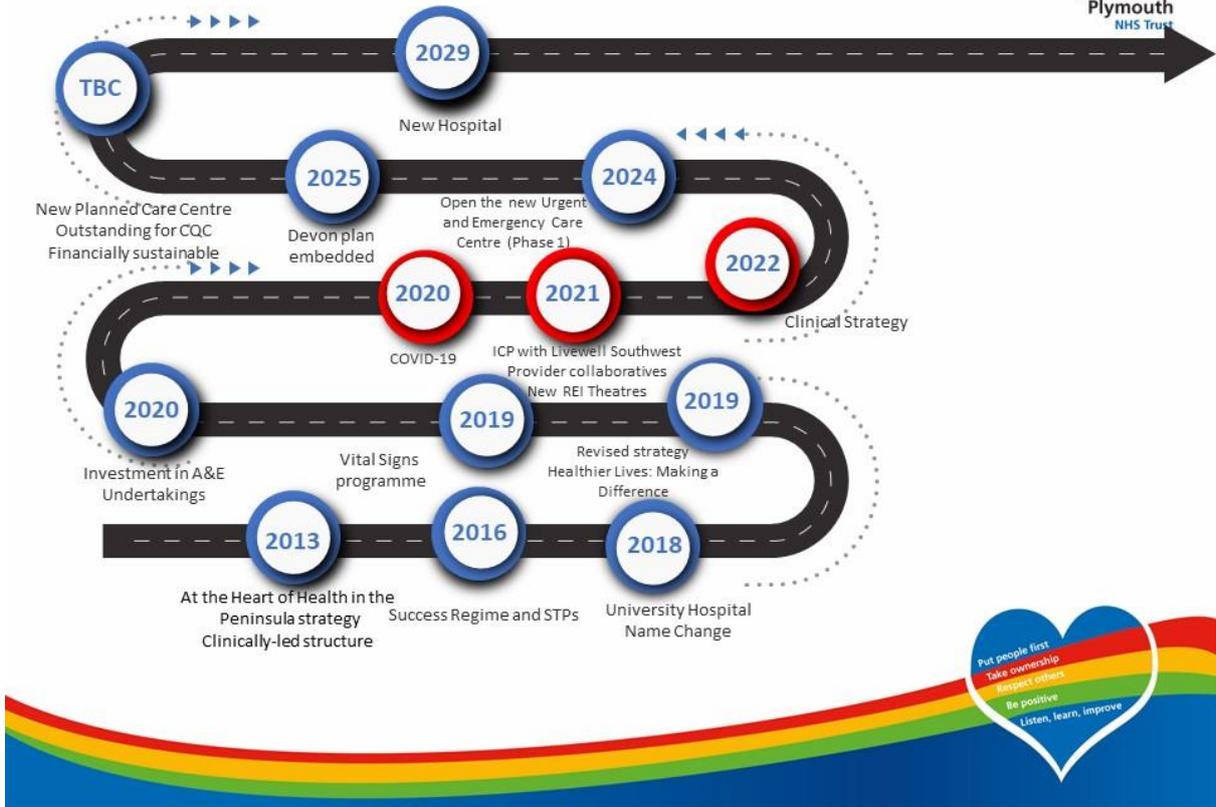
The Trust remains rated *Requires Improvement* for Safe and Responsive.

The CQC inspectors recognised the challenges they face in providing timely urgent and emergency care and placed conditions on UHP's registration. The conditions acknowledge the need for a whole system response, and they are working together across the local health and social care system to improve the situation for local people.

UHP's comprehensive Improvement Plan incorporates the 'must do' and 'should do' areas for improvement highlighted by the CQC. It also includes the improvements required to address their current System Oversight Framework (SOF) 4 status, linked to both the safety and quality improvements required in urgent and emergency care, and the Trust's underlying financial position. The Trust reports regularly on its progress at its public Board meetings.

The Trust is at a pivotal point in its development with ambitious plans for future hospital and digital infrastructure developments to create more space to care and deliver new models of care. Enabling works will commence in the coming months to prepare for construction of a new Urgent and Emergency Care Centre as the first phase of these developments.

# Our Improvement Journey - where we're heading



## 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: 18 October 2022 at 11am.** Please forward your completed application to [england.chairsandneds@nhs.net](mailto:england.chairsandneds@nhs.net)
- **interview date: 9 November 2022**
- **proposed start date: TBC**

### Getting in touch

- We strongly recommend an informal and confidential discussion with James Brent, the Chair of the Trust. Please contact Lucy Demuth, Executive Office Manager on 01752 439084 or via email [lucy.demuth@nhs.net](mailto:lucy.demuth@nhs.net)
- **NHS England** – for general process enquiries contact Helen Barlow by emailing [helen.barlow2@nhs.net](mailto:helen.barlow2@nhs.net)

#### **NHS England**

E: [england.chairsandneds@nhs.net](mailto:england.chairsandneds@nhs.net)

W: [england.nhs.uk](http://england.nhs.uk)

