

Could you help lead the NHS in your area?

Up to two Associate Non-executive
Directors

Candidate information pack

Reference: S1665



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.

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1. The opportunity

We are recruiting up to two Associate Non-executive Directors for Maidstone and Tunbridge Wells NHS Trust. These are exceptional opportunities to share your talents and expertise to make a positive difference to the lives of people in your community.

Maidstone and Tunbridge Wells NHS Trust (the Trust) is a large acute hospital trust in the south east of England. The Trust was legally established on 14 February 2000, and provides a full range of general hospital services and some areas of specialist complex care to around 560,000 people living in the south of West Kent and the north of East Sussex.

The Associate NED role is used successfully in the NHS to support Board succession planning and achieving a balance of Board level skills. Although not legally a member of the Board and does not participate in any formal vote, the individual is an integral member of the wider Board team comprising executive and non-executive roles and attending Board and key committee meetings as required.

The successful candidates will be appointed by the Trust but may also be considered for appointments as a NED of the Board in future, should vacancies 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. You will have senior level experience in one or more of the following areas:

- Organisational change management expertise gained at a strategic level
- A portfolio of high level governance and organisational skills including strategic planning, financial management, risk management, performance management and service development
- Commercial management experience gained in a major contracting environment ideally with a recognised professional qualification and experience of managing significant budgets

You will also 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 ideally live in Maidstone or have strong connections with the area.

- On average this role will require the equivalent to 2 to 3 days a month.
- The remuneration payable for this role is £6,157 pa.

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 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](#).

3. About Maidstone and Tunbridge Wells NHS Trust

Maidstone and Tunbridge Wells NHS Trust (the Trust) is a large acute hospital Trust in the south east of England. The Trust was legally established on 14th February 2000, and provides a full range of general hospital services and some areas of specialist complex care to around 560,000 people living in the south of West Kent and the north of East Sussex.

The Trust’s core catchment areas are Maidstone and Tunbridge Wells and their surrounding Boroughs and it operates from 3 main clinical sites: Maidstone Hospital, Tunbridge Wells Hospital at Pembury and Crowborough Birth Centre. Tunbridge Wells Hospital is a Private Finance Initiative (PFI) hospital and the majority of the site provides single bedded en-suite inpatient accommodation. In addition, the Trust provides specialist Cancer services to circa 1.8 million people across Kent and East Sussex, via the Kent Oncology Centre, which is sited at Maidstone Hospital and Kent and Canterbury Hospital in Canterbury.

The Trust also provides Outpatient and outreach clinics across a wide range of locations in Kent and East Sussex. The Trust employs over 5000 full and part-time staff.

In July 2016, the Trust was placed in Financial Special Measures by NHS Improvement (NHSI) to help improve its financial position. Since that time, the Trust has worked closely with NHSI to develop and deliver a Financial Recovery Plan, to reduce its expected year-end deficit for 2016/17, and develop robust plans for 2017/18 and 2018/19. The organisation has a long and strong track record of making financial efficiencies, and as a consequence, has managed to keep its deficit well below that of many other acute care providers in recent years. However, the Trust recognises it needs to do more, and continues to work with NHSI to identify further efficiencies.

The Trust is also a key stakeholder in the development and implementation of the Kent and Medway Sustainability and Transformation Plan (STP). The Trust's Chief Executive is the Senior Responsible Officer (SRO) for the STP, and detailed discussions with STP partners regarding the future delivery of services across the STP footprint are well developed. As the STP moves forward, the Trust Board will increasingly need to consider the external context, whilst continuing to ensure that internal performance is maintained and/or improved.

4. Key challenges

To be the service provider of choice delivering consistently high quality, reputable & viable services, inside and outside hospital, to the people of West Kent, East Sussex and further afield in the region. The three strategic focus areas of the Trust are:

1. Delivering Quality Care
2. Achieving Sustainability
3. Creating an improvement mind-set and capability within Trust

The Trust's values

P Patient First: We always put the patient first and at the centre of what we do

R Respect: We respect and value our patients, visitors and each other

I Innovation: We take every opportunity to improve service delivery

D Delivery: We aim to deliver high standards of quality and efficiency in everything we do

E Excellence: We take every opportunity to enhance our reputation and aim for excellence

Appendix 1: Role and responsibilities

Role of the NHS Board

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.

Roles and responsibilities of the non-executive director

Non-executive directors will work alongside other non-executives and executive directors as an equal member of the Board. They share responsibility with the other directors for the decisions made by the Board and for success of the organisation in leading the local improvement of healthcare services for patients. Non-executives use their skills and personal experience as a member of their community to:

- **Formulate plans and strategy**
 - bringing independence, external perspectives, skills, and challenge to strategy development
- **Ensure accountability**
 - holding the executive to account for the delivery of strategy
 - providing purposeful, constructive scrutiny and challenge

- chairing or participating as a member of key committees that support accountability
- being accountable individually and collectively for the effectiveness of the Board
- **Shape culture and capability**
 - actively supporting and promoting a healthy culture for the organisation which is reflected in their own behaviour
 - providing visible leadership in developing a healthy culture so that staff believe NEDs provide a safe point of access to the Board for raising concerns
 - ensuring the directors of the Board are 'fit and proper' for the role and champion an open, honest and transparent culture within the organisation
- **Context**
 - mentoring less experienced NEDs where relevant
- **Process, structures and intelligence**
 - satisfying themselves of the integrity of reporting mechanisms, and financial and quality intelligence including getting out and about, observing and talking to patients and staff
 - providing analysis and constructive challenge to information on organisational and operational performance
- **Engagement**
 - ensuring that the Board acts in best interests of patients and the public
 - being available to staff if there are unresolved concerns
 - showing commitment to working with key partners

In particular the responsibilities of non-executive directors are to:

- commit to 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 with 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 executive board develop proposals on such strategies to enable the organisation to fulfil its leadership responsibilities to patients, for healthcare of the local community
- ensure that patients and service users are treated with dignity and respect at all times, and that the patient is central to trust decision making
- ensure that the Board sets challenging objectives for improving its performance across the range of its functions
- structure the performance of management in meeting agreed goals and objectives
- in accordance with agreed board procedures, monitor the performance and conduct of management in meeting agreed goals and objectives and statutory responsibilities, including the preparation of annual reports and annual accounts and other statutory duties
- ensure that financial information is accurate and that financial controls and risk management systems are robust and defensible and that the Board is kept fully informed through timely and relevant information (you may be asked to sit on the audit committee on behalf of the Board)
- accept accountability to the NHS Improvement for the delivery of the organisation's objectives and ensure that the Board acts in the best interests of patients and its local community
- contribute to the determination of appropriate levels of remuneration for executive directors
- participate in the audit committee and take an active part in other committees (including the investment and remuneration committees) established by the Board of directors to exercise delegated responsibility
- as a member of board committees, appoint, remove, support, encourage and where appropriate "mentor" senior executives
- bring independent judgement and experience from outside the Trust and apply this to the benefit of the Trust, its stakeholders and its wider community

- 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
- ensure that the organisation values diversity in its workforce and demonstrates equality of opportunity in its treatment of staff and patients and in all aspects of its business
- engage positively and collaboratively in board discussion of agenda items and act as an ambassador for the Trust in engagement with stakeholders including patients and the local community, dealing with the media when appropriate.

Appendix 2: More information

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

Follow the [link](#) for more information about:

Becoming a non-executive director

Eligibility and disqualification from appointment

Terms and conditions of chair and non-executive director appointments

How your application will be handled

Your personal information

Dealing with concerns

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 and is available for download
- tell us about any dates when you will not be available

Key dates

- **closing date for receipt of applications: 11 May 2018 at 11am.** Please forward your completed application to public.appointments@nhs.net
- **interview date: 25 May 2018**
- **proposed start date: To be confirmed**

Getting in touch

- For an informal and confidential discussion with David Highton, the Chair of the trust, please contact Kevin Rowan on 01622 228 698 extension 28698
- **NHS Improvement** – for general enquiries contact Miriam Walker on 0300 123 2059 or by emailing miriam.walker@nhs.net



About NHS Improvement

NHS Improvement is responsible for overseeing Foundation Trusts, NHS Trusts and independent providers. We offer the support these providers need to give patients consistently safe, high quality, compassionate care within local health systems that are financially sustainable. By holding providers to account and, where necessary, intervening, we help the NHS to meet its short-term challenges and secure its future.

NHS Improvement is the operational name for the organisation that brings together Monitor, NHS Trust Development Authority, Patient Safety, the National Reporting and Learning System, the Advancing Change team and the Intensive Support Teams.

Contact us

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