CHAT
CANDIDATE INFORMATION PACK
MAY 2018
Contents

Message from the Chief Executive 3
Message from the Chair 4
About the Trusts 4
Role of Chair 7
Role Description 8
Recruitment Timetable 12
How to Apply 12
About NHS Improvement 14
Message from Trust Chief Executive Marianne Griffiths

Thank you for your interest in applying for the position of Chair of Western Sussex Hospitals NHS Foundation Trust.

This is a unique opportunity to play a key leadership role in one of the NHS’s highest performing hospital trusts, helping build on its ‘Outstanding’ rating from the Care Quality Commission.

In addition, the board at Western Sussex entered into a three-year management contract with Brighton and Sussex University Hospitals NHS Trust in April 2017. As a result, the new Chair will also be appointed as Chair of Brighton and Sussex University Hospitals NHS Trust.

The two organisations are at different stages of their improvement journey but they are travelling along the same road and are guided by the same ambition of always putting the Patient First.

The role of Chair is absolutely crucial to the ability of our Board and Executive Team to deliver the leadership each organisation needs to fulfil its potential. We are looking forward to working with someone who can be both an influencer and ambassador for the two trusts among our stakeholders and within our communities and in the wider health community, and who has a passion for quality and excellence to match that of our dedicated and innovative workforce.

I hope this information pack will give you a flavour of our hospitals’ priorities, ambitions and pioneering approach to continuous service improvement. If you share our values and commitment, please do put yourself forward or get in touch with any specific questions you have. We welcome applications from all sections of society, including women, people from BAME backgrounds and those with disabilities.

Thank you again for your interest in the work and future of our hospitals.

Marianne Griffiths, Chief Executive
Message from Trust Chairman Mike Viggers

Earlier this year, I took the most difficult decision of my working life – to retire as Chair of these two great NHS organisations. As I step down after the seven most rewarding and fulfilling years of my entire career, I would like to thank you for your interest in helping lead the two trusts through the next exciting phase of their lives and commend to you the people who work here as among the most extraordinary and inspiring you will ever meet.

One of the reasons I am retiring is to allow someone else the privilege of working with such incredible professionals – and, for me, a privilege is precisely what my time here has been. I have been moved by countless acts of amazing kindness from colleagues and volunteers who go above and beyond, each and every day. It has been truly humbling to witness the generosity of care and heartfelt compassion they provide.

The two trusts have challenges of very differing natures ahead, but I know from experience that my successor will find we have the collective spirit needed to meet them. In Marianne and the Board, they will be working with an inspirational leadership team of vision and drive, and they will also enjoy the support of a Trust Board and Council of Governors that are thoroughly committed to doing the very best they can for patients and staff alike.

I am incredibly proud to have been part of the lives of the two trusts, and whole-heartedly recommend them to you.

Mike Viggers, Chair

About the trusts

Western Sussex Hospitals (WSHFT) was formed by the merger of the Royal West Sussex and Worthing and Southlands Hospitals NHS Trusts in 2009 and has been an NHS Foundation Trust since 2013. It is one of only five acute hospital trusts in England to receive the Care Quality Commission’s (CQC) highest rating, Outstanding.

Brighton and Sussex University Hospitals NHS Trust (BSUH) is the major trauma centre for Sussex and the South East and provides a range of other specialist services on a region-wide basis, as well as being a high-quality institution for teaching, innovation and research.
WSHFT is providing leadership support to BSUH until at least April 2020 at the request of regulator NHS Improvement, with the aim of helping its neighbour to move out of Special Measures on quality and finance, build on recent A&E improvements, progress its hospital redevelopment programme and create an organisational culture that can sustain improvement into the long term.

<table>
<thead>
<tr>
<th>2017/18</th>
<th>WSHFT</th>
<th>BSUH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outpatient appointments</td>
<td>585,037</td>
<td>503,521</td>
</tr>
<tr>
<td>Inpatients and day cases</td>
<td>132,992</td>
<td>115,541</td>
</tr>
<tr>
<td>A&amp;E attendances</td>
<td>139,430</td>
<td>162,749</td>
</tr>
<tr>
<td>Staff</td>
<td>7,054</td>
<td>7,495</td>
</tr>
<tr>
<td>Income</td>
<td>£437 million</td>
<td>£550 million</td>
</tr>
</tbody>
</table>

**Patient First**

The significant improvements in quality, safety and sustainability made at Western Sussex Hospitals in recent years have been driven by our Patient First programme of continuous improvement, which has transformed the way we approach service delivery, planning and problem-solving.

Patient First is based on standardisation, system redesign and the ongoing development of care pathways. It is built on a philosophy of incremental and continuous improvement led by frontline staff empowered to initiate and lead positive change. And it is now the accepted way we do business here, with daily safety and improvement huddles embedding pro-active problem-solving into everyday routine and larger, more complex projects delivering major benefits for patient care, such as a 30% reduction in falls.

Patient First is the bedrock of our improvement strategy at Brighton and Sussex University Hospitals too. We have 13 wards already enrolled in our Patient First Improvement System (PFIS) – a Lean management programme specifically designed to develop problem-solving skills, eliminate waste from everyday processes and free up more time to care for patients – and have delivered a number of important improvements in A&E that have had a positive impact.
on waiting times, such as turning round more than 90% of blood test results in less than 60 minutes for the first time ever.

Patient First also has a strong focus on data and measurement that not only allows us to monitor the impact of the changes we make but has also enabled us to demonstrate to staff and stakeholders that this approach is working and gain their support and enthusiasm as a result. We have made a lot of progress in a relatively short time and believe we can raise standards further still at both Western Sussex and BSUH as Patient First continues to take root and grow.

**Western Sussex Hospitals: Achievements and ambitions**

Western Sussex Hospitals is the only multi-site acute trust in England to be rated ‘Outstanding’ by the CQC, and is committed to continually improving on the standards recognised by its inspectors.

Our Quality Strategy sets out four key priorities agreed in consultation with patients, staff and stakeholders: reducing avoidable mortality and improving outcomes; delivering harm-free care; improving patient experience; and improving staff engagement. In 2018/19, we will be focusing on the following improvement programmes to make further progress in each area:

- Reducing avoidable mortality and improving outcomes: Sepsis, mental health and orthopaedics
- Delivering harm-free care: Falls and pressure damage
- Improving patient experience: Discharge from hospital
- Improving staff engagement: Staff survey

**Brighton and Sussex University Hospitals: Achievements and ambitions**

Brighton and Sussex University Hospitals was rated as ‘Inadequate’ by the CQC in August 2016 and is in Special Measures for quality of care and financial sustainability. The Trust was inspected again in April 2017, when both its Royal Sussex County and Princess Royal hospital sites received improved ratings of ‘Requires Improvement’. However, the ‘Well led’ domain was not inspected at an organisational level during the visit, meaning the status of the trust as a whole remained unchanged.
The Western Sussex leadership team has been given a very clear remit by NHS Improvement to help BSUH achieve five specific priorities over the period to April 2020:

- Move out of Quality Special Measures
- Move out of Finance Special Measures
- Develop an organisational culture that will sustain long-term improvement
- Build on A&E improvements
- Progress the 3Ts programme

The Board and Executive Team believe the Patient First approach being adopted at BSUH provides the best opportunity to achieve these aims, but will also enable the trust to go beyond them and become one of the best organisations in the country, providing the highest standards of care over the longer term.

**The role of the Chair**

The Chair is the leader of the Board and Directors for both Western Sussex Hospitals and Brighton and Sussex University Hospitals and must work with both boards to develop the organisations’ strategies and objectives.

The Chair is personally responsible for the leadership and effectiveness of both Boards and is accountable to the Western Sussex Council of Governors and NHS Improvement. They must provide visible leadership in promoting equality and diversity and developing a positive culture for both trusts.

The Chair must ensure there are appropriate governance arrangements in place, and that Board and Council of Governor meetings are held with an appropriate focus on quality, strategy and sustainability.

As an Ambassador for both Trusts, the Chair also has a leading role to play at local, regional and national level and ensure the views of staff, patients and the community are represented.
ROLE DESCRIPTION

Job Title: Chair

Base: Worthing Hospital, St.Richard’s Hospital, Southlands Hospital, Royal Sussex County Hospital and in other locations as required

Accountable to: Council of Governors and NHS Improvement

Job Summary: The Chair is the leader of the Board of Directors (the Board) and works with Directors to develop the organisation’s vision, values, strategies and objectives. The Chair is personally responsible for the leadership and effectiveness of the Board and the Council of Governors (at Western Sussex Hospitals NHS Foundation Trust), and provides visible leadership in developing a positive culture for the Trust(s).

DUTIES AND RESPONSIBILITIES

Strategy

1. Work with Directors and Governors in developing, promoting and achieving the Trust’s vision, values, culture, aims and strategic objectives, within a set strategic planning cycle approved by the Board.

2. Ensure that the Board and the Council of Governors (the Council) understand and take account of all relevant strategic issues and risks.

3. Hold the Chief Executive Officer to account for delivery of strategy and the performance of the Trust.

4. Proactively to manage the decision-making process, ensuring compliance with all relevant governance and regulatory requirements, and full and complete consideration has been given to all options during the decision-making process.

Human Resources

1. Facilitate the appointment in conjunction with NHS Improvement, effective development and contribution of Non-executive and Executive Directors, and Governors, and ensure that succession plans are in place for the Board and the Council.

2. Ensure that the Board has the right balance and diversity of skills, knowledge and perspective.

3. Conduct regular performance reviews for Non-executive Directors, ensuring that appropriate objectives and development plans are set and implemented.

4. Take responsibility for own personal development, ensuring that this takes account of the outcomes from the appraisal process approved by the Council.

5. Avoid conflicts with interests outside the Trust, as defined in the Foundation Trust Constitution.
Operations

1. Ensure that the Board establishes clear objectives to deliver the agreed strategies and plans and to meet the Trust’s Provider Licence and, regularly reviews performance against these objectives.

2. Ensure that the Trust has in place governance arrangements which are appropriate and compliant with all relevant legal and regulatory requirements, and that these are reviewed regularly.

3. Plan and conduct Board and Council meetings, in conjunction with the Chief Executive and with advice and support from the Corporate Governance Director and the Lead Governor as necessary, ensuring an appropriate focus on quality of care, strategy and holding to account in respect of performance.

4. Plan and conduct meetings of the Nominations & Remuneration Committees of the Board of Directors and Council of Governors, with advice and support from the Director of Corporate Governance as necessary.

5. Share and use relevant expertise with Directors and Governors in a changing healthcare environment.

6. Promote and model appropriate processes and procedures to deliver high standards of professional, clinical, administrative and personal behaviours and integrity across the Trust.

7. Be aware of and understand relevant, regulatory and central government policies.

8. Comply at all times with the Trust’s published health and safety policies, in particular, by following agreed safe working procedures and reporting incidents using the Trust’s risk reporting systems.

Communication and relationships

1. Ensure that the Board and Council are (and are seen to be) committed to holding all aspects of care quality at the centre of the Trust’s strategy, change programmes and improvement plans.

2. Ensure that the Board promotes equality and diversity, and high standards of integrity and probity, for all its patients, staff and other stakeholders.

3. Provide visible leadership in developing a positive culture for the Trust, role-modelling it’s values and ensuring this is reflected in the Board’s behaviour and decision making.

4. Ensure harmonious relations and effective, constructive dialogue and value from the following bodies:
   - Board of Directors
   - Council of Governors
   - principal institutional stakeholders in the Trust’s community
   - national healthcare stakeholders and
   - regulators such as NHS Improvement and the Care Quality Commission

5. Ensure the provision of accurate, timely and clear information to Directors and Governors, so that within the boundaries of probity, good governance and risk, the Trust meets all its statutory objectives and remains within the terms of its authorisation.
6. Represent the Trust’s views with national, regional or local bodies or individuals and ensure that the views of a wide range of stakeholders (including, through the Council and otherwise), the views of members are considered.

7. Be an ambassador for the Trust; be knowledgeable and aware of local issues and enable the Trust to meet its responsibilities both to the communities it serves and as a major local employer.

8. Set an example on all policies and procedures designed to ensure equality of employment. Staff, patients and visitors must be treated equally irrespective of gender, ethnic origin, age, disability, sexual orientation, religion or other differences.

PERSON SPECIFICATION

Education/ Qualifications

Educated to Masters level, or to demonstrate an equivalent qualification or level of experience.

Essential

1. Experience of strategic leadership, organisational change and culture in challenging economic and fiscal times.

2. The confidence and motivation to improve Trust performance and plan for and address challenges as they are forecast or arise.

3. Extensive Chair or Non-Executive director experience at Board or major Divisional Board level.

4. Exceptional communication skills, a personable and motivating public speaker, able to manage the media. A high level of ability to gain support and to influence internal and external stakeholders.

5. Evidence of success in leading a service-driven organisation of comparable scale, complexity, whether within the NHS, wider public or commercial sectors.

6. An understanding of and interest in healthcare, a commitment to NHS principles and the aims of Western Sussex Hospitals NHS Foundation Trust, Brighton and Sussex University Hospitals NHS Trust and the wider local community.

7. Ability to take on a personal development role to build, motivate and lead an effective team, holding the Chief Executive, Executive Director’s, Non Executives and Governor’s to account.

8. Evidence of success in building, leading, motivating and developing a senior management team, holding them to account and in turn accustomed to a high level of accountability.

9. Full commitment to the Trust’s values and behaviours, and patient-led service development programmes.

10. Ability to grasp relevant issues and understand the relationships between interested parties, this will be at a national (general and NHS) and local level (community and
partnership working) and could include patient expectations, the economic and political climate and its impact on the NHS and in particular Foundation Trusts.

11. Significant experience of building alliances and successful relationships with a wide range of stakeholders

12. Evidence of exercising independence of judgement

13. Personal integrity and intellect with a commitment to openness

Desirable

1. Knowledge of either: finance, law, health and safety, equality, diversity and human rights and/or other NHS principles and responsibilities.

2. A portfolio of high level governance and organisational skills including strategic planning, financial acumen, risk management, organisation performance management and service development in a environment of comparable size and complexity.

Subject to approval by the Council of Governors
RECRUITMENT TIMETABLE

| ACTION                                                                 | DATE                                           |
|------------------------------------------------------------------------|                                               |
| Opening date for applications / advertisement                          | Tuesday, 1<sup>st</sup> May 2018               |
| Opportunity for general informal discussions                          | Between 1<sup>st</sup> May 2018 and 20<sup>th</sup> May 2018 |
| Opportunity for informal discussions with Chairman and Chief Executive |                                               |
| Closing date for applications                                          | Sunday, 20<sup>th</sup> May 2018              |
| Longlisting                                                            | Monday, 21<sup>st</sup> May 2018               |
| Shortlisting                                                           | Friday, 24<sup>th</sup> May 2018 (a.m.)       |
| Short-listed applicants notified                                      | Friday, 24<sup>th</sup> May 2018 (p.m.)       |
| Assessment and Interview                                              | Monday, 4<sup>th</sup> June 2018              |
| Governors Nomination and Remuneration Committee of WSHFT to meet and agree recommendation and Paper for Council of Governors prepared | Monday, 4<sup>th</sup> June 2018              |
| Council of Governors agree appointment of Chair of WHSFT               | Monday, 11<sup>th</sup> June 2018              |
| At the same time, a recommendation will be considered by the Provider Leadership Committee of NHS Improvement, who are responsible for making the final appointment of the Chair of BSUH Board. |                                               |

HOW TO APPLY

Please apply via NHS Jobs (http://www.jobs.nhs.uk/xi/vacancy/0402f01302d7d141de07fc1871870887/?vac_ref=915066565) which will require you to complete a short application form and provide your curriculum vitae and the names of three referees who can comment on your suitability for the role.

Enquiries with regard to the application process should be made to abigail.eastland@wsht.nhs.uk

Informal and confidential enquiries are welcomed; please contact either Brian Courtney, Company Secretary, at brian.courtney@wsht.nhs.uk and telephone 01243 831888 or Karin Boulden, Senior HR Lead at karin.boulden@wsht.nhs.uk or by telephone 07917 264102 who can arrange for you to speak with the appropriate person to respond to your questions.
VISITING ARRANGEMENTS

Applicants are invited to visit the Trusts by arrangement with: Karin Boulden (karin.boulden@wsht.nhs.uk)

The Trusts have adopted equal opportunities policies and it is the duty of every officer and member of staff to comply with the detail and spirit of the policy.
ABOUT NHS IMPROVEMENT

NHS Improvement (NHSI) is responsible for overseeing Foundation Trusts, NHS trusts and independent providers. It offers the support 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, it helps the NHS to meet its short-term challenges and secure its future.

NHSI have a specific role in appointing and supporting NHS trust chairs and so has a formal role in the appointment of the Chair of BSUH Board. NHS trust chairs are public appointments made using powers delegated by the Secretary of State for Health and as such as are regulated by the Commissioner for Public Appointments and made in accordance with the Government’s Principles of Public Appointments and Governance Code. Candidate’s CV’s and personal information will therefore be shared with NHSI.

Follow this link for more information about:

- Building your application
- Eligibility for NHS Trust appointments
- Terms and conditions of NHS trust appointments
- How NHSI will handle your information