Could you help lead the NHS in your area?

Non-executive director

Candidate information pack

Reference: L1518
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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WELCOME

I am delighted that you are interested in the role of non-executive director for Barnet, Enfield and Haringey Mental Health NHS Trust (BEH). BEH is a multiple award winning Trust providing local, regional and national healthcare services. We are one of the largest employers in North London, with over 3,000 staff providing a range of mental health and community services to a population of over one million.

In our September CQC inspection the Trust was still rated as ‘Requires Improvement’ but, as the CQC stated, we are ‘close to achieving rating of good in the future’. This was positive news but it is critical we maintain this progress.

Our key challenge is balancing quality with money. On finances, we have been in deficit for the last four years – in 2017/18, we exceeded our control total, but through a non-recurrent sale of surplus land. The financial position across the NHS in North Central London remains, as it does for the whole Health and Social Care sector, an extremely challenging one. National benchmarking continues to show the Trust is a high quality, low cost provider compared to most of our peers.

We have recently received the extremely positive news that NHS Improvement have agreed that we can finally move to submission of the full business case for the St Ann’s Hospital redevelopment in Haringey. This £40m new build will mean that at long last we will be able to replace very poor inpatient facilities, building work is due to commence in early 2019.

Our ‘Live, Love, Do’ programme continues to drives each and everything that we do, ensuring that our patients and service users have the skills and support they need to self-manage their lives. We continue to develop this programme through consistently and sensitively working with our patient and carer groups.

To help us tackle these challenges, you will be working with dedicated, focused and engaged staff at all levels of the organisation. Beyond the Trust, our partners in the wider health and social care economy have a strong appetite for change, which provides a fertile ground for true system-wide leadership.

I am looking for a non executive to join our Board; individuals who can bring constructive challenge, lateral thinking and creativity to the team. More specifically I am particularly interested in candidates with a background in risk and safety management at a senior level as he/she will be expected to chair the Trust’s key Quality and Safety sub-Board Committee.

If this sounds like you, then we would like to hear from you. Please get in touch with our recruitment partner, Rhiannon Smith at Hunter Healthcare on 020 7 935 4570.

Michael Fox, Chairman
1. The opportunity

We are recruiting for a non-executive director for Barnet, Enfield & Haringey Mental Health NHS Trust. This is an exceptional opportunity to share your talents and expertise to make a positive difference to the lives of people in your community.

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 board level experience in one or more of the following areas:

- 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

- Experience of working in a “high reliability organisation” or in an industry or business that exhibits exemplary practices in safety, security and quality

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 the boroughs of Barnet, Enfield and Haringey.

- On average this role will require the equivalent to 2 to 3 days a month.
• The remuneration payable for this role is £6,157 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 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 Barnet, Enfield and Haringey Mental Health NHS Trust

Barnet, Enfield and Haringey Mental Health NHS Trust (BEH) is one of the largest employers in North London, serving a population of over one million.

Introduction

BEH provides local, regional and national healthcare services. It does this from more than 50 locations across three London boroughs – Enfield, Barnet and Haringey – and from further afield. Over the last year its 3,000 staff helped over 143,000 people on their road to recovery. The Trust’s annual income for 2018/2019 is £212m plus New Model of Care funding.

BEH is one of the largest employers in the area and is proud to be a Living Wage Employer. It is also a University Teaching Trust, affiliated with Middlesex University. Since 2014 it has seen partnership working between the two organisations increase significantly, with clinicians and academics working more closely together on mental health education and research and development projects which meet the needs of local people.

The Trust’s Work

The Trust provides a range of services for young people, adults and older people. These include enabling patients to overcome phobias and anxiety, or to come to terms with bereavement or teenage pregnancy. It also has expert staff helping people deal with bipolar disorder, schizophrenia or the onset of dementia.

In Enfield, the Trust provides a full range of child and adult community health services, which over the last few years has been integrating with its mental health services to provide better and more holistic care.

The Trust manages the renowned North London Forensic Service (NLFS), rated as ‘Outstanding’ by the Care Quality Commission. This service treats and cares for people within the criminal justice system who have mental health conditions. The Trust has recently been appointed as the lead provider for forensic mental health services across North London, managing the devolved New Model of Care budget from NHS England of £114m from 2018/2019, with its four partner Trusts.
NLFS is the provider of the National Stalking Clinic and in partnership with the Metropolitan Police, jointly delivers the Fixated Threat Assessment Centre. This service provides risk assessment and management for members of the Royal Family and Government who are receiving undue attention from people who have mental health issues. NLFS delivers mental health care in HMP Brixton, HMP Pentonville, HMP Wormwood Scrubs in London and HMP Grendon and HMP Springhill in Buckinghamshire. NLFS also provides mental health services at HM Young Offenders Institutions at Aylesbury and Feltham.

The Trust also provides one of the largest eating disorder services in England, as well as drug and alcohol services and mental health liaison services in North Middlesex University Hospitals Trust.

Quality and Quality Improvement

The Trust Board places quality at the heart of all the organisation’s work and activity. The Board directly engages in ongoing monitoring of the quality of care and patient experience and pays the same attention to the quality of care as they do to the management of the Trust’s finances.

The Trust Board receives regular updates on progress in implementing the Trust’s CQC Action Plan, developed following the Comprehensive Inspection in autumn 2017. The CQC noted many significant improvements across the Trust’s services since the 2015 CQC Comprehensive Inspection. The Trust now has two services rated as Outstanding (For Forensic mental health services and Older People’s community mental health services). Overall, the Trust was rated Good for the CQC’s Caring domain (as in 2015), but is now also rated as Good for the Responsive and Well Led domains. The Trust is now focused on ensuring that it achieves an overall rating of Outstanding in its next CQC Comprehensive Inspection.

The Trust is in the second year of its partnership with the nationally-renowned Haelo Innovation and Improvement Centre, based at Salford Royal NHS Foundation Trust. It has also joined the NHS Quest programme of leading organisations using improvement science methodology. This partnership is supporting the Trust-wide Quality Improvement Programme in seeking to apply Quality Improvement techniques across all services to deliver improvements in clinical safety, care, efficiency and effectiveness.

Finance and Efficiency

The Trust’s budget for 2018/2019 is £212m and its financial target is to reduce its underlying financial deficit to zero. The Trust’s current financial challenges have to be seen in the context of good financial control and the Trust has always delivered against its financial plans.
The national NHS Reference Cost Index consistently show that it is one of the most efficient NHS providers nationally and that its services represent good value for NHS commissioners. However, the Trust continues to operate within a challenged health economy and operates on block contracts with its local Clinical Commissioning Groups (CCGs). The Trust’s agreed Control Total for 2017/18 was a deficit of £4.6m, compared to a £12.5m deficit in 2016/17.

Following the sale and partial lease-back of the land surplus to NHS requirements at St Ann’s Hospital in Haringey in March 2018, and a further small improvement in the Trust’s financial position, the actual outturn for 2017/18, as measured by the Trust’s break-even duty performance metric, was a surplus of £34.2m. This included £18.6m profit on disposal and £19.9m of additional Sustainability and Transformation Fund Incentive Funding. Delivery of the Control Total in 2017/18 was therefore largely achieved through non-recurrent means, although with some over-delivery of the 2017/18 cost improvement plan and tighter controls over agency staff usage and external out of area placement expenditure.

Useful links:

Five Year Forward View for Mental Health:

http://www.nhsconfed.org/resources/2016/02/the-five-year-forward-view-for-mental-health

North Central London Sustainability and Transformation Partnership (North London Partners in Health and Care): http://www.northlondonpartners.org.uk/

The Trust's vision is:

To help people, ‘Live, Love and Do’.

[Live] Somewhere safe and secure to call home.

[Love] To develop social contact, friends and relationships.

[Do] Meaningful activities with BEH, supporting access to volunteering, study or employment.
The Trust’s values

In March 2016 BEH started working with more than 500 staff and service users resulting in the following four values:

- Compassion
- Respect
- Being Positive
- Working Together

The Trust’s objectives

The Organisational Objectives have been revised to make them clearer and simpler to understand for patients, carers, staff and partners.

The Trust’s latest Organisational Objectives are:

**Excellent Care**

- Providing excellent care for our patients, evidenced in improving service user and carer feedback and meeting service and CQC requirements

**Happy Staff**

- Developing staff to be the best they can be, to deliver excellent patient care
- Increasing staff engagement, evidenced in improved Staff Survey results

**Value for money services**

Providing the best outcomes for patients and meeting NHS requirements, within the resources available
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 links for more information about:

- Becoming a non-executive director
- About the non-executive role
- Applying for the role 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

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 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 4: Key dates

- **closing date for receipt of applications**: 11 June 2018 at 11am. Please forward your completed application to public.appointments@nhs.net

- **interview date**: 26 June 2018

- **proposed start date**: to be confirmed

Getting in touch

- **Hunter Healthcare** are helping us to identify potential candidates, if you would like a confidential discussion about the role contact Rhiannon Smith, Partner on 0207 935 4570 or email rsmith@hunter-healthcare.com

- **NHS Improvement** – for general enquiries contact Leslie Horn on 0300 123 2057 or by emailing leslie.horn@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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