Lancashire Care NHS Foundation Trust

Candidate Brief

For the position of Non-Executive Director

September 2016
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1. A Brief History of the Trust & Statutory Background

Lancashire Care was first established in 2002 as a specialist mental health trust providing community, inpatient and forensic services. The Trust achieved Foundation Trust status in 2007 and then in 2013, community health and wellbeing services transferred to the Trust from neighbouring local health care organisations. This doubled the size of the Trust, extended the range of services provided and enabled the Trust to provide joined up care that meets both the physical and mental health needs of the local population and beyond.

Lancashire Care NHS Foundation Trust provides health and wellbeing services primarily to the county of Lancashire, comprising a population of approximately 1.5 million people.

With an annual turnover of £344 million, the Trust is a major provider of health and wellbeing services, including mental health and forensic care. The Trust employs approximately 6,450 people and provides around 3 million contacts with patients each year. The majority of the Trust's activity is within Lancashire, with more than half of the Trust's income received for the delivery of community and specialist services. Increasingly the Trust is able to offer its services outside of Lancashire and during 2015/16 extended some elements of its provision beyond Lancashire. Offender healthcare is now provided in Merseyside and talking therapies are now provided by the Trust in St Helens and to military veterans in the Greater Manchester area in partnership with Pennine Care. Going forwards, part of the Trust’s strategy is to look for opportunities to be the provider of care outside of Lancashire when appropriate.

The lead commissioner for community services is Chorley and South Ribble CCG and for mental health it is Blackburn with Darwen CCG. The Trust also receives income from NHS England to fund specialist services such as forensic care and mental health services for children and young people and from local authorities for public health services.

Within Lancashire there are 8 clinical commissioning groups (CCGs) and 3 local authorities. The majority of the CCGs share boundaries with Lancashire County Council, apart from Blackpool and Blackburn with Darwen who align to their respective unitary authorities and their social services. The Trust works closely with GPs and there are 245 practices in the county providing primary care, referring patients to the Trust’s specialist community health and wellbeing teams and mental health services.

As a licensed provider of health and wellbeing services the Trust delivers its extensive range of clinical services through clinical networks:

**Adult Community** provides community services (nursing, therapy and primary prevention services) and older adult mental health services. This network support people with long term mental and physical health conditions, working closely with local hospitals and social care services.

**Specialist Services** comprise criminal justice services in Lancashire and South Cumbria, low and medium secure inpatient services and offender healthcare in five prisons within Lancashire and two in Liverpool.

**Adult Mental Health** provides inpatient and community mental health services for adults, increasingly needs-led rather than determined by age. Where possible home treatment is provided by specialist community teams and on-going improvements are being made to inpatient services to improve the standard of accommodation as part of a long term plan.
The Trust’s Corporate Services provide support to the clinical networks and the day to day operation of the Trust through the following services; quality and nursing, governance, finance, business planning, human resources, property services, business development, risk management, research and clinical audit and communications and engagement. A full list of the services provided by the Trust can be found at: directory.lancashirecare.nhs.uk/index.php

2. Purpose and Activities of the Trust

The primary purpose of the Trust is to provide health and wellbeing services, offering care and treatment to people when they are unwell, including the management of long term physical and mental health conditions and the delivery of services in the community to support people to live a healthy lifestyle and improve their overall wellbeing. As part of its activities the Trust also works in partnership with other organisations to prevent ill health for the people of Lancashire and beyond.

As a community provider the Trust is well placed to support the wider health economy by providing care outside of hospital settings. This achieves better outcomes for patients and reduces the demand for expensive hospital beds.

Increasingly the Trust is developing its partnerships in order to extend its range of services. As the major community health and wellbeing provider in Lancashire, the Trust is well placed to support the wider health economy by providing alternatives to hospital admission and supporting people in their usual place of residence. As demand for NHS services continues to grow the Trust is leading the way in finding new ways of delivering care and developing innovative solutions for the benefit of the whole system.

Innovation and research is one of the Trust’s core areas of activity and the Trust recognises the vital role that a thriving research culture plays in improving the quality of healthcare services and outcomes for its patients, service users and local population. The Trust aims to develop and support research activity wherever possible in order that its patients benefit from new and better treatments, its staff gain skills and experience and the Trust can provide more cost-effective care.

The Trust’s Research & Development Department manage, support and deliver a range of high quality research studies in line with the mission of National Institute for Health Research (NIHR) to provide a health research system in which the NHS supports outstanding individuals working in world-class facilities, conducting leading-edge research focused on the needs of patients and the public. Lancashire Care is part of the North West Coast region, which incorporates Lancashire, South Cumbria, Cheshire & Merseyside.

The Trust also works closely with key local research partners, including Higher Education Intuitions such as Lancaster University, the University of Central Lancashire (UCLan) and the University of Manchester. The Trust is a member of the Lancaster Health Hub, a cluster of local NHS organisations and Lancaster University working collaboratively to develop business around research and innovation.

In 2015/16, the Trust recruited just over 1300 participants to take part in high quality research studies within the NIHR portfolio and increased participation in commercial trials, with new participation from community services as well as dementia. The Research & Development Department is seeking to expand the commercial research portfolio of the Trust with involvement in more industry trials utilising the new joint Lancashire Clinical Research Facility on the Royal Preston Hospital site. This exciting partnership between Lancashire Care, Lancashire Teaching Hospitals NHS Foundation Trust and
Lancaster University will allow both NHS partners to increase its capacity to conduct high quality, complex studies.

The Research & Development Department ensure that grant applications are supported and that studies are set-up in a timely and efficient manner. The Trust has performed very well in terms of meeting the Department of Health’s study set-up times for most trials. The Trust has also been part of numerous grant bids, with a notable success being a large NIHR Health Technology Assessment grant to conduct a randomised controlled trial for a group psychological intervention for postnatal depression seen in mothers of south Asian origin.

At the end of 2015/16, the Trust reaffirmed its commitment to research with the Board of Directors approving a new 3 year Research & Development Plan outlining the key priorities for research activity within the Trust until 2019. The plan was developed following a lengthy process of consultation with the Trust’s senior researchers and key research partners.

The plans key strategic aims include:

- To develop and deliver high quality research with direct patient benefit
- To embed research practices in Trust business
- To maximise opportunities for research collaborations with external partners
- To diversify and increase research income
- To increase capacity through development of the research workforce

The Trust’s Innovation Incubator has continued to engage with a wide range of staff through quarterly ‘innovation and improvement breakfasts’ which are closely aligned with the Quality Improvement Framework (QIF). In collaboration with the Trust’s Information Services Librarian, the Innovation Team issue daily innovation news feeds to over 600 people involved in the breakfast events.

The Trust is host to the North West Coast Innovation Agency set up as part of the Government’s Innovation, Health and Wealth strategy. Their remit is to spread innovation at ‘scale and pace’ to achieve health and wealth benefits for individuals and communities.

The Innovation Agency supported a successful bid by the Trust and key partners that make up the Lancashire & Cumbria Innovation Alliance to successfully become an NHS test bed site. This has afforded the Trust and its partners the opportunity, and £1.6million in funding to test out new models of care for frail elderly people in the Morecambe Bay and Fylde Coast areas. Philips is the major industry partner who alongside other innovations will provide the technology to enable the elderly population to receive care and treatment at home. This involves the pioneering of the use of wearable technology and sensors in the home to monitor people who are vulnerable and providing tools such as home blood glucose testing and using social media and apps to promote good health. This will run over the next two years with a view to rolling out the developments and sharing the learning across the country.

3. Trust Vision & Strategy

The strategic plan for 2014-19 describes how the Trust will embrace the significant challenges faced by the sector to ensure that service users continue to receive high quality care within their communities. The continued development and delivery of the Trust’s strategy remains a dynamic process, underpinned by a well established strategic and business planning framework. As part of this process, the opportunity has been taken to define a new vision to affirm a commitment to providing high quality...
care, which is the Trust’s main strategic priority, sitting above and directing the other priority areas. More information on the new vision can be found below.

Underpinning the vision, the Trust’s Strategic Plan comprises six priority areas:

- To provide high quality services
- To provide accessible services delivering commissioned outputs and outcomes
- To become recognised for excellence
- To employ the best people
- To provide excellent value for money in a financially sustainable way
- To innovate and exploit technology to transform care

4. Our Board

The structure below provides an overview of our current Board of Directors.
The Governors of Lancashire Care NHS Foundation Trust is seeking to appoint one non-executive director to join the Board of Directors

Based at Trust Headquarters, Sceptre Point, Preston, PR5 6AW

Lancashire Care NHS Foundation Trust is a major provider of health and wellbeing services in the North West. The Trust employs over 6,400 people and provides around 3 million contacts with patients each year. Historically a mental health provider, the Trust inherited a wider range of community services from neighbouring organisations in 2011. This doubled the size of the Trust, extended the range of services provided and enabled the Trust to provide joined up care that meets both the physical and mental health needs of the local population. Lancashire Care's vision to provide ‘high quality care, in the right place, at the right time, every time’ is at the heart of our quality-led strategy and commitment to providing high quality care.

We are looking for an individual with experience at Board level (or very senior level) in a complex or large organisation. Candidates will need to demonstrate:

- Strong business and financial acumen
- A proven track record of leading sustainable, commercially viable business growth and development
- High level of interest in healthcare issues
- A commitment to Lancashire Care NHS Foundation Trust values
- Highly developed interpersonal and communication skills
- Ability to understand complex strategic issues, analyse and resolve difficult problems
- Sound, independent judgement, common sense and diplomacy
- Politically astute, with the ability to grasp relevant issues and understand relationships between interested parties
- Clear understanding, and acceptance, of the legal duties, liabilities and responsibilities of non-executive directors
- Sufficient time and commitment to fulfil the role

An allowance of £15,000 is paid for a non-executive director

The time commitment is approximately 3-4 days per month, some of which will be attending meetings or providing support to executive colleagues. This will include time allocated for reading, meeting preparation, telephone calls and other engagement activity. The work pattern for non-executive posts is flexible across the year with some weeks requiring greater input and some less depending on Trust activity.

The Trust recognises the availability will vary on the particular interests and circumstances of the individuals in post. As an equal opportunities employer the Trust encourages applications from a wide range of individuals and can offer a flexible approach and benefits such as childcare vouchers, travel expenses and continuing professional development opportunities.

Expressions of interest in the role are welcomed, please contact the Company Secretary, Jo Alker on 01772 695313 or 07950 868812 to discuss further.
6. Job description

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<th>Job Title:</th>
<th>Non-Executive Director</th>
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<td>Time Commitment:</td>
<td>3-4 days per month</td>
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<tr>
<td>Remuneration:</td>
<td>£15,000 per annum</td>
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<td>Contract:</td>
<td>Initial 3 year fixed term</td>
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<tr>
<td>Location:</td>
<td>Trust Headquarters, Sceptre Point, Sceptre Way, Walton Summit, Bamber Bridge, Preston, PR6 5AW</td>
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<td>Responsible to:</td>
<td>Trust Chair</td>
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<tr>
<td>Accountable to:</td>
<td>Trust Governors</td>
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**Role Summary**

Non-Executive Directors are responsible for providing appropriate oversight, governance and leadership to Lancashire Care NHS Foundation Trust in the pursuit of its strategies to provide effective and high quality healthcare services. Non-Executive Directors should scrutinise the performance of the management team in meeting agreed goals and objectives and monitor the reporting of performance. They should satisfy themselves as to the integrity of financial, clinical and other information, and that financial and clinical quality controls and systems of risk management are robust and defensive. They are responsible for determining appropriate levels of remuneration of executive directors and have a prime role in appointing, and where necessary removing, executive directors, and in succession planning.

**Key Responsibilities**

**Main Duties**

- Support the Chair, Chief Executive and executive directors in promoting Lancashire Care NHS Foundation Trust values
- Support a positive culture throughout the organisation and adopt behaviours in the boardroom and elsewhere that exemplify the corporate culture
- Constructively contribute to the decisions of the Board and ensure appropriate challenge is made in all circumstances
- Help develop Lancashire Care NHS Foundation Trust’s priorities, aspirations, risk mitigations and values and standards; and
- Contribute to the development of the strategy.

**Strategy**

- Establishing clear objectives to deliver the agreed plans and strategy to meet the Terms of Authorisation and regularly review performance against those objectives
- Ensuring the long term sustainability of Lancashire Care NHS Foundation Trust
- Analysing and contributing positively to the strategic development of long term healthcare plans for the community
• Actively contribute to the constructive debate regarding the strategic development of Lancashire Care NHS Foundation Trust and any other material and significant issues facing the organisation
• Building and maintaining close relations between Lancashire Care NHS Foundation Trust constituencies, and stakeholder groups to promote the effective operation of the trusts activities
• Ensuring the Board of Directors sets challenging objectives for improving performance, and
• Ensuring that strategies, actions and decisions approved by the Board of Directors are implemented effectively by the Chief Executive and the senior management team.

Compliance
• Ensuring that Lancashire Care NHS Foundation Trust complies with its Terms of Authorisation, the constitution and any other applicable legislation and regulations
• Maintaining mandatory services and retaining protected property as defined in the Terms of Authorisation
• Ensure that the financial viability of the Trust is maintained and that reporting on financial affairs is in accordance with the requirements set out by Monitor
• Through Audit Committee, ensure the best use of financial and other resources in order to maximise effective treatment to patients
• Through Audit Committee, ensure that financial controls and systems of risk management are robust and that the Board is kept fully informed through timely and relevant information
• Participating in the appointment of the Chief Executive and other senior staff, as appropriate
• Determine the appropriate levels of remuneration for the Chief Executive and executive directors
• As a Board, work with Clinical Commissioning Groups to ensure the effective delivery of services commissioned through contracted arrangements
• With the assistance of the trust secretary, promoting the highest standards of corporate and clinical governance in compliance with the NHS Foundation Trust Code of Governance and other regulatory requirements and best practice, where appropriate
• Ensuring Lancashire Care NHS Foundation Trust meets its commitment to patients and targets for treatment, and
• Ensure that the highest standards of clinical and environmental hygiene to assure robust infection control standards are maintained.

Board Activities
• Participating fully in the work of the Board, ensuring the corporate responsibility of the Board of Directors
• Attending and possibly chairing committees and other ad hoc meetings of the main Board
• Working corporately with the non-executive and executive directors of Lancashire Care NHS Foundation Trust
• Liaising and co-operating with the Council of Governors, and having due regard of their opinions, as appropriate
• Attend meetings of the Council of Governors with sufficient frequency to ensure that they understand the view of governors of the key strategic and performance issues facing Lancashire Care NHS Foundation Trust
• Give account to the Council of Governors on the progress made in delivering the strategic objectives, the financial and operational performance
• Participating in any Board induction, training and evaluation identified as an individual and as part of the Board or Committee
- Working with the Senior Independent Director on the annual performance evaluation of the Chair, in line with the process agreed by the Council of Governors and reporting back to the Council of Governors appropriately, and
- Undergoing an individual and Board performance appraisal, and attending any additional training highlighted as a result of the evaluation process.

Other
- Uphold the highest standards of integrity and probity, adhering to the Nolan Principles
- Upholding the values of Lancashire Care NHS Foundation Trust by example, and to ensure that the organisation promotes equality and diversity for all its patients, staff and other stakeholders
- Safeguarding the good name and reputation of Lancashire Care NHS Foundation Trust, and
- Acting as a trustee of charitable funds, where appropriate.

7. Person specification

Individuals with experience at Board level (or very senior level) in a complex or large organisation will need to demonstrate:

- Strong business and financial acumen
- A proven track record of leading sustainable, commercially viable business growth and development
- High level of interest in healthcare issues
- A commitment to Lancashire Care NHS Foundation Trust values
- Highly developed interpersonal and communication skills
- Ability to understand complex strategic issues, analyse and resolve difficult problems
- Sound, independent judgement, common sense and diplomacy
- Politically astute, with the ability to grasp relevant issues and understand relationships between interested parties
- Clear understanding, and acceptance, of the legal duties, liabilities and responsibilities of non-executive directors
- Sufficient time and commitment to fulfil the role
8. The application process

Further information
Lancashire Care NHS Foundation Trust welcomes your interest and invites you to also visit the Trust website: [www.lancashirecare.nhs.uk](http://www.lancashirecare.nhs.uk)

For further information or to discussion this position in more detail please contact:
Jo Alker, Company Secretary on 01772 695313 or email joanne.alker@lancashirecare.nhs.uk

To apply for this position
Please submit your curriculum vitae together with a short statement/covering letter in support of your application to:
Jo Alker
Email: joanne.alker@lancashirecare.nhs.uk

You are encouraged to submit your application as soon as possible and in any case, before the provisional closing date of 30th October 2016.