Could you help lead the NHS in your area?

Solent NHS Trust

Non-executive Director

Candidate information pack

Reference: S2014
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 is a vacancy for a Non-executive Director (NED) at Solent NHS Trust. 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.

2. The person specification

Essential criteria

You will need to have a genuine commitment to patients and the promotion of excellent health care services. We are looking for someone who has clinical experience gained from medical, nursing, allied disciplines or social care experience at a senior level. You will need to have a passion for delivering excellent patient experience, a commitment to patient safety, a desire to make improvements and an orientation to working collaboratively.

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 Southampton, Portsmouth or wider Hampshire.

- On average this role will require the equivalent to 2 to 3 days a month, however time commitment may be more and a flexible approach to the roles should be taken.
- 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](#).

Solent NHS Trust welcome candidates from diverse backgrounds who can apply their experience from different sectors, as well as from health, to this demanding role. The Trust has a strong commitment to equality and diversity both in people within the organisation and in their services that they provide to their communities. As a public authority the Trust has a statutory obligation to promote equality of opportunity, remove discrimination and encourage good relations. Solent are an equal opportunities employer and welcome applications from all suitably qualified persons regardless of their race, sex, disability, religion/belief, sexual orientation or age. The Trust particularly welcome applications from Black, Asian and Minority Ethnic candidates and those with a disability.

3. About Solent NHS Trust

Who is Solent NHS Trust?

Solent NHS Trust was established under an Establishment Order by the Secretary of State in April 2011.

The Trust is a specialist community and mental health provider with an annual income of over £193m for 2018/19. Last year, the Trust employed 4,932 clinical and non-clinical members of staff (including part time and bank staff) which equates to 2,943 full-time equivalents (FTE), and delivered nearly 1.14 million service user contacts, nearly an 8% rise on the previous year.

Solent is immensely proud of its achievements over the last year – aligned to its priorities of:

- Providing **Great Care** – During 2018, the Trust completed it’s Well Led inspection and inspections within Child & Family Services, Adult Community Services and Mental Health Services, and separately within Primary Care Services. The Trust was rated by CQC as ‘Good’ overall and rated ‘Outstanding’ in the ‘caring’ domain. Every service line is now rated ‘Good’ overall.

- Being a **Great Place To Work** – Solent NHS Trust is an organisation where everyone counts and contributes. The Trust saw an improved response rate, a leading indicator of engagement, to its annual NHS Staff Survey during 2018, 59%. This is above average for combined mental health / learning disability and community trusts in England (45%), and the highest response rate seen within Solent NHS Trust in 5 years. Results showed that the Trust has maintained the
positive levels of engagement achieved in 2017 through a range of initiatives. Creating a great place to work is a pillar of the Trusts strategy and it is evident from national workforce developments that this is central to future workforce strategy from NHS England (NHSE). Solent is committed to continue to develop the organisation, its leaders and its people to ensure that they have the workplace conditions for people to thrive, which will in turn further improve levels of engagement across the organisation.

- Providing Great value for Money – Solent’s focus during 2018/19, like previous years, has been on maintaining service quality and sustaining financial recovery. Despite the financial challenges, service performance generally held up well throughout the year.

The Trust achieved a £1.4m surplus, against a stretch deficit plan of £0.4m; the original plan had a deficit of £1.0m. During 2018/19, Solent received £3.5m of Provider Sustainability Funding, as awarded from NHSI (£1.5m as per the original plan and an additional £2.0m for performing marginally better than plan). Their efficiency target (Cost Improvement Plan) was £7.7m, of which £6.1m was delivered; the balance was achieved by other measures.

**What does Solent NHS Trust do?**

The Trust is the main provider of community health services in Portsmouth and Southampton and the main provider of adult mental health services in Portsmouth. Solent NHS Trust also provides a number of pan-Hampshire specialist services, including sexual health and specialist dentistry. On 1 October 2018, the Trust commenced its specialist dentistry service on the Isle of Wight and since then has successfully integrated the service into their wider county offer. Their team of talented staff work from over 100 locations.

The Trust supports families to ensure children get the best start in life, provide services for people with complex care needs and help older people keep their independence. The Trust promotes strong out of hospital services and takes an active role in integrating care. Working closely with other Trusts, primary care, social care providers and the voluntary sector, Solent makes sure care is joined-up and organised around the individual.

The Trust always endeavours to maintain its focus on providing safe, effective and quality services and prides itself on being a learning organisation. Solent is creating a culture of continuous improvement, providing staff with the tools, capability and capacity to continuously improve to ensure they provide people with the best, and most effective, service they can.

The following diagram illustrates the Care Group Structure:
They are commissioned by NHS England, Clinical Commissioning Groups and Local Authorities in Southampton, Portsmouth and Hampshire. Southampton and Portsmouth together have more than 450,000 people resident within the cities each covering a relatively small urban geographic area with significant health inequalities, which are generally significantly worse than the England average for deprivation. Hampshire covers a wider geographical area, which is predominantly more rural and affluent, but also has urban areas of higher population density, significant deprivation and health need.

**Solent's story – Vision and goals**

At Solent NHS Trust, staff share an ambitious vision to make a difference by keeping more people healthy, safe, and independent in, or close to their own homes. People, values and culture drive the organisation.

The best people, doing their best work, in pursuit of Solent’s vision.

People dedicated to giving great care to Solent’s service users and patients, and great value to Solent’s partners.

Solent aspires to be the partner of choice for other service providers and with them Solent will reach even more people, and care for them through even more stages of their lives. Ultimately it is the people Solent cares for who will tell the Trust whether they are successful and who will help shape the organisation’s future care.

**How Solent delivers their vision:**

Solent acknowledges their vision as being ambitious, but has excellent foundations. The below summarises the organisation's priorities;
Deliver great care
• Involving service users in shaping care and always learning from their experiences
• Working closely with partners to join up care
• Treating people with respect, giving equal emphasis to physical and mental health
• Ensuring quality services are provided, which are safe and effective

Make Solent a great place to work
• Supporting people to look after their health and wellbeing
• Improving the workplace by listening to ideas and acting on feedback
• Supporting and developing leaders who enable people to be at their best

Deliver the best value for money
• Working with partners to spend money wisely
• Involving people in decisions about spending money
• Enabling services to have more time to provide care

Solent's values
Solent’s shared HEART values support the development of a strong working culture – guiding and inspiring all of the Trusts actions and decisions. They enable Solent to be better at what they do and create a great place for Solent’s people to work, whilst ensuring they provide the highest quality of care to people who use their services. Solent’s HEART values are meant to reflect the deep belief that they are a caring organisation at the centre of their community.

How does Solent work together as a values-based organisation?
Solent’s values create the foundation for everything they do – for the Trust’s employees and its community. During the annual appraisal process, the Trust ask
people to reflect on what the values mean to them personally and how they bring them to work. Solent has also reshaped their recruitment and leadership practices to make HEART a part of their daily culture. Solent will continue to develop ways of working that draws their values into all that they do, creating a great place to work and a great experience for people who use their services.

**Sustainability and Transformation Partnerships (STP)**

Solent continues to see the commercial environment evolving and remains committed to working in collaboration with health and social care partners within the Hampshire and Isle of Wight Sustainability and Transformation Partnership (HIOW STP) to develop and implement system wide plans, aligned to the NHS Long Term Plan, which will ensure the future sustainability of local health and care delivery systems to meet population need.

The HIOW STP Executive Delivery Group oversee pan-HIOW plans (for example for cancer activity and demand), whereas plans for smaller geographical footprints are developed and managed via Integrated Care Partnerships (ICPs).

The following diagram illustrates the current ICPs within the HIOW footprint:

![Diagram of Integrated Care Partnerships](image)

Contracting principles have been established at a HIOW level to assist with ICPs in their approaches, ensuring these are aligned to NHS Operational Planning and Contracting Guidelines for 2019/20.

**Portsmouth and South East Hampshire (PSEH) Integrated Care Partnership (ICP)**

All organisations, with responsibility for health and care in PSEH, have come together to deliver a shared set of objectives, which includes commitment to a single system improvement plan to restore and improve service quality, performance and financial health. The Trust has established new ways of working together, with providers and commissioners increasingly taking collective responsibility for population health and resources.
Chief Executive, Sue Harriman, is the System Convener for the PSEH ICP and all of the Executive Team and many of the Senior Leadership Team have key roles.

The system has established a supporting governance infrastructure, including:

- an Unified Executive Group, which meets monthly, responsible for the leadership, management and support of the ICP
- a Clinical Executive Group, which meets monthly, bringing together the senior clinical leaders from partner organisations and Programme Clinical Leads, and;
- an Operational and Programme Delivery Group, which meets monthly, focusing on system performance and the delivery of clinical and corporate service transformation against the ICP Plan. Additional advisory groups have also been established, including a Non-executive Director and Lay Member Network.

Priority transformation programmes have been identified as follows:

<table>
<thead>
<tr>
<th>Transformation programme</th>
<th>Focus</th>
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<tr>
<td><strong>Children and Families</strong></td>
<td>• Outpatient avoidance</td>
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<tr>
<td><strong>Mental Health</strong></td>
<td>• Acute Beds Transformation</td>
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<td></td>
<td>• New Emergency front door</td>
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<tr>
<td><strong>Urgent Care</strong></td>
<td>• Urgent Care Capacity (including Winter Resilience and sustainability)</td>
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<tr>
<td></td>
<td>• Emergency Department redesign</td>
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<tr>
<td><strong>Community Health and Care</strong></td>
<td>• Admission Avoidance</td>
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<td></td>
<td>• Urgent Care Charter</td>
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<tr>
<td><strong>Planned Care</strong></td>
<td>• Outpatient Transformation</td>
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The immediate priority is to deliver significant improvements in urgent and emergency care performance. The priorities for mental health are to create a new emergency front door alongside the physical health emergency services at Portsmouth Hospitals NHS Trust, and a collaborative approach to the management of service users needing acute bed admission.

Solent continues to be engaged in a Multi-speciality Community Provider (MCP) transformation programme within Portsmouth, Health and Care Portsmouth. This is underpinned by a partnership agreement between the Trust, the Portsmouth Primary Care Alliance, the local authority and Clinical Commissioning Group (CCG). The programme builds on work already started to integrate community health and social care services at locality level, centred around primary care.
**Southampton and South West (SW) Hampshire**

Similar work is underway in Southampton, where, as a key partner in the Better Care Southampton transformation programme, the Trust is working with partner organisations to formulate a more robust out of hospital operating model that seeks to underpin the STP strategy.

By delivering better integrated out of hospital services, Solent will be able to deliver even better patient outcomes, while also operating more efficiently, establishing a new way of working together with common objectives and accepting collective responsibility for the health and care of the people in the areas the Trust serves.

The Trust is in discussion with commissioners to ensure that local delivery plans for the Southampton and SW geography are developed in partnership; ensuring investment reflects the commitments made in the NHS Long Term Plan to increase funding in community and mental health services and ensure greater prevention and self-management of illness within the community.

**The future**

The Trust acknowledges that the future shape of services for Solent, as they are currently constructed, is unclear and that there is significant uncertainty in relation to the medium and long-term configuration of health and social care services within the HIOW STP. It is clear however that services will need to be radically transformed in order to ensure services are fit for the future – in terms of ensuring enduring quality and safety, meeting demand as well as achieving efficiencies. Whilst the front line services offered by the Trust will predominantly remain the same, it is likely that, in the future, Solent will increasingly be providing these via integrated models with key partners, supported by effective governance models and new contractual arrangements.

Ensuring that Solent provides great care, is a great place to work and provides great value for money remains its priorities.
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:

- Becoming a non-executive director
- Healthy Board
- About the non-executive role
- Advice on applying for the role such as:
  - Building your application
  - Sources of information and useful reading
  - Eligibility and disqualification criteria
  - Terms and conditions of chair and non-executive director appointments

NHS Improvement respects your privacy and is committed to protecting your personal data. We will only use personal data where we have your consent or where we need to comply with a legal or statutory obligation. It is important that you read this information together with our privacy notice so that you are fully aware of how and why we are using your data.

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: 1 October 2019 at 11am.** Please forward your completed application to NHSI.Chairsandneds@nhs.net

- **Preliminary interviews: w/c 7 October 2019.** Long-listed candidates will be invited for a preliminary interview with Carmel Gibbons, Head of Healthcare from Odgers Berndtson. To facilitate this, we will share your application with Odgers Berndtson. Feedback from these interviews will be given to the panel.

- **interview date: 25 October 2019.** This will also include carousel interviews involving different stakeholder groups and feedback will be given to the panel.

- **proposed start date:** This post is to commence 1 April 2020.

Getting in touch

- **Odgers Berndtson** are helping us to identify potential candidates, if you would like a confidential discussion about the role contact Carmel Gibbons on 020 7529 6314.

- **Solent NHS Trust** - following an initial conversation with Odgers Berndtson, the Chair of the Trust, Catherine Mason can be available for an informal discussion if required.

- **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.

Contact us

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