

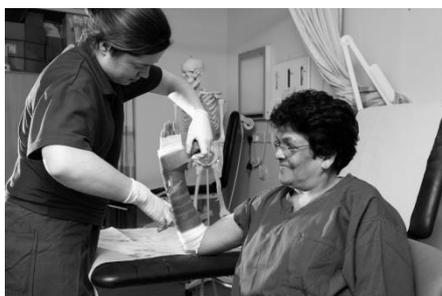


Could you help lead the NHS in your area?

Non-executive Director/Audit Committee Chair

Candidate information pack

Reference: N1577



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.

Contents

1. The opportunity	4
2. The person specification	4
3. About the Trust	5

Appendix 1: Role and responsibilities

Appendix 2: More information

Appendix 3: Making an application

Appendix 4: Key dates

1. The opportunity

We are recruiting a Non-executive Director for Yorkshire Ambulance Service NHS Trust. This is an exceptional opportunity to share your talents and expertise to make a positive difference to the lives of people in the communities served by YAS across the whole of Yorkshire and the Humber including, for the purposes of the NHS 111 service, North & North East Lincolnshire and Bassetlaw.

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 recent, relevant finance experience gained in a large and complex organisation with significant experience of chairing an Audit Committee, preferably, with a financial qualification.

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 Yorkshire, the Humber or Hull and the East Riding.

- 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, NHS staff and volunteers 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 Yorkshire Ambulance Service NHS Trust

Yorkshire Ambulance Service NHS Trust (YAS) is a successful integrated provider of emergency and urgent care and patient transport services. Their core skills and competencies include emergency and urgent care triage and response, clinical pathways design and management, healthcare technology, resilience and logistics. They employ nearly 5,000 staff who, together with over 1,100 volunteers provide services to a population of more than five million people.

YAS respond to approximately 750,000 emergency 999 and urgent calls and undertake a further one million patient transport journeys per year across the region. Their NHS 111 service for less urgent calls handles over 1.4m calls per year across Yorkshire and the Humber, Bassetlaw, North Lincolnshire and North East Lincolnshire. They also provide a region-wide major incident response and resilience planning capability, medical and first aid cover for large-scale sporting events and festivals, commercial training and fleet and logistics services across an area of over 6,000 square miles.

A&E Operations, Urgent Care Practitioners, Air Ambulance

The Trust deliver an Accident and Emergency (A&E) service commissioned on a regional basis by its 23 Clinical Commissioning Groups (CCGs). A&E responds to 999 calls, providing the most appropriate clinical response for patients with emergency and urgent conditions using transport activated by their Emergency Operations Centre (EOC) or via further assessment through the Clinical Hub. Clinically-trained staff assess and treat patients at the scene and, where necessary, transports them to an emergency department or another NHS facility such as a walk-in centre or minor injuries unit for further assessment and treatment. Alternatively, following telephone triage by a healthcare professional, the caller may be directed to another, more appropriate resource for example a GP, pharmacist, or mental health services.

They provide urgent care practitioner (UCP) schemes in a number of areas across the region, whereby paramedics with enhanced clinical skills work alongside GPs and other primary care providers to support and manage patient care within their local communities to avoid unnecessary admissions to hospital.

YAS continue to work in partnership with the Yorkshire Air Ambulance (YAA) charity to provide clinicians for an airborne response to serious emergencies and where

casualties are in a difficult location. The two YAA helicopters are based at Nostell Priory near Wakefield and Topcliffe in North Yorkshire.

Patient Transport Service (PTS) and Urgent and Inter-facility Transport

The Patient Transport Service (PTS) represents a significant part of the Trust's operations and is commissioned differently according to local needs PTS involves the transport of patients who have been referred for treatment to hospital outpatient departments or other treatment centres and are unable to use other transport options due to their medical condition. It also provides non-urgent patient transfers between hospitals and other healthcare providers together with patient discharge from hospitals. Their PTS is operated by staff who have been trained in first aid, moving and handling techniques and specialist driving skills.

In an increasingly competitive market they have responded to recent requests from commissioners and acute providers by increasing their provision of weekend and evening urgent transport cover and they will seek to expand this further to take pressure off 999 ambulance resources and support the national drive for seven-day services. The Trust has recently been successful in retailing or gaining new business.

NHS 111 and Care Coordination

YAS operate the NHS 111 service across Yorkshire and the Humber, Bassetlaw, North Lincolnshire and North East Lincolnshire; the only regional service of its type in the country. This is a service for patients whose condition is not life-threatening, but who require urgent care and includes telephone advice and signposting to various parts of the health system to ensure they receive the right care.

The Trust also hold the contract for the West Yorkshire (in-hours and out-of-hours) Urgent Care Service and provide call-taking support to other GP out-of-hours (OOH) services. Over the life of this plan they will be seeking to make the most of their skills and infrastructure by offering their capabilities to other local health communities to assist them in operating their own local care coordination programmes.

Resilience

The Resilience and Special Services Team (RSST) plans the Trust's response to major incidents within the region. Examples include flooding, public transport incidents, pandemic flu, and chemical, biological, radiological and nuclear (CBRN) incidents. Our Hazardous Area Response Team (HART) provides a clinical response within the immediate area of an emergency incident known as the inner cordon, particularly where there are mass casualties. An element of the HART is their Urban Search and Rescue (USAR) team which can respond to incidents involving entrapments at height, underground, in collapsed structures and other places that are difficult to reach.

Community, Volunteer and Apprenticeship Schemes

YAS receive valuable support from many community-based volunteers including Community First Responders who have been trained by the Trust to assist in their response to certain medical emergencies. Although these volunteers are always backed up by ambulance professionals, there is no doubt that their early intervention has saved many lives. The Trust also run co-responder schemes with Fire and Rescue Services across Yorkshire as well as a number of volunteer car drivers who support the delivery of their PTS. Additionally they have an award-winning apprenticeship scheme which plays an important part of their commitment to developing the skills and future prospects of younger people within their communities.

As part of their commitment to supporting and raising the profile of health issues affecting the people across the region YAS has spear-headed a national initiative taken up by all the ambulance trusts in England, 'Re-Start a Heart' which works extensively with schools and communities, providing life-saving training and equipment. They also support the work of local charity groups such as MacMillan Cancer Support and Yorkshire and Humber Dementia Action Alliance.

The Trust also proactively works with local communities across its large geographical footprint, for example hard to reach groups and areas of deprivation where demand for health services is known to be higher. They provide free first aid and CPR training and education in how to appropriately access health services.

Events and Commercial Services, Sporting and Events Cover, Private Ambulance Service

Another important part of their service is the provision of clinical cover at sporting events and festivals. YAS provides paramedic support to football and rugby league clubs within Yorkshire, county and international cricket matches and horse racing events.

They also provide First Aid and other training to clubs, companies and community groups and actively promote life support in schools, clubs and voluntary groups through our community defibrillator programme.

The Trust's Purpose, Vision and Values were refreshed in September 2017 following wide consultation with their staff and stakeholders:

Our Purpose

To save lives and ensure everyone in our communities receives the right care, whenever and wherever they need it

Our Vision

To be trusted as the best urgent and emergency care provider, with the best people and partnerships, delivering the best outcomes for patients

Our Values



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, 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.

Responsibilities of audit committee chairs

Audit committee chairs should have recent and relevant financial experience. They share the functions of the other non-executives, and in addition have responsibilities to:

- bring independent financial acumen to the work of the audit committee across its governance, risk management, assurance and internal control functions
- provide leadership to the audit committee to ensure that it is effective in its role and that internal control systems are in place and operating
- ensure that the audit committee is well informed and has timely access to all the information it requires
- facilitate the contribution of all members of the audit committee, auditors and other invited participants
- ensure that the board receives sound advice, assurance and useful and timely reports from the committee

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: 1 December 2017 at 11am.**
Please forward your completed application to public.appointments@nhs.net
- **interview date: 12 December 2017 (afternoon)**
- **proposed start date: 1 January 2018**

Getting in touch

- For an informal and confidential discussion with Kathryn Lavery, the Chair of the Trust regarding the role, please contact Dawn Cronian on 01924 584066.
- **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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