JOIN OUR AMAZING PEOPLE

APPENDIX A
Non-Executive Director Recruitment
Additional Information
1. About Us

We are the largest provider of NHS services across Cumbria. Around 4000 staff operate 60 different community and mental health services from over 20 main sites and many other premises shared with other health or community services such as GP surgeries. In any one year we see around one fifth of the population providing health care services from new babies to care of the frail and elderly.

2. Our Vision

Our Vision | People in our communities living **happier, healthier** and more **hopeful** lives

We value and recognise the importance of everyone in the community - our patients, carers, staff, partners and the wider community in helping to achieve our shared vision.

Our Mission | Delivering **quality** and **best value** for **our patients**

3. Our Care Groups

Our services are organised into care groups, designed to put clinicians in control of decision making with patients and carers so that services are run by experts in the clinical area.

Our services for children & families promote a healthy start to life. They provide health care services that are responsive to the changing needs of young people and their families.

Our community health services provide safe and effective care in patients’ homes or community settings such as health centres and hospitals.

Our mental health services support people who are experiencing difficulties in their day to day lives due to mental health problems. They aim to support people to recover and live as independently as possible.

Our specialist services are led by experts in areas including dentistry, sexual health and diabetes. This growing group of services deliver smaller, more specialist services into the communities of Cumbria.

4. Our Values

We have shared values that guide the way that we work with each other, our patients and with our partners and wider communities.
We act with kindness, we always remember we are here for our patients. Kindness underpins our moral purpose; we share an over-riding commitment to making a positive difference to the health and well-being of our community.

We are fair, we strive to bring about social equity. Fairness creates healthier, happier societies, by treating everyone with fairness, respect and dignity. We will use our skills and talents to help reduce health inequality in our region.

We are ambitious, we never stop improving. Ambition improves quality and safety, we accept our responsibility to learn from others and for others to learn from us - continually challenging ourselves, ambition maintains our relevance.

We are energetic, resourceful and determined. Spirit creates connection. We look to create support and goodwill. We believe in a generous spirit, helping each other to live happier, healthier and hopeful lives.
5. Our Unique Trust

We share the stories of our staff and teams on our website and social media in the themes of what set us apart.

Our Amazing People

Work is much more than a job to us, it’s a vocation that drives us to deliver the very best for our patients, to find solutions to the challenges our patients face.

Read stories about Our Amazing People on our website

Our Shared Know How

If we don’t know, we know someone who does! Our clinical experts and trailblazers from an unrivalled range of clinical backgrounds bring their knowledge to find innovative solutions to continually improve quality.

Read stories about Our Shared Know How on our website

Heart of the Community

We live and work in our communities; we know our own patch inside out and provide health care services to our families and friends. We are our communities.

Read stories about Heart of the Community on our website

The Partnership Trust

We value the connections we have and build trusted partnerships with communities and organisations to make the most of the valuable resource we have.

Read stories about The Partnership Trust on our website
6. Our Priorities

In moving towards our shared vision, we have long term goals, priorities now and plans for how we will achieve them.

Our Strategic Goals
1. To consistently deliver the highest quality of services we can
2. To ensure we are using the full potential and talent of our staff, patients, carers and families
3. To transform and improve our services

Our priorities now
1. To make real improvements in quality (experience, safety and outcomes) for our patients, carers and staff
2. Fulfil our contractual and regulatory requirements
3. Establish more effective leadership and support for our services
4. Change the way the organisation is run to place quality as the focus of everything we do by continuously learning
5. Designing future services with our partners and communities to make them more sustainable for the future

How we will work together to achieve our priorities and goals;

1. Improving quality and a great place to work
   o Hearing the voice of the patient in everything that we do
   o Developing a culture that supports improving quality
   o A clear shared vision and shared values

2. Transforming our services
   o Providing most effective services possible in hospital and community settings
   o Modernising services to enable people to be in control of their own healthcare and as independent as possible
   o Looking beyond direct health and care interventions to improve quality

More information about these plans are included in our Strategic Five Year Plan, our Quality & Organisational Development Strategy – Together for Quality; and our Business Plan all available on our website or hard copies available from Harriet Mouat on 01228 603761 or harriet.mouat@cumbria.nhs.uk

7. Relations with the Governors Council

A key role of the Governors Council is to hold the Non-Executive Directors individually and collectively to account for the performance of the Board. Non-Executive Directors are expected to:

✓ attend meetings of the Governors Council to ensure that they understand the views of governors on the key strategic and performance issues facing the Trust
✓ take into account the views of governors and other members including staff to gain a different perspective on the Trust and its performance
✓ give regular accounts to the Governors Council on the progress made in delivering the Trust’s strategic objectives, the financial and operational performance of the Trust
✓ provide the Governors Council with assurance on performance and activities of the Board sub-committees
✓ receive feedback from the Governors Council, and its representatives e.g. Governors Advisory Committee, regarding performance and ensure that the Board is aware of this feedback

For further information on the Governors Council contact Daniel Scheffer, Company Secretary on 01228 60 3013 or email Daniel.Scheffer@cumbria.nhs.uk

To find out more about Cumbria Partnership NHS Foundation Trust please visit: www.cumbriapartnership.nhs.uk

8. About Foundation Trusts

Foundation Trusts are a key part of the reform programme in the NHS. They are autonomous organisations, free from central Government control. They decide how to improve their services and can retain any surpluses they generate or borrow money to support these investments. They establish strong connections with their local communities; local people can become members and governors. These freedoms mean Foundation Trusts can better shape their healthcare services around local needs and priorities. Foundation Trusts remain providers of healthcare according to core NHS principles: free care, based on need and not ability to pay.
APPENDIX B
Non-Executive Director Recruitment
Additional Information
1. About Us

North Cumbria University Hospitals NHS Trust is an acute hospital trust dedicated to providing the best possible care, serving a population of around 320,000 people.

Our Trust is located in one of the most geographically remote areas and serves the third most sparsely distributed population in England. Around 51% of the total Cumbrian population live in rural communities.

Acute hospital services are provided from the Cumberland Infirmary in Carlisle and the West Cumberland Hospital in Whitehaven. The Trust also provides a midwifery-led maternity service at Penrith Community Hospital.

2. Our Vision

Our Vision | To provide innovative high quality care to our patients.

3. Our Services

The Trust runs two district general hospitals in Carlisle and Whitehaven, providing acute care to a population of approximately 350,000 people and employing over 4,500 members of staff. Between the Cumberland Infirmary in Carlisle and West Cumberland Hospital in Whitehaven, there are over 560 acute and general beds.

The Trust provides an extended range of ‘district general hospital’ services such as a full range of cancer services (chemotherapy, nuclear medicine and radiotherapy), maxillo-facial surgery, renal services and rehabilitation medicine. Both hospitals have a 24-hour Accident & Emergency department and there is a strong focus on ambulatory emergency care.

The Trust has an excellent reputation for providing high quality training and has well-established links with the Northern Deanery, Newcastle University, University of Cumbria and the University of Central Lancashire (UCLan).

4. Collaborative working

We have recently taken steps to strengthen our partnership and collaboration with Cumbria Partnership NHS Foundation Trust in order to join up care we deliver to patients. We now share a chief executive and are currently integrating our support services in order to ensure we are making best use of our collective resources. We see this as a first step in journey to integrate health and care services across Cumbria.
5. Our Values

1. Patients First
   - Patient care will be the best we can deliver
   - We show compassion, empathy and respect
   - We respond to the needs of all patients
   - We provide excellent services
   - We ensure physical comfort and emotional support
   - We provide the right information at the right time for patients and their families

2. Safe and High Quality Care
   - Quality and safety is at the heart of everything we do
   - We set clear standards and report against them
   - We will encourage new ideas and innovation
   - We will continuously improve to ensure our standard is the highest it possibly can be

3. Responsibility and Accountability
   - We take personal responsibility for our actions
   - We actively build relationships within and across teams
   - We measure performance and act on facts

4. Everyone’s Contribution Counts
   - We all have a part to play in delivering excellence
   - We encourage education and personal development
   - We all take responsibility for developing others

5. Respect
   - We lead by example
   - We aim to be good role models
   - We respect everyone’s contribution
   - We support individuals to succeed
6. Latest news

Improved CQC ratings

There has never been a better time to join North Cumbria University Hospitals NHS Trust. Our staff have worked hard to make major improvements which not only brought us out of special measures following our most recent Care Quality Commission (CQC) inspection in December 2016, but also set the foundation for continuous improvement to meet the exciting developments ahead of us. The majority of our service ratings from the CQC are now ‘good’ and we were rated as ‘good’ overall in the ‘effective’ and ‘caring’ domains. This is a big step forward for the Trust and we are now aiming for ‘good’ overall at our next inspection.

For the latest news from the trust, please visit our website www.ncuh.nhs.uk

7. Partnership Working

Our joint working with community partners and our commissioners has also supported the development of our Sustainability and Transformation Partnership (STP) for which Chief Executive, Stephen Eames is the Lead. In developing this plan we have come together as cohesive partners to set out our vision and plans for the people of West North & East (WNE) Cumbria to enjoy improved health and wellbeing underpinned by effective health and care services.

Our partnership working is a real benefit to joining us at the Trust as, in addition to our links with Cumbria Partnership NHS Foundation Trust, we also have close working relationships with Northumbria Healthcare NHS Foundation Trust and Newcastle Hospitals NHS Foundation Trust which can lead to excellent opportunities for training and development within our clinical teams. We hope this can offer the best of both worlds in terms of links to a larger tertiary centre in Newcastle as well as the opportunity to shape local services. We are also working in partnership with the University of Central Lancashire (UCLan) to provide training and research opportunities here in Cumbria at their new medical education centre in West Cumbria.
8. Our Priorities

Our vision is: "To provide innovative high quality care to our patients"

**Our Priorities 2017/18**

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**Patient Safety & Quality**
- Embed quality, safety and service improvement across the Trust
- Continue to build a learning and safety culture
- As a minimum, deliver a 'good' rating against CQC standards

**Operational Delivery & Flow**
- Deliver national standards in emergency care and reduce Delayed Transfers of Care
- Deliver financial targets
- Drive further improvements in performance to place the Trust amongst the top 30% of Trusts in England

**Patient & Staff Experience**
- Drive forward a radical improvement in engaging and involving staff and patients

**Strategy & System**
- Provide the leadership required to implement the outcomes from public consultation and delivery of the Sustainability & Transformation Plan (STP)
- Work with our partners and the emerging Integrated Care Communities to foster joint working and the development of an Accountable Care Organisation
- Demonstrate capability to both deliver major change and improve operational performance

**Workforce & Leadership**
- Improve recruitment & retention
- Develop clinical leadership
- Improve staff health & wellbeing