



Candidate Briefing Pack

Non-Executive Director (Audit Chair)

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Welcome from our Chair

Thank you for taking an interest in joining our Board as a Non-Executive Director and Chair of our Audit Committee. As we embark on this process, the National Health Service is being called upon to meet the greatest challenge in the 72 years of its existence due to the coronavirus pandemic. Our colleagues across WSFT are daily proving their resilience and their commitment to providing excellent and compassionate care for the people of Suffolk.

Responding to the pandemic has shown the value of all the work we have done to take an alliance approach with our partners across all public services throughout Suffolk and north Essex. The close ties we have forged have enabled us to join up care where it is needed, closer to home, making the best use of all our resources and improving patient experience. More and more people are able to be cared for where they live, achieving greater independence and better quality of life for as long as possible.

Even before the coronavirus crisis, the Trust had experienced a turbulent 2020, which caused us to examine the culture of our organisation while at the same time celebrating the commitment of our staff. A full inspection by the Care Quality Commission (CQC) resulted in our Trust being given a rating of “requires improvement”. As we had previously been rated “outstanding” this was a great disappointment, and as leaders we have offered our sincere apologies.

The CQC sought action on things the Trust must do and where improvement was needed. These included some areas not fully managing infection risks, medicines management or record keeping, and staff not always feeling able to raise concerns. It is important to note that the CQC rated many of our services as ‘good’ or ‘outstanding’ and found that across the board patients were treated with compassion and respect.

We are reviewing our culture and openness to make sure everyone – including our patients, our staff and our commissioners – can contribute to our improvement. We are supporting staff conversations, reviewing our HR policies and pursuing the Better Working Lives initiative. We have developed a robust improvement plan, and progress on this will be monitored by our Board and reported to the CQC.

As a Non-Executive Director on our Board, you will be joining the Trust at time when unparalleled pressures face the NHS, with a second wave of COVID-19 and new variants of the virus. However, although vigilante, we remain optimistic about our people's ability to meet these challenges and the impact and effect of a successful vaccination programme.

As we move forward, we want to make sure we do not lose the good work we have achieved and just go back to ‘how it was before’. We think this is an opportunity to learn collectively from our experiences and try to build an improved future as a Trust and as a workplace. We will use information and suggestions gathered from staff and stakeholders to inform and feed into multiple work streams, including the refresh of our future strategy, our COVID recovery plans, quality improvement, and our focus on wellbeing. It will even influence how we work on the plans for the new hospital.

We hope you will be excited and enthused by the prospect of supporting us in addressing these complex challenges. If you feel aligned to our values and vision and want to play an influential role in developing West Suffolk's health and care system of the future, then we would welcome your interest and application.

Sheila Childerhouse

Chair

West Suffolk NHS Foundation Trust

About the Trust

The WSFT provides hospital and some community healthcare services to people mainly in the west of Suffolk, and is an associate teaching hospital of the University of Cambridge.

The Trust serves a predominantly rural geographical area of roughly 600 square miles with a population of around 280,000. The main catchment area for the Trust extends to Thetford in the north,

Sudbury in the south, Newmarket to the west and Stowmarket to the east. Whilst mainly serving the population of Suffolk, WSFT also provides care for parts of the neighbouring counties of Essex, Cambridgeshire and Norfolk.

As part of this we provide community services in the west of Suffolk, but also some specialist community services across the county. This includes the delivery of care in a variety of settings including people's own homes, care homes, community hospital inpatient units and clinics, day centres, schools, GP surgeries and health centres.

Our vision is to deliver the best quality and safest care for our community

We can all be clear about how we contribute to this vision and each and every service is encouraged to ask two key questions:

- Who is currently the best in the country and how can we build on what they do?
- How can we integrate our services better with primary and community care and begin to break down the organisational barriers that exist, so that patients don't see the join?

The opportunity for WSFT is clear: we must stay ahead on the quality agenda, we must maintain strong operational performance, and we must secure financial sustainability and improve the facilities we work in.

Our priorities are:

- Deliver for today - requires a sharp focus on improving patient experience, safeguarding patient safety and enhancing quality. It also means continuing to achieve core standards
- Invest in quality, staff and clinical leadership - we must continue to invest in quality and deliver even better standards of care
- Build a joined up future - we need to reduce non-elective demand and create capacity to increase elective activity. We will need to help develop and support new capabilities and new integrated pathways in the community.

Our seven ambitions take a holistic approach to the care of our patients. These ambitions focus on the reason we all get out of bed in the morning and work in the NHS: to serve our patients and work with them and the public to deliver year-on-year improvements in care.



We believe that by working more closely with other health, social care and voluntary organisations to deliver more joined up services we can provide better, more responsive and personalised care patients, their families and carers. Working with partners will be important in achieving these ambitions across a diverse population with differing needs.

We want to make sure every child is given the best start by promoting a healthy pregnancy, natural childbirth and breastfeeding. Staff are encouraged to use the contact they have with patients to offer appropriate advice on staying healthy, placing a greater focus on the prevention of poor health, not just treating it.

Increasing age brings an increasing chance of long-term conditions, frailty and dementia. We are working closely with primary and community care to support patients to retain their independence. However, if they do need to come into hospital we aim to provide care in the most appropriate environment, with care plans developed with the patient, as well as their families and carers.

We have always acknowledged that our staff are our most important asset, but in response to feedback we introduced an ambition to 'support all our staff'. This recognises the need for all staff to feel motivated, valued and supported with high quality training. It expands on our priority to invest in quality, staff and leadership and reiterates the Trust's commitment to development, education and training. This in turn supports the delivery of safe and effective care.

Our People Plan

We are one of the largest employers in Suffolk, employing 4,353 staff as of April 2020. The NHS now needs more people, working differently, in a compassionate and inclusive culture. For West Suffolk we think this is best achieved by bringing together one plan that incorporates all of our priorities and actions.

Our Plan was informed by the following:

- Our 'What Matters to You' programme (survey and discovery workshops)
- A survey of medical staff led by our Better Working Lives Group
- Learning from our staff psychological support service
- The national NHS People Plan
- How other organisations have grown a just and learning culture
- The progress as we embed the recommendations of our Jan 2020 CQC report

This has enabled us to identify 5 Themes:

- The importance of great line managers
- Creating an empowered culture
- Building relationships and belonging
- Appreciating all of our staff
- The future and recovery

These 5 themes form the basis of our new People Plan – 'What Matters to You'. In common with the national People Plan, What Matters to You will focus on the next six months. We have developed a plan that is stretching and yet deliverable. We have prioritised the things our staff have shared with us, as well as identifying those actions in the national plan that will have the most positive impact at WSFT.

Our sites and services

The Trust's main facility is West Suffolk Hospital (WSH), a busy district general hospital which provides a range of acute core services with associated inpatient and outpatient facilities. There is a purpose-built Macmillan unit for the care of people with cancer, a dedicated eye treatment centre and a day surgery unit where children and adults are treated and mostly go home on the same day. WSH has around 500 beds and 14 operating theatres, including three in the day surgery unit and two in the eye treatment centre. Access to specialist services is offered to local residents by WSFT networking with tertiary (specialist) centres, most notably Addenbrooke's and Royal Papworth hospitals. The Trust operates a streaming service embedded and co-located within the emergency department. Patients who attend the emergency department during the operating hours of the streaming service are assessed and directed to either the emergency department or the primary care unit, meaning they access the service that best addresses their healthcare need.

A range of nursing and therapy services are provided by our community health teams and specialist community teams; these services are provided in patients' own homes, health clinics/centres and community buildings, including a clinical assessment and prescribing service for a county-wide community wheelchair and equipment service, working with community therapists and a community neurological nurse specialist. We have taken on responsibility for Newmarket Hospital, a community hospital in Suffolk with approximately 20 beds. These inpatient beds provide rehabilitation care to patients referred by GPs, or who are transferred from an acute hospital as a step-down facility prior to discharge. The community hospital also has a radiology service and outpatient clinics which receive visiting clinicians from WSH. In addition, some of our community teams use Newmarket Hospital as a base. Oakfield GP surgery is also based at the site.

Glastonbury Court is a care home in Bury St Edmunds run by Care UK. The Trust has commissioned a 20-bedded unit to provide ongoing assessment and reablement to patients who are medically optimised and no longer require the services of an acute hospital. The nursing and therapy staff are employed by WSFT, with ancillary staff and hotel services provided by Care UK.

We provide a number of outreach services to our population across a number of sites in Newmarket, Botesdale, Thetford, Stowmarket, Haverhill, Sudbury, Needham Market and Watton. This includes outpatient clinics and some diagnostic imaging – Newmarket Hospital (X-ray), Sudbury Community Health Centre (X-ray) and Thetford Healthy Living Centre (ultrasound and X-ray). Linked to our early intervention team (EIT), we also have in place a service to provide personal care to patients in their home. Delivered by a reablement support worker, this forms part of a wider service working to prevent unnecessary admission to hospital.

The community midwifery teams operate from administrative bases in: Stanton Health Centre, Thetford Healthy Living Centre, Mildenhall Community Health Clinic, Newmarket Hospital, Sudbury Community Health Centre, Haverhill Health Centre, Forbes Business Centre and Bury St Edmunds.

The Trust is also responsible for, through a contract with the East and West Suffolk clinical commissioning groups, the provision of adult community healthcare teams, adult speech and language therapy (SALT), and community paediatric services as well as specialist nurses and therapists in Parkinson's, neurology, epilepsy, cardiac rehabilitation, chronic obstructive pulmonary disease (COPD), heart failure and pulmonary rehabilitation. This includes shared services for lymphoedema and an integrated pain service.

From April 2020 the Trust provided primary care services at Glemsford Surgery via a sub-contracting arrangement of the existing General Medical Services (GMS) contract. Existing GP partners will continue to hold the GMS contract and as employees of the Trust will continue to provide primary care services on our behalf.

Our operational services are structured into divisions led by a triumvirate – assistant director of operations, clinical director and head of nursing. Accountability for the operational divisions sits with the executive chief operating officer.

Job Description

Accountable to: Chair and Council of Governors

To carry out their role effectively, the NED must cultivate a strong, collaborative relationship with the Chair. Many responsibilities in this role description will be discharged in partnership with Chair and other NEDs.

The NED will support the Chair and Chief Executive in ensuring that the population the Trust serves and the wider system in which the organisation sits receive the best possible care in a sustainable way.

Responsibilities of the NED

This detailed description of the NED role has been aligned with NHSE and NHSI competency framework's five domains. While each set of responsibilities has been aligned with the competency domain most relevant to discharging that element of the role, a good NED will demonstrate competence in all five domains across all their responsibilities, maintaining, for example, an outcomes focus while discharging their role as a board member.

1. Strategic

1.1. In their strategic leadership role, the NED should contribute towards:

- developing and determining the Trust's vision, values, strategy and overall objectives to deliver organisational purpose and sustainability having regard to the council of governors' views
- ensuring the Trust's strategy aligns with the principles guiding the NHS and the NHS values
- ensuring the board identifies the key risks the Trust faces in implementing its strategy; determines its approach and attitude to providing effective oversight of those risks and ensures there are prudent controls to assist in managing risk
- holding the Executive Directors to account for delivering the strategy and performance.

2. People

2.1. In their role of contributing towards shaping organisational culture and setting the right tone at the top, the NED should:

- support the development of a healthy, open and transparent patient-centred culture for the organisation, where all staff have equality of opportunity to progress, the freedom to speak up is encouraged, and ensuring that this culture is reflected and modelled in their own and in the board's behaviour and decision-making
- Support a constructive dynamic within the board, participating in grounded debate with all other directors
- promote the highest standards of ethics, integrity, probity and corporate governance throughout the organisation and particularly of the board
- demonstrate visible ethical, compassionate and inclusive personal behaviour
- support constructive relationships based on candour, trust and mutual respect between executive and non-executive directors, between elected and appointed members of the council of governors and between the board and the council
- develop effective working relationships with all the board directors, , providing support, guidance and advice.

3. Partnerships

3.1. In their role in supporting relationships and partnership working, the NED should:

- understand the board's role, and the role of non- executive and executive directors
- support the promotion of collaborative, system working through engagement with:
 - patients and the public
 - members and governors
 - all staff
 - key partners across public, private and voluntary sectors
 - regulators
 - other NEDs in the system and the wider NHS provider community, where appropriate
- support the council of governors' work on member engagement, so the governors can carry out their statutory duty to represent the interests of Trust members and the general public to the Trust

4. Professional acumen

4.1. In their role a NED should:

- contribute to the effective operation of the board and understand its accountability and compliance with its approved procedures – for example, meeting statutory duties relating to annual reporting
- personally do the right thing, ethically and in line with the NHS values,
- contribute to the board in establishing effective and ethical decision-making processes
- ensure that the board/council receives accurate, high quality, timely and clear information, that the related assurance systems are fit for purpose and that there is a good flow of information between the board, its committees, the council and senior management
- support the board in being accountable to governors and support the council in holding the board to account.

4.2. In their role a NED should:

- support the provision of an environment for agile debate that considers the big picture
- support the board/council collectively and individually in applying sufficient challenge, balancing the ability to seize opportunities while retaining robust and transparent decision-making
- liaising with and consulting the senior independent director

5. Outcomes focus

5.1. In supporting change, a NED should:

- ensure they are well briefed on external context – e.g. policy, integration, partnerships and societal trends
- foster a culture of innovation and learning, by being outward-looking, supporting innovation, technology and transformation through the board/council's business and debate
- support academic excellence and research as a means of taking health and care services forward
- ensure performance is accurately measured against constitutional and Care Quality Commission 'well-led' standards
- ensure performance on equality, diversity and inclusion for all patients and staff is accurately measured and progressed against national frameworks, including WRES, WDES and EDS
- maintain an ongoing interest in and focus on the continuous improvement and self-assessment of patient safety, experience and clinical outcomes.

6. Nolan principals

6.1. The post holder must adhere to the seven Nolan principals:

- Selflessness - holders of public office should act solely in terms of the public interest.
- Integrity - holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
- Objectivity - holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
- Accountability - holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
- Openness - holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
- Honesty - holders of public office should be truthful.
- Leadership - holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs

Person Specification

Eligibility Criteria

- Candidates must currently reside within the Trust's membership area
- Candidates must meet the criteria of the NHS 'Fit and Proper Persons'

Essential experience and qualities

This describes the skills, experience and attributes required or desirable for fulfilling the role, consistent with NHSE and NHSI's competency framework's five domains and the detailed role description.

Required skills, experience and attributes

Values

- A clear commitment to the NHS and the Trust's values and principles

Strategic

- Experience of leading and delivering against long-term vision and strategy
- Experience leading transformational change, managing complex organisations, budgets and people

People

- Strong interpersonal, communication and leadership skills
- Experience of building effective teams, encouraging change and innovation and shaping an open, inclusive and compassionate culture through setting the right tone at the top and championing diversity at, and across, all levels.
- Strongly focused on the experience of all staff and patients
- Fully attentive towards issues of equality, diversity and inclusion

Professional acumen

- Prior board level experience (any sector, executive or non-executive role)
- Significant understanding and knowledge of financial governance and risk
- Accountancy qualification CCAB or equivalent (desirable but not essential)
- High degree of commercial acumen and sound judgement in relation to opportunities for growth or divestment for the long-term benefit and sustainability of the Trust
- Evidence of successfully demonstrating the NHS provider competencies in other leadership roles
- An ability to identify and address issues, including underperformance, and to scrutinise and challenge information effectively for assurance

Outcomes focus

- A demonstrable interest in health and social care and a strong desire to achieve the best sustainable outcomes for all patients and service users through encouraging continuous improvement, clinical excellence and value for money
- Strong understanding of financial management, with the ability to balance the competing objectives of quality, operational performance and finance
- An appreciation of constitutional and regulatory NHS standards

Application Process

Application closing date: Sunday, February 14

Shortlisting Interviews: w/c 1st March

Trust Interviews: w/c 22nd March

Please be advised, due to the ongoing situation and measures relating to Covid-19, interview dates and format will be confirmed later in the process.

Applications for this role are by CV and covering letter to be sent to applications@finegreen.co.uk using reference WSFT-NED.

For further information or a discussion relating to this appointment or the recruitment process, please contact our recruitment partner Joe Joyce at The Finegreen Group on joe.joyce@finegreen.co.uk quoting reference WSFT-NED or call 07557 998 599

About Finegreen

Covering the UK from offices in London, Nottingham and Manchester, The Finegreen Group are an established leader in executive search and senior appointments within the healthcare sector.

We care passionately about the healthcare system in the UK and fully appreciate the fundamental need for outstanding leadership during these challenging times. We acknowledge our responsibility in identifying outstanding candidates who can meet these demands.

Equality & Diversity

The Finegreen Group are committed to eliminating discrimination and promoting equality and diversity in its own policies, practices and procedures and in those areas in which it has influence. This applies to the Company's professional dealings with clients, candidates and any other third parties. The Company intends to treat everyone equally and with same attention, courtesy and respect regardless of disability, gender, sexual orientation, marital or civil partnership status, race, colour, religion or belief, age, nationality, national or ethnic origin, or gender reassignment. Any allegations of discrimination on any of those grounds will be treated seriously, and dealt with confidentially and speedily.

A full copy of Finegreen's Equality & Diversity Policy can be provided on request