

# Non-Executive Director Candidate Brief

February 2021



Our vision is to be the best rural District General Hospital  
for patient and staff experience

# Candidate Brief

Brief for the position of Non-Executive Director,  
The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust

## Contents

Letter from the Trust Chairman	Page 2
Introduction	Page 3
Non-Executive Director Role Summary	Page 4
The Candidates	Page 6
Terms of Appointment	Page 7
Application and Selection Process	Page 8

## Letter from the Trust Chairman

Dear Candidate

I am delighted that you are interested in joining the Board of Directors as a Non-Executive Director at The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust. I would like to take this opportunity to tell you a little about the organisation and how, as a member of the Board of Directors, you will help to support us to develop and deliver plans to secure sustainable high quality services for the communities we serve.

We're a busy acute district general hospital serving the communities of West Norfolk, South Lincolnshire and North East Cambridgeshire. There's never been a better time to be joining Team QEHL and be part of our journey of improvement. We have a clear five-year corporate strategy and ambition for the future – which is to become the best rural district general hospital for patient and staff experience.

We have come a long way over the last two years, and can evidence considerable progress for our patients, their families and staff, with a relentless focus across the Trust on the improvements required of us from our 2019 Care Quality Commission (CQC) report. Remaining in 'special measures' and with a rating of 'inadequate' we have very clear quality improvement plans and a high calibre, experienced Trust Board now in place to take the Trust forward. And we're well on our way.

We have embraced all of the 2019 CQC recommendations as part of our journey of improvement so that we can consistently deliver excellent patient experience and sustainable improvements for our patients, their families and our staff. Over the last year and through our response to the COVID-19 pandemic, we have seen the determination and commitment from Team QEHL to strive to consistently deliver safe and compassionate care for our patients. The Trust's December 2020 CQC inspection report provided important external evidence of QEHL's progress.

We are determined to ensure that QEHL is a great place to work and we are investing significantly in staff engagement – including introducing new reward and recognition schemes, having developed a nationally-recognised health and wellbeing service for our staff and lots of ways in which we listen to our staff and act quickly on feedback. We have launched a Trust-wide culture transformation programme to create the right culture with trust at the centre, and one where our staff feel listened to, valued and well-supported in the roles they do, backed up with the right leadership, development and fantastic career opportunities.

Moving forward system working will come first, as opposed to individual organisations working in isolation. This will mean more regional networks and shared decision-making and collaboration based on what is right for the system and the populations we serve. As a system, we recognise that there are big challenges when it comes to the health and wellbeing of the population we serve across Norfolk and Waveney, Cambridgeshire and Lincolnshire. We are increasingly working with patients and system partners to improve patient pathways and ensure future financial and clinical sustainability.

We are currently seeking applications for a Non-Executive Director (NED) to join our Board. If you feel that you would be able to contribute to the work of our Board of Directors, then I hope you will consider this candidate brief, which describes the knowledge, experience and skills we are seeking and how you can apply for the role.

I look forward to hearing from you.



Prof. Steve Barnett  
Trust Chairman

# Introduction

## Background

We have 439 core beds, 18 core wards and serve a population of around 331,000 people in three counties - Norfolk, Cambridgeshire and Lincolnshire. Our 4,000-plus workforce (3,282 whole-time equivalents) is committed to working with health and social care partners to deliver safe, high-quality care.

We have seven main operating theatres, including two fully integrated endoscopic theatres; a dedicated West Norfolk Breast Unit; and the midwife-led Waterlily Unit which provides expectant mothers with greater choice.

In July 2019, the Care Quality Commission (CQC) rated us as 'inadequate' overall and recommended that we be placed in 'special measures' by NHS Improvement. The CQC Inspectors returned to QEH in the autumn 2020, which gave us an opportunity to share our clear progress. The CQC report published in December 2020 recognised the significant improvement and progress that has been made over the last 12 months.

In the last financial year, the number of Emergency Department attendances at the Trust was 70,381; we treat 49,642 elective and non-elective inpatients; and completed 41,313 day-case procedures. We had 109,165 new outpatient appointments, 274,508 follow-up appointments and 2,004 babies were born at our hospitals.

The geographical area served by the Trust is largely rural / coastal and covers the towns of King's Lynn, Wisbech, Hunstanton, Downham Market and Swaffham, as well as numerous villages and hamlets, across an area of more than 750 square miles. The population of this area is approximately 250,000. The royal Sandringham Estate is situated just eight miles from the hospital.

Our population includes a very high proportion of older residents. However, new housing developments in recent years have seen large population growth in towns such as Downham Market, principally of families with children.

The Trust has a total income in excess of £239m.



# Non-Executive Director Role Summary

## 1. Appointment

The Non-Executive Director will be appointed by the Governors' Council, taking into account the views of the Board of Directors on the qualifications, skills and experience required.

## 2. Duties

The Non-Executive Director works alongside the Chair, within a unitary Board of Directors to determine the overall strategic direction of the Trust and to provide active leadership within a framework of prudent and effective controls. This includes ensuring that the Trust meets its aims and performance targets and standards, such as those set by NHS Improvement, the Care Quality Commission and other statutory and regulatory bodies.

The Non-Executive Director will need to ensure that the Board acts in the best interests of patients, the community and the wider public, and:

- 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 judgment and advice on issues of strategy, vision, performance, resources and standards of conduct;
- constructively challenge, influence and help the executive to develop proposals on such strategies;
- structure the composition and skill set of the executive to meet agreed goals and objectives;
- in accordance with agreed Board procedures, monitor the performance and conduct of the executives in meeting agreed goals and objectives and statutory responsibilities, including the preparation of annual reports and annual accounts and other statutory duties;
- obtain assurance that financial information is accurate, and that financial controls and risk management systems are robust and defensible;
- contribute to the determination of appropriate levels of remuneration for executive directors;
- chair and/or participate in committees, established by the Board of Directors to exercise delegated responsibility, including the Audit Committee;
- as a member of Board committees, appoint, remove, support, encourage and where appropriate, mentor senior executives;
- bring independent judgment and experience-based expertise from outside the Trust and apply this to the benefit of the Trust, its stakeholders and its wider community;
- assist fellow directors in setting the Trust's strategic aims, ensuring that the necessary financial and human resources are in place for the Trust to meet its objectives, and that performance is effectively monitored and reviewed;

- 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 Trust promotes equality and recognises diversity in its dealings with patients, staff and other stakeholders;
- engage positively and collaboratively in Board discussion of agenda items;
- act as ambassadors for the Trust in engagement with stakeholders, including the local community and media as appropriate;
- contribute to the development of the Norfolk and Waveney STP and Integrated Care System – representing the views of the Trust's Board at partnership events where appropriate
- liaise with the Governors' Council and its committees to forge effective working links between the Board and the Council.

### **3. Attributes**

A Non-Executive Director should seek to establish and maintain confidence in the Foundation Trust. He/she should be independent in judgment and have an enquiring mind.

To be an effective Non-Executive Director, he/she will need to have an understanding of the wider NHS and the external environment in which it operates and become well-informed about the Trust. A Non-Executive Director should seek to continually develop and refresh his/her knowledge and skills to ensure that his/her contribution to the Board remains informed and relevant.

A Non-Executive Director must:

- Act as an objective, critical friend;
- Uphold the highest of ethical standards of integrity and probity;
- Support the executive in their leadership of the Trust;
- Question intelligently, debate and challenge constructively and thoughtfully and determine outcomes fairly;
- Act with integrity, objectivity, honesty and openness;
- Listen sensitively to the views of others, inside and outside the Boardroom;
- Promote openness and trust in relationships with all Board members;
- Demonstrate high standards of corporate and personal conduct as stated in the Nolan principles on standards of conduct in public life;
- Be prepared to act as an ambassador for the Trust.

Non-Executive Directors must be public members of the Foundation Trust.

### **4. Monitoring and Review**

The performance of Non-Executive Directors in respect of this role description will be assessed at least annually, in a process overseen by the Chair and involving the Governors.

This role description will be reviewed periodically.

# The Candidate

The ideal candidate will have a background and experience that will allow him/her to make a positive contribution to the Board. Candidates could come from a range of backgrounds but will ideally have gained senior experience in an organisation of a similar scale and/or complexity and will be able to engage effectively with a wide cross-section of people in and outside the organisation.

We are currently seeking to appoint one Non-Executive Director to join our Board. The successful candidate will have experience of working at a very senior level in a complex 'customer-service' driven organisation, whether public or private, and will therefore have a broad understanding of:

- Quality service provision
- Finance and efficiency
- Corporate governance
- Leadership
- Strategy
- Organisational Development
- Communications
- Transformation

We are looking for a Non-Executive Director who is, within the context of a constrained financial position, able to bring relevant transferrable experience, insight, expertise and challenge. You will have the skills, experience and knowledge to support the Board in ensuring that the Trust delivers care that is safe, effective, sustainable and provides patients with the most positive experience possible. Additionally, you will have experience, knowledge and skills in the following areas:

## **NURSING / MIDWIFERY:**

- Do you have experience as a nurse or a midwife?
- Do you have a sound understanding of the NHS and its current challenges?
- Can you help our Board to drive the consistent delivery of safe effective care, and a positive patient experience - on our wards and in other patient areas?
- Can you help the Board to drive the development of a highly effective, efficient and motivated clinical, nursing, midwifery, allied health professional workforce?
- Do you understand clinical data / information and are you able to interpret it effectively in order to support the Board in identifying clinical trends, themes, risks and learning?

## **Personal attributes**

In terms of personal attributes, all non-executive colleagues should be able to demonstrate a commitment to improving quality (patient outcomes, patient safety and patient experience) and to the ethos of public service.

While the successful candidate will be selected, based on their alignment with the role criteria set out in this briefing, applications from people living within easy travelling distance of the hospital will be very welcome, as there are occasions when NED representation is required at the hospital or within the system, between regular regular programmed meetings.

A successful candidate will be able to demonstrate:

- Evidence of success in his/her field at a very senior level, gained within customer-service-driven organisations, whether public or private;
- Well-developed business and political astuteness which will translate into an ability to think and act strategically for the benefit of the Trust;
- A strong understanding of corporate governance and Board responsibilities;

- Empathy with, and commitment to public service values of accountability, openness, probity and equality of opportunity;
- Being accustomed to a high level of accountability;
- The intellectual rigour to understand complex issues quickly;
- An enthusiastic, enquiring mind, with the confidence to challenge constructively;
- Strong communication skills and an ability to listen;
- The ability to work with a wide range of individuals and organisations;
- The ability to understand the implications of any Board decision;
- A commitment to the principles of Foundation Trusts / Public Benefit Corporations.

## Terms of Appointment

The term of office for a Non-Executive Director is three years.

Remuneration is £12,000 per annum (£13,000 per annum with effect from 1 April 2021). Remuneration is paid through the Trust's payroll and is taxable but not pensionable. Travel expenses will be paid.

Non-Executive Directors are expected to contribute approximately four days per month to Trust business. This will include attendance at monthly Board meetings, Governors' Council meetings, Board development activities, additional committee work as appropriate, and background preparation prior to meetings. Individuals are also asked to maintain an element of flexibility, should the role demand additional time during busy periods and for special or public events. Non-Executive Directors are also called upon periodically, to participate in organisational business such as consultant appointment committees.

### Eligibility

In order to be eligible to apply for the post of Non-Executive Director, candidates must be, or be eligible to be public members of The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust.

Non-Executive Directors are subject to a 'Fit and Proper Person' assessment, in accordance with the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 ("the Regulated Activities Regulations"). This assessment includes an enhanced Disclosure and Barring Service check. The Trust may not appoint, or permit to continue as a Director, any person who is an unfit person.

Non-Executive Directors are required to declare their interests on appointment, periodically and as interests emerge.

### Criteria for disqualification

In accordance with the Trust's constitution, the following may not become or continue as a member of the Board of Directors:

- a person who has been adjudged bankrupt or whose estate has been sequestrated and (in either case) has not been discharged;
- a person who has made a composition or arrangement with, or granted a Trust deed for, his / her creditors and has not been discharged in respect of it;
- a person who within the preceding five years has been convicted in the British Islands of any offence if a sentence of imprisonment (whether suspended or not) for



a period of not less than three months (without the option of a fine) was imposed on him / her;

- A person may not be appointed or may be disqualified, following a finding that he/she is not a 'fit and proper person' on the grounds of serious misconduct or incompetence. In accordance with the CQC's Fit and Proper Person regulation requirements, the Trust will use best endeavours to establish that Board members are 'fit and proper persons'. This will include:
  - References
  - Proof of Identity checks
  - Disclosure and Barring Service check
  - Self-declaration
  - Search of register of disqualified directors and insolvency and bankruptcy register

## Application and Selection Process

The recruitment process will be overseen by a panel of the Nominations and Remuneration Committee of the Governors' Council, who will shortlist applications in accordance with the criteria set out in 'The Candidate' section of this briefing.

The Trust has a commitment to equal opportunities based on sound management practice, respect for the individual and legislative compliance.

The Trust's Regulators, NHS Improvement, may be consulted about this appointment, as appropriate.

The Nominations and Remuneration Committee interview panel will make its recommendations in respect of its preferred candidate to the Governors' Council. It is the duty of the Governors' Council to appoint the Board's Non-Executive Directors and it is anticipated that the appointment will be made, subject to Governors' Council approval and satisfactory references (see also the paragraph above, on 'Eligibility').

### Candidates wishing to apply:

Candidates wishing to apply may do so by submitting a detailed CV to the address or email address below. This should include the names and contact details of two professional referees and should be accompanied by a short supporting statement, which addresses the criteria as set out in the person specification (The Candidate) in this document.

Andrea Prime, Trust Secretary  
The Queen Elizabeth Hospital  
Gayton Road  
King's Lynn  
Norfolk  
PE30 4ET

Email: [Andrea.Prime@qehkl.nhs.uk](mailto:Andrea.Prime@qehkl.nhs.uk)

If you would like to know more about the role or the process for selection and appointment, please contact the Trust Secretary, Andrea Prime via [Andrea.Prime@qehkl.nhs.uk](mailto:Andrea.Prime@qehkl.nhs.uk)

**The closing date for applications is 7 March 2021**

**It is anticipated that interviews will be held 18 March 2021**