

This is the place to make a difference

Candidate Information Pack

Non-Executive Director

This is the Place.

As one of the largest NHS organisations in the country, we can offer groupwide, flexible multi-site opportunities, as part of our connected, integrated and engaged team.

We care passionately about driving forward significant improvements to the provision of safe, high-quality integrated health and social care to our local community and remaining at the forefront of education, research and innovation. We're also proud to invest big in learning and development, use world-class digital technology and collaborate closely with universities.

This is the place where success is achievable and every day offers the challenges, empowerment, freedom and support necessary to break new ground and improve life outcomes. If you share our desire to create a healthier world, **take your place with us.**



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Dear Candidate

We are delighted you are considering an application for this exceptional opportunity.

The Northern Care Alliance (NCA) is a flagship healthcare provider and heralded as a beacon of outstanding practice in the NHS. We are one of the largest providers in England, employing over 19,000 staff, and serving close to 1 million people across the North of Greater Manchester. Under this Alliance there are currently four Care Organisations for Oldham, Bury, Rochdale and Salford which are responsible for providing healthcare services to local communities, as well as specialist services provided at regional and national level.

The future is as challenging as it is exciting; the impact of Covid-19 has seen an unparalleled level of transformation in our health and care sector with all our hospitals delivering a remarkable performance in the most difficult of circumstances. The crisis has further reinforced the importance of the NCA's role and the NCA is working with partners to better integrate care and services across local communities and delivering major transformation programmes to deliver its bold vision of 'Saving Lives, Improving Lives' by delivering highly reliable care and services, at scale, which are trusted, connected and pioneering.

This creates a great opportunity for a new role as Non-Executive Director. We are looking for someone who can bring their own unique set of experiences and expertise to a progressive NHS Group as it adapts, evolves, and grows in one of the most dynamic and diverse regions of the UK. It is a crucial time for us at the Northern Care Alliance and having the right people in place will be critical for us to continue to deliver the best possible care for our patients and local communities.



Joining us as a Non-Executive Director represents a rare leadership opportunity, a role of significant scope and profile and one that has the chance to impact the lives of the many people we serve.

We are looking for a Non-Executive Director who can bring the voice of our local communities into the boardroom, specifically, someone who has extensive, senior knowledge of local government, the responsibilities local authorities have and the issues they face with the increasing convergence of public and private sector policy-making. With a commitment to the reduction of health inequalities, you will be someone who understands the importance of population health and the role health care providers can play in promoting it.

We are keen to increase diversity at all levels in the organisation and for this role we are particularly keen to attract candidates who can bring diverse perspectives. We welcome expressions of interest from the widest possible range of backgrounds, particularly those who are under-represented at Board level in the NHS.

You will have the highest standards of personal integrity and will also be able to demonstrate a clear understanding of, and alignment to, our values. You will need to be a strategic thinker with experience of operating in a rapidly changing environment.

If you are excited by the potential of working as part of our Board, to work with us as we continue to grow, then we look forward to receiving your CV and meeting with you in due course.

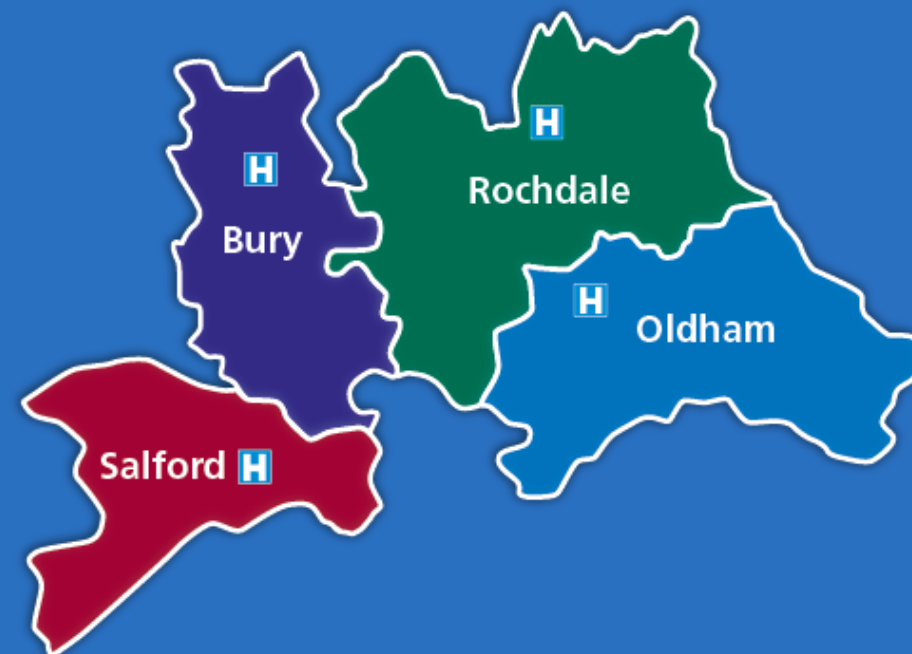
You would, of course, be joining us at a time of enormous challenge but also of huge potential opportunity. The last 12 months have held unprecedented difficulty and challenge for all of us. Looking ahead we are keen to take the best of the changes and advances made, learning and innovating from this period and using it as an opportunity to reset how we do things.



The Northern Care Alliance NHS Group unites four local hospitals to deliver high quality care across the North East of Greater Manchester.

The Alliance provides the benefits of scale but delivers this locally through multiple hospital sites which make up four new Care Organisations –Salford, Oldham, Bury and Rochdale.

Our Care Organisations are designed to operate within a group arrangement of hospitals, community and healthcare services. Together the hospitals of the Northern Care Alliance bring together over 19,000 expert NHS staff to serve more than 1.3 million people in the immediate locality and many more from across the UK and Europe.



THIS IS THE PLACE WHERE WE HOLD EACH OTHER TO ACCOUNT

About us

Why was the Group set up?

This Group has been developed to fully align and be consistent with the priorities of the strategic themes of the Greater Manchester Health and Social Care Partnership, focusing on developing new ways of working that will ensure patients receive consistently high standards of care.

The function of the Group is to support its Care Organisations in the following areas;

- Developing Service Strategy
- Agreeing new/replacement building and equipment
- Agreeing annual operational delivery plans
- Developing a standardised operating model which determines best care on the basis of evidence of best practice
- Organising this standardised care to be delivered effectively across multiple sites and locations.

Together as a Group of local healthcare providers we are one of the largest NHS organisations in the country. Together we serve a population of over 1 million people across our local communities. The Northern Care Alliance is governed by a Committees in Common (CiC) where both NHS Trusts have devolved their decision making. The Alliance is currently chaired by Mr Michael Luger and led by Group Chief Executive, Mr Raj Jain and the Executive Team.



Vision and Ambition

We have a bold vision of *'Saving Lives, Improving Lives' by delivering highly reliable care and services, at scale, which are trusted, connected and pioneering.*

We aim to transform the lives of over 1 million people we serve through better integration of care and services and we have developed a clear method to support our relentless pursuit of health and care excellence. The case for collaboration is demonstrated by SRFT's track record for quality and safety, and the improvements made at Pennine Acute Hospitals since receiving leadership support from SRFT. Our approach includes:

- Integrating care – leading and working with Local Care Organisations (LCOs) to integrate care.
- Supporting our people – through leadership, OD and our employee value proposition.
- Single shared services – creating cohesive models to what was previously fragmented.
- Standard Operating Models (SOMs) – to create consistent, reliable, best-practice services.
- Digital enablers – with innovations in practice and technology to support our plans.

We operate Care Organisations across Salford, Oldham, Bury and Rochdale. To enable the safe delivery of high-quality care at scale, a leadership team of directors has clear accountability and authority to govern each Care Organisation. The leadership team ensures healthcare services are clinically and financially sustainable across a number of localities. This means that patients, no matter where they are treated in the Group, will experience personalised care that is based on need and high standards of care are consistent.

Each Care Organisation leadership team comprises a Medical Director, a Director of Nursing, Director of Operations, a Finance Director and Director of HR. Together they are responsible for the day to day running of the hospitals and community services of a Care Organisation. Each leadership team also has its own Chief Officer, one of the leadership team appointed to a joint role with their functional responsibility.



Our Care Organisations take full control of all matters relating to their hospital sites and community services. They are responsible for delivering safe, clean and personal care to the communities they serve. This new site-based operational management model helps strengthen and improve senior leadership support at hospital-level, strengthen engagement with staff and clinical teams, and enable most effective operational decisions for each site and services. The leadership teams focus on strengthening relationships and developing joint working across health and social care with local care partners including Local Authorities, local clinical commissioners, and the local community and voluntary sector in each locality.

The NCA Strategic Themes for 2021/22 are:

1. Partnerships in Place – thriving local communities
2. Caring for and Inspiring our People – doing the right thing
3. Clinical and Operational Excellence – doing things right
4. New Models of Care – doing things differently
5. Digital, Research and Innovation – pioneering practice
6. Sustainable Futures – planning for the long-term

Each strategic theme has a number of associated principal objectives and outcomes which form the framework of the Annual NCA Business Plan. Each Care Organisation has developed their own annual business plan within this framework to achieve their objectives.



NCA Services will be:

- **Highly Reliable** - Delivering high quality services whatever the day of the week or hour of the day through standardising care to the evidence of best practice.
- **At Scale** - Creating benefits through economies of scale which results from a 'shared hospital service' across the Group, and enabling the development of local integrated services closer to home.
- **Trusted** - Providing safe, effective and compassionate services by our people who are highly motivated, well led and believe in the values of the NHS.
- **Connected** - Connecting all parts of the health and social care system so that they deliver better care to people, in their neighbourhood, which meets their needs.
- **Pioneering** - Continuously innovating and improving services, with a particular focus on new digital solutions to improve care and patient experience.
- **Value for Money** - Supporting staff to identify opportunities for productivity and efficiency so that the taxpayer is getting best value.



Our Values

Our values sit at the very heart of our organisation. They act as a focus for our people and help everyone to work well together as we care for our patients. They're a set of guiding principles we can all refer to when we make decisions and interact with one another. Our values help us to all stay on the same page and work together in order to keep on improving our organisation and ourselves. They also form part of our Performance Review process, because measuring how our people are bringing our values to life on a day to day basis is really important to us.

Patient and People Focus

As a member of our team you will place patients and our people first. In order to do this, you will:

- Make sure patients and service users feel listened to and engaged with
- Be clear and comprehensive when communicating with others
- Strive to create trusting relationships
- Show compassion and empathy
- Adopt and practice the 'safe, clean, personal' ethos.

Continuous Improvement

We always move forward and seek to improve the ways things are done. In your role, you will be expected to:

- Actively promote a culture of innovation, improvement and learning
- Make decisions which are result-driven and based on facts
- Think critically to analyse the ways we are measuring and auditing improvements and sharing best practice
- Collaborate with colleagues and external stakeholders
- Actively empower the ideas and capabilities of others



Accountability

We all feel responsible for keeping our organisation 'safe, clean and personal.' This shows in the way we care for our people and the way we conduct ourselves. To meet this quality, you will:

- Be answerable for decisions, actions and omissions
- Be dependable and act as a role model
- Recognise and accept accountability beyond your job role
- Maintain confidentiality of patient data and other sensitive information
- Be open, transparent and results focused

Respect

We respect patients, service users, colleagues and the reputation of our organisation. As an important member of our team, you will be expected to do the same. Therefore you will:

- Treat everyone with respect and courtesy
- Carry out your role and responsibilities in an efficient, diligent and professional manner
- Keep an open mind and do not prejudge situations or individuals
- Act with fairness and impartiality
- Ensure decisions are not influenced by improper considerations of personal gain
- Avoid any activities which may bring the organisation into disrepute
- Consistently show understanding of the needs and diversity of others





THIS IS THE PLACE WHERE YOU WILL ALWAYS FIND SUPPORT

Health & Wellbeing

Our people are our greatest asset and without happy and healthy staff, we cannot deliver the high quality and effective care our patients and service users deserve.

Now, more than ever, our workforce is under immense pressure both at work and at home. As your employer, we have a responsibility to protect and look after each and every one of you. Our role is to support our staff and teams to be the very best you can be, to listen to your concerns, and offer ways we can help ease the burden and ensure you are safe and well at work.

SCARF - Supporting, Caring, Assisting, Recognising our NCA **Family**: is the NCA wrap-around programme of support to look after your physical, emotional and mental wellbeing, and to make it easier for you to find and access the practical resources and information you need.

Scan the QR code to download the NCA SCARF Staff Support Pack and find out how we're helping and supporting our workforce.



THIS IS THE PLACE TO BE REWARDED

Staff Benefits

We offer a comprehensive and competitive employment package to ensure all of our staff can benefit from their hard work:

- Generous annual leave entitlement: Annual leave entitlement starts at 27 days a year (for full time workers) plus bank/public holidays, and increases to 29 days after five years' service and 33 days after 10 years' service
- Excellent NHS Pension package, fully protected against inflation and guaranteed by the government
- Flexible working practices
- Maternity Leave entitlement of 52 weeks
- Flexible retirement scheme
- Uniform provision* (dependent on post)
- Shower and secure cycle facilities
- Amazon parcel collection points
- Onsite Nurseries* (dependent on location)
- Special discounts on products and services via Health Service Discounts and Blue Light Card
- Pay enhancements to reward out of hours, shift and on-call working
- Staff newsletter, intranet and internet access
- Learning and development opportunities to support career progression
- A mix of offsite and onsite accommodation
- Variety of discounts from local attractions and businesses
- Chaplaincy services
- Occupational health department dedicated to wellbeing at work
- Long service Awards
- Annual Staff Achievement Awards

THIS IS THE PLACE OF EMPOWERMENT

Equality, Diversity and Inclusion

Inclusion is a value that is lived through not just our words but our actions and the culture we create right across the Northern Care Alliance. We appreciate the value of empowering our staff to feel able to bring their whole selves to work and see the diversity of our workforce as a strength that enables us to achieve the high ambitions we set. Unlocking the talents of all our staff and working to break down the structural inequalities that have existed across public services for many years plays a vital role in ensuring the care we provide is at the highest quality for all our patients and that our impact is felt out across the diverse communities we serve. We are proud to be included within the Top 50 most Inclusive UK employers and while we have much to celebrate we are continually working to raise the bar to ensure inequalities are never a barrier to our patients, carers, staff or volunteers.

Equal Opportunities

The Trust very much welcomes applications from disabled candidates and as a Disability Confident Employer and in line with the Equality Act 2010, we will make reasonable adjustments to support disabled job applicants and employees. Candidates who require any assistance, special facilities or further information regarding disabled access should contact the Resourcing Team prior to interview so that we can put the necessary in place. The Trust is committed to a policy of equal opportunity. All employees and applicants for jobs will be considered on their merits and will not be discriminated irrespective of gender, marital status, sexual orientation, social class, race, ethnic origin, colour, nationality, national origin, religion, disability, age, or gender re-assignment or is disadvantaged by working conditions or requirements which are not relevant to job performance.



THIS IS THE PLACE THAT APPOINTS THE BEST CANDIDATE

Application Process

STEP ONE: To apply, please email your CV and Cover Letter across to: Nicky.Clarke@srft.nhs.uk

STEP TWO: Closing date for applications is: Friday 21st May 2021.

STEP THREE: If your skills and experience match those we're looking for, you'll be shortlisted and invited to come for an interview

STEP FOUR: For further information about this exceptional opportunity, please contact: Nicky.Clarke@srft.nhs.uk



Job Description

Job Title: Non-Executive Director

Responsible to: Chair

Location: Northern Care Alliance Group, made up Salford, Oldham and Bury & Rochdale Care Organisations

Main Purpose of the Job

Key functions

- To work as part of a unitary Board, providing active leadership of the Group in ensuring quality and safety of healthcare services and a positive staff experience.
- To ensure that the Trust establishes clear objectives to deliver the agreed plans and meet the terms of its licence and to regularly review performance against these objectives.
- To ensure the best use of financial resources to maximise benefits for patients and that effective financial control arrangements are developed and implemented across the Trust to secure high levels of probity and value for money.
- To ensure that processes and procedures are in place to deliver high standards of professional and clinical governance.
- To ensure that clinical quality controls and systems of risk management are robust and defensible.
- To uphold the values of the Trust, be an appropriate role model and to ensure that the Trust promotes and delivers equality and diversity for all its patients, staff and other stakeholders.
- To support and challenge, where appropriate, the Chair, Chief Executive and other Directors of the Board of Directors to ensure that the Board conforms to the highest standards of corporate governance and makes appropriate decisions.

- As an ambassador for the Trust to represent the Trust's views with national, regional or local bodies or individuals and ensure that the views of a wide range of stakeholders are considered.
- To participate in committees or sub-groups of the Board, charged with specific activities, to support the delivery of services, as required.
- To act as a trustee of charitable funds.

Time Commitment

There is likely to be a need for 'on site' or 'via video-conferencing' presence for the equivalent of 3 days per month (on average) plus some time for reading and meeting preparation. This may be during the working day or in the evening. All members of the Board of Directors are required to attend the monthly meetings of the Board. All Non-Executive Directors are required to attend meetings of the Audit Committee (except the Chair), Strategy and Investment Committee and the Nominations, Remuneration and Terms of Service Committee, and contribute as required at meetings of the Council of Governors.

Remuneration

- Remuneration is determined by the Council of Governors and reviewed annually to ensure commensurate with national guidelines and comparable roles in other NHS organisations.
- Remuneration is taxable under Schedule E and subject to Class I National Insurance contributions. It is not pensionable.
- Non-Executive Directors are also eligible to claim allowances, currently in line with national rates, for travel and subsistence costs necessarily incurred on Trust business.

Appointment, tenure and termination of office

- Non-Executive Directors are appointed for an initial period of three years, subject to satisfactory appraisal by the Chairman. Appointments may be renewed at the end of the first period of office, subject to the recommendations of the Council of Governors' Nominations, Remuneration and Terms of Office Committee and approval by the Council of Governors, for a second three-year term. Further re-appointment will only be considered in exceptional circumstances, and if so on an annual basis. Non-Executive Directors may be removed from office by the Council of Governors, in line with the Constitution.
- These posts are statutory offices and are not subject to the provisions of employment law. Non-Executive Directors are appointees not employees. To ensure that public service values are maintained at the heart of the NHS, all Directors of NHS Boards are required, on appointment, to agree to and abide by the Code of Conduct for the Board of Directors.

General Corporate Responsibilities

- Demonstrate group values and behaviours at all times
- You will ensure that you comply with the Trust's policies and receive training on infection, prevention and control.
- The Trust is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and expects all staff and volunteers to share this commitment. You will be expected to fulfill your mandatory safeguarding training at the level applicable to this role.
- Professional staff that have a national Code of Conduct are expected to adhere to that Code and failure to do so could result in disciplinary action being taken. Staff who do not have a regulatory body are expected to conduct themselves in a professional manner and in line with the Trust values and policies at all times.

Person Specification

Area of Expertise: Population Health in Local Communities

1. Strategic Direction

The ability to bring astuteness and understanding to shape a strategic vision and to encourage a full commitment to it.

Why it matters. The Board is there to set the direction for the organisation and provide a vision for service improvement and modernisation which is both challenging yet attainable/realistic. The Board must be prepared to take some risks, to be creative, and to provide cogent, constructive challenge to the way that things are done.

2. Holding to Account

The strength of resolve to hold others to account for agreed targets and the readiness to be held accountable as a board for delivering a high level of service.

Why it matters. Good governance is the key to ensuring quality and consistency of care. The Board is accountable for clinical and corporate standards of governance. The Chairman and Non-Executive Directors have a key role in setting the climate for high standards and for holding others accountable for the performance of the organisation and its services, as well as being held accountable themselves.

3. Effective Influencing and Communication

Being able and prepared to adopt a number of ways to gain support and influence people with the aim of securing health changes.

Why it matters. Health improvements can only be brought about by people working collaboratively. The Chairman and Non-Executive Directors need to be adept at sophisticated influencing to build a consensus across issues to give the organisation a firm platform for influencing other stakeholders. Influencing needs to be subtle in order to empower others and to create ownership of the change agenda and will draw on a range of communication skills.

4. Team Working

Being committed to working as a team with the board whilst respecting the different roles of Executive and Non-Executive members and accepting collective responsibility for leading the organisation and achieving real change.

Why it matters. Team working is critical if the Board is to deliver measurable and radical health improvements in a complex and changing health and social care environment. A Board team, working in harmony, sets an example of collaborative working for the whole organisation and sets the tone for wider collaboration with external stakeholders.

The Chairman and Non-Executive Directors have a particular responsibility to motivate and empower the Executive Team and to ensure that the Board provides a strong lead to the organisation as well as acting as a corporate part of the NHS without compromising the operational responsibilities of Executives.

5. Self-Belief and Drive

The motivation to improve performance in the health service and the strength of character to overcome obstacles, so that the Trust can make a real difference to the health and quality of life of all those it serves.

Why it matters. This quality describes the capacity for the Chairman and Non-Executive Directors to make a difference. Making changes in the pressurised and rapidly changing environment of the health service requires toughness, stamina and emotional resilience. Their drive and strength of character will motivate and support the Chairman and Non-Executive Directors when faced with ambiguity and uncertainty. They are needed to underpin their determination to improve services.

6. Intellectual Flexibility

The ability to handle uncertainty and complexity and to be open to creativity in leading and developing services.

Why it matters. The Chairman and Non-Executive Directors need to be able to get a grip on short- and long-term priorities, especially where resources are finite, in order to ensure the board can provide direction to the organisation. This requires the ability to move rapidly between big picture thinking and paying sufficient attention to significant detail.

Keeping an open mind is important if radical and creative thinking is to flourish. The Chairman and Non-Executive Directors need to be receptive to new ideas to define and drive through change and reorganisation or to support the Executive in the reconfiguration and reorganisation of services so that they are more responsive to the needs of diverse user groups.

7. Patient and Community Focus

Demonstrating a high level of commitment to patients, carers and the community.

Why it matters. There is a public expectation that Non-Executive Directors bring to the board an understanding of patient, carer and community issues, recognising the importance of a diversity of viewpoints and equal opportunities.

8. Specific Qualities

Providing critical insight and high-level understanding of the delivery of health and care to local communities, the responsibilities social care, local authorities and other health and care partners have and the issues they face with the increasing convergence of public and private sector policy-making and delivery. An individual with the desire and ability to improve population health, reduce inequalities and bring the voice of our communities into the board and its decision making.

Why It Matters: Integrated care is about giving people the support they need, joined up across local councils, the NHS, and other partners. It removes traditional divisions between hospitals and family doctors, between physical and mental health, and between NHS and council services. In the past, these divisions have meant that too many people experienced disjointed care.

Integrated care systems (ICSs) are new partnerships between the organisations that meet health and care needs across an area, to coordinate services and to plan in a way that improves population health and reduces inequalities between different groups.

The Northern Care Alliance has a track record and a stated ambition to develop integrated care through purposeful collaboration with system partners, including local authorities. The NCA wishes to benefit from a Non-Executive Director who has the desire and ability to improve population health and reduce inequalities by bringing the voice of our local communities into the boardroom and influencing decision-making to make a positive difference to people's lives

Important Links

Should you require any further information about the Northern Care Alliance NHS Group, please visit one of the links below.

Northern Care Alliance

[The NCA Group in Figures](#)
[Northern Care Alliance Website](#)
[The Loop Magazine](#)

Salford Royal NHS Foundation Trust

[Annual Report and Accounts April 2019 – March 2020](#)
[Operational Plan for 2017/2018 and 2018/19](#)
[Quality Improvement Strategy 2015 - 2018](#)
[Latest CQC Report](#)
[CQC Patient Survey](#)
[Annual Audit Letter 2019](#)
[Latest News](#)
[Salford Royal NHS Foundation Trust Website](#)

Pennine Acute Hospitals NHS Trust

[Annual Report and Accounts April 2019 – March 2020](#)
[Quality Report 2018 - 2019](#)
[Latest CQC Report](#)
[CQC Patient Survey](#)
[Pennine Acute Hospitals NHS Trust Website](#)