



HUNTER
Executive talent for the healthcare sector

NHS

Oxleas

NHS Foundation Trust



Improving lives

Non Executive Director

Candidate information pack
September 2021



we're **kind** we're **fair** we **listen** we **care**

Welcome



Hello and thank you for your interest our non-executive director role.

We are looking for a new Non-Executive Director to join our inclusive Board and work with colleagues to help take the Trust on from Good to Great and promote the interests of our service users. We are particularly keen to consider candidates who are rooted in the communities we serve and who can bring experience of building successful alliances and strong relationships with a broad range of partners.

There is a full person specification on p11 of this pack, that tells you a bit more about the sort of person we think we need; but we recognise that people can sometimes be put off applying for a job unless they think they match every requirement. Don't let that hold you back. If you are excited about the role, think you can do much of what we have described, but aren't sure if you are quite who we're looking for, please do get in touch.

We are an inclusive employer and welcome applicants from all backgrounds to ensure that our Board reflects the diversity of our communities and encourages diversity of thought.

If you would like to have an initial conversation, please call or email our recruitment partners Jenny Adrian and Rhiannon Smith, at Hunter Healthcare on: 07939 250362 or jadrian@hunter-healthcare.com

We look forward to hearing from you.

A handwritten signature in black ink, which appears to read 'Andy Trotter'.

Andy Trotter OBE QPM

Chair
Oxleas NHS Foundation Trust

Background

Oxleas NHS Foundation Trust provides a wide range of health care services in south east London and Kent, specialising in community health, mental health and learning disability services. It is one of the most forward-looking and successful healthcare providers in the country.

The organisation has a strong reputation for excellence, innovation and partnership working. It has an annual turnover of circa £370m and has recently published a new strategy for 2021-24.

Oxleas NHS Foundation Trust has been the main provider of specialist mental health care and adult learning disability services in Bexley, Bromley and Greenwich for more than twenty years, and has developed a comprehensive portfolio of services in community and hospital settings. Its focus on partnership working has led to the creation of several ground-breaking partnerships and, as part of the South London Mental Health and Community Partnership, Oxleas is involved in a third of the new Provider Collaboratives established nationally. The Trust

also provides forensic mental health care across south east London and a range of physical and mental healthcare to prisons across Kent and South London, covering nearly 10% of the UK's prison population.

The Trust provides a range of physical health services to adults and children in the community in the boroughs of Bexley and Greenwich. Oxleas NHS Foundation Trust provides care for people of all ages, and works closely with a variety of partners to ensure that services are well-integrated and wide-ranging. The organisation has a workforce of around 4,000 people, including many highly skilled health care professionals, operating from numerous sites in a variety of locations.

Oxleas has worked hard to develop an organisational culture focused on the delivery of excellent care, valuing people and placing the needs of patients at the centre of decision making. A key focus over the past year has been the Building a Fairer Oxleas programme and the Trust is proud of its strong staff networks and the diversity of its Board of Directors.



History of the Trust

The organisation was formed in 1994 as Bexley Community Trust, and over the years has grown to become more specialised and widespread. It has been providing mental health and adult learning disability services in both Bexley and Greenwich since 1995 and, in 1997, it took over mental health services in Bromley. It took the name Oxleas NHS Trust in 1995, after the ancient Oxleas Woods which borders Bexley and Greenwich, and these woods continue to be a central point to the area in which the Trust provides care.

In 2001, the Trust began providing child and adolescent mental health services across all three boroughs. Its specialist forensic mental health services provision has also grown, and the organisation now provides a range of healthcare services in Kent and South London Prisons. It became a foundation Trust in May 2006, following several years as a high performing NHS Trust. It was one of the first Trusts providing mental health services in the country to benefit from the greater local accountability and financial freedom offered by foundation Trust status.

A year later in 2007, it began providing adult learning disability services in Bromley, which means that it is now the main provider of mental health

and learning disability services across the boroughs of Bexley, Bromley and Greenwich. In July 2010, Bexley's Community Health Services transferred to the Trust. The following year, Greenwich's Community Health Services also joined. This means that about a third of its staff now provide physical health services to adults and children in the community. These services range from school nurses working with the very young, to district nurses and therapists meeting the physical health needs of older people. In October 2013, Queen Mary's Hospital, Sidcup was transferred to Oxleas and this has become a vibrant hub for local health services to the community.

Over recent years, Oxleas has made great strides developing creative partnerships to provide better care for local people. It works closely with a wide range of partners including voluntary, commercial and public sector organisations. Oxleas is a key member of the South East London Integrated Care System and has also established highly successful provider collaboratives with South London mental health trusts to improve specialist forensic and children's mental health care services. It has developed Bexley Care bringing together staff from Bexley Council and Oxleas and works with several healthcare providers to run Queen Mary's Hospital, Sidcup.



Our Strategy 2021-24

Starting in November 2019, Oxleas has undertaken an extensive consultation process to learn what is most important to patients, carers, staff and partners. The outcome of these discussions has been the development of the Trust's three-year strategy.

The three big priorities for the strategy are:

- Achieving zero delays
- Delivering great out of hospital care
- Making Oxleas a great place to work

Corporate Structure

The organisation is updating its structure to manage teams along service lines. From October 2021, it will have the following clinical directorates:

- Adult Acute and Crisis Mental Health
- Adult Community Mental Health
- Adult Community Physical Health
- Adult Learning Disabilities
- Children and Young People's
- Forensic and Prisons

The Care Quality Commission has given Oxleas an overall Trust rating of good. The latest ratings dashboard for Oxleas services is:

Domain area	Rating
Safe	Good ●
Effective	Good ●
Caring	Good ●
Responsible	Good ●
Well-led	Good ●

For more information on the Trust, please visit the Trust website www.oxleas.nhs.uk

Our Values

Oxleas' purpose is to improve lives by providing the best possible care to our patients and their families. This year, following discussions with staff, service users, carers and partners, the Trust has adopted new values for the organisation. They are: **we're kind; we're fair; we listen; we care.**



Our Strategy 2021-24

Our purpose:

Our purpose is to improve lives by providing the best possible care to our patients and their families.

Improving lives



Our values:

we're **kind**

we're **fair**

we **listen**

we **care**

Our strategy is based on:

- Feedback from staff, service users, carers and partner organisations
- The health needs of local people
- The aims of the south east London Integrated Care System
- Our learning from the Covid-19 pandemic



**Achieving
zero
delays**



**Delivering
great
out-of-hospital
care**



**Making Oxleas
a great
place to work**

Our building blocks for change:

- 1 Delivering quality management
- 2 Bolstering our service user, patient, carer involvement and co-production
- 3 Creating a safety and learning culture
- 4 Increasing our focus on service inequalities
- 5 Effective partnership working
- 6 Reducing violence, aggression and abuse against our staff
- 7 Increasing digital and remote service delivery
- 8 Making best use of our resources

We will be involving **staff, service users, carers and partners** in our plans to take these workstreams forward. We will report on developments and outcomes through our **website** and **The Ox**.

A year of building a fairer Oxleas

36% of the strategic executive team are Black, Asian or Minority Ethnic people



All the executive team members are trained in Cultural Intelligence and Inclusive Leadership

New values and behaviours focus on fairness and inclusion 'we're fair'

42 BAFO volunteers in the Action Plan Group and growing

89 'Just Culture' panels in 2020/21

500 managers to be trained about race

15 online well-being sessions hosted by senior leaders for Black, Asian and Minority Ethnic staff



40% reduction in Violence and Aggression on key wards

6 speakers booked for the 'Breaking the Band 7 ceiling' speaker programme



A film about microaggressions and micro kindnesses

'In Each Other's Shoes'

5

50 Greenwich managers trained on Cultural Intelligence

2% increase in the number of Black, Asian and Minority Ethnic Staff at Bands 8a, b & c – now at **27%**



All interview panels to include Black, Asian or Minority Ethnic panelists



33% of the Board are Black, Asian or Minority Ethnic

BAFO

Building a fairer Oxleas for all

we're **kind** we're **fair** we **listen** we **care**

If you would like to get involved, please email oxl-tr.bafo@nhs.net or visit theox.oxleas.nhs.uk/BAFO

Improving lives

Job Description

Job Title:

Non-Executive Director

Location:

Pinewood House

Accountable to:

Chair of Trust Board and Council of Governors

Remuneration:

Non-Executive Director - £13,248 for four days per month

Terms:

Each Non-Executive Director is appointed for an initial period of three years, subject to satisfactory appraisal. The appointment may be renewed, subject to the approval of the Chair and Council of Governors.

Requirement

Oxleas NHS Foundation Trust is looking to appoint one new Non-Executive Director to join the Board from 1 January 2022.

Role summary

Non-Executive Directors are members of the Trust Board and accountable to the Chair and Oxleas Council of Governors. They are responsible for providing appropriate oversight, governance and leadership to the Trust in the pursuit of its strategies to provide effective and high quality healthcare services.

Non-Executive Directors scrutinise the performance of the management team in meeting agreed goals and objectives and monitor the reporting of performance. They should satisfy themselves as to the integrity of clinical, quality, financial and other information, and that clinical quality, financial controls and risk management systems are robust and defensible.

Non-Executive Directors are responsible for determining appropriate levels of remuneration of Executive Directors and have a prime role in appointing Executive Directors and in succession planning.



Responsibilities / Accountabilities

- Uphold the values of Oxleas NHS Foundation Trust and to ensure that the Trust reflects and promotes inclusion and diversity for all of its patients, service users and other stakeholders
- As a unitary Board member, contribute to the strategic direction of the Trust
- Ensure the Trust complies with its licence, the constitution and any other applicable legislation and regulation at all times
- Be satisfied that financial information is accurate and that financial controls and risk management systems are robust and defensible, in accordance with the requirements set out by NHS Improvement
- Be reassured that the systems of internal control, including clinical governance, are properly established and maintained
- Provide independent judgement and advice on issues of strategy, vision, performance, resources and standards of conduct and constructively challenge, influence and help the Trust Board to develop proposals on such strategies
- Develop existing partnerships including Bexley Care, Queen Mary's Hospital, Sidcup and the South London Mental Health and Community Partnership.
- Support and challenge, where appropriate, the Chief Executive and other Directors of the Board to ensure the Board conforms to the highest standards of corporate and clinical governance
- Ensure the Trust's financial viability, using resources effectively, controlling and reporting on financial affairs
- Ensure the Trust operates within the highest standards of probity, value for money and governance at all times
- Chair or contribute to sub-committees of the Board
- Work in close partnership with the Council of Governors, and have due regard of their opinions, as appropriate
- Promote effective communications and engagement with Members, service users, carers and their families
- Work with the Senior Independent Director on the annual performance evaluation of the Chair, in line with the process agreed by the Council of Governors and reporting back to the Council of Governors appropriately
- Be an effective ambassador for Oxleas NHS Foundation Trust, representing the organisation to national, regional or local bodies or individuals



Person Specification

We know that not everyone will have had the same opportunity to acquire the skills and experience for this role. We are interested in potential as much as current abilities. Therefore, if you are part of our local communities and you are interested in the role but do not have all the experience described below, please do talk to us. We will be able to provide support and training to help you develop your potential.

Background and Experience

- An understanding of local communities including challenges and strengths within those communities and health inequalities
- Experience of building successful alliances and working relationships with a complex range of stakeholders, both across an organisation and externally
- Evidence of providing effective strategic direction supported by knowledge of governance and how boards should add value to organisations
- Understanding and experience of creating a positive culture within complex organisations that delivers high and sustained performance
- Commercially astute with experience of the overview of complex resourcing issues, particularly with a view to achieving value for money
- Evidence of exercising independence of judgement, understanding of risk identification and effective risk management
- Experience of holding senior management teams to account and, in turn, accustomed to a high level of accountability and probity
- Experience in the analysis and interpretation of financial information

Skills and Abilities

- Politically astute, able to grasp relevant issues and understand the relationships between interested parties
- Understand the difference between executive and non-executive director roles
- Excellent engagement and communication skills with a wide range of audiences: staff, public, the media and other stakeholders
- Good chairing skills
- Sound knowledge of corporate governance
- Ability to demonstrate an appreciation of service user issues and to maintain a balanced perspective across the organisation
- Strong interpersonal and influencing skills

Personal Attributes

- Demonstrable commitment to the values that Oxleas represents, and to those of the NHS and public service
- Passion for good healthcare and customer experience
- Valuing people, prepared to provide leadership to an organisation that values its staff and focuses strongly on engagement and development
- Impartial, fair and objective
- Able to engender respect from others and ensure board member views are listened to and considered. A good listener and disciplined speaker, able to weigh up arguments and summarise for others.
- Effective team member
- Intellectual calibre to grasp complexity
- Able to demonstrate a high level of commitment to patients, carers, service users and the community

How to apply

The closing date for applications is 11 October 2021. Applications should include:

- A covering letter explaining why the appointment interests you, how you meet the appointment criteria and what you specifically would bring to the post.
- A Curriculum Vitae (CV) with education and professional qualifications and full employment history. Please include daytime and evening telephone contact numbers and e-mail addresses. The CV should include names and contact details of three referees. References will not be taken without your permission.
- A completed **Equal Opportunities Monitoring Form** and **Fit and Proper Person Monitoring Form**. Please note that the information you provide will be treated as confidential, and is for monitoring purposes only. It will not form part of the application process.

All applications should be sent to:
applications@hunter-healthcare.com.
All applications will be acknowledged.

Further Information

Applicants will need to be members of Oxleas NHS Foundation Trust. Membership is free. You can be a member if:

- you live in England; or
- have used Oxleas services; or
- have cared for someone who has used Oxleas services within the last five years

If you are not already a member, you can join by completing the online form accessible through this link: **<http://oxleas.nhs.uk/oxleas-members/join-us/>**

If you have any queries about membership, please contact the Membership team on **oxl-tr.foundationtrust@nhs.net**

For an informal conversation about the post, please contact Rhiannon Smith or Jenny Adrian at our recruitment partners, Hunter Healthcare by email: **jadrian@hunter-healthcare.com** or phone: 07939 250362

KEY DATES:

Application closing date	11 October
Longlisting	w/c 18 October
Shortlisting	w/c 8 November
Interview panel	w/c 19 November



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Hunter Healthcare
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