



University Hospital
Southampton
NHS Foundation Trust



ASSOCIATE NON EXECUTIVE DIRECTOR

Candidate information pack

September 2021



HUNTER
Executive talent for the healthcare sector

AN INTRODUCTION

University Hospital Southampton NHS Foundation Trust (UHS) is a large teaching hospital providing acute services to around 1.9 million people living in Southampton and south Hampshire. The Trust also provides specialist services, including neurosciences, cardiac and specialist children's services, to more than 3.7 million people in central southern England and the Channel Islands. Over 12,000 people work at the Trust, making it one of the area's biggest employers; it also benefits from the contributions of over 1,000 dedicated volunteers. The Trust's turnover is over £1bn.

Many individual areas were recognised as 'good' by the Care Quality Commission (CQC), with an overall rating of 'good'.

The mission of the Trust is to provide excellent clinical care, educate current and future healthcare professionals, and undertake research to improve healthcare for the future. The Trust is a centre of excellence for training the doctors, nurses and other healthcare professionals of the future, as well as a leading research hub. The Trust collaborates with the University of Southampton to contribute to the development of treatments for tomorrow's patients, and to educate and develop staff at all levels, including a large apprenticeship programme, undergraduate and post-graduate education. This work distinguishes UHS as a hospital that works at the cutting edge of healthcare developments in the NHS and internationally. Particularly noteworthy is their nationally-leading research into cancer, respiratory disease, nutrition, cardiovascular disease, bone and joint conditions and complex immune system problems.

OUR SITES

UHS operates across multiple sites including:

Southampton General Hospital: The Trust's largest location, with a great number of specialist services based there, ranging from neurosciences and oncology to pathology and cardiology. Emergency and critical care is provided in the hospital's special intensive care units, operating theatres, acute medicine unit and emergency department (A&E), as well as the dedicated eye casualty. Southampton General also hosts outpatient clinics, diagnostic and treatment work, surgery, research, education and training, as well as providing day beds and longer stay wards for hundreds of patients.

The Princess Anne Hospital: Located on Coxford Road in Southampton, just across the road from Southampton General Hospital. The Princess Anne is a centre of excellence for maternity care providing a comprehensive service, including home birth, for about 5,000 women each year. As a regional centre for foetal and maternal medicine, the hospital provides specialist care for women with medical problems during pregnancy, and for those whose baby needs extra care before or around birth. Other services provided at the Princess Anne Hospital include genetics and breast screening.

The Royal South Hants Hospital: Located near the centre of Southampton. Ownership of the site was transferred to NHS Southampton City in 2007 but a small number of UHS outpatient services, such as audiology, are provided at this location.

The New Forest Birth Centre: At Ashurst on the edge of the New Forest. Birth centres are suitable for women having a healthy pregnancy and those expecting to have a straightforward birth.

Royal Lympington Hospital: UHS provides all routine surgical activity at Lympington New Forest Hospital and its satellite clinics in Romsey and Hythe. This includes inpatient, day care and outpatient care.

ACHIEVEMENTS AND FOCUS FOR THE FUTURE

Key achievements found by the CQC report, published in April 2019 and which rated the Trust as 'Good' overall found that:

- The Trust had a vision to deliver excellence and value in patient care, teaching and research within a culture of compassion and integrity.
- The Trust's strategy, vision and values underpinned a culture which was patient-centred. Local managers across the service promoted a positive culture that supported and valued staff.
- Managers in the Trust had the right skills and abilities to run a service providing high-quality sustainable care.
- The Trust used a systematic approach to continually improve the quality of its services and safeguarding high standards of care.
- The services engaged well with patients, staff, the public and local organisations to plan and manage appropriate services, and collaborated with partner organisations effectively.
- The services were committed to improving services promoting training, research and innovation.
- The Trust was recognised as one of 16 Global Digital exemplar acute trusts in England.

QUALITY OF CARE

"Our inspectors found a strong patient-centred culture with staff committed to keeping their people safe, and encouraging them to be independent. Patients' needs came first and staff worked hard to deliver the best possible care with compassion and respect. Inspectors saw many areas of outstanding practice, with care delivered by compassionate and knowledgeable staff. Several teams led by example with a continuous focus on quality improvement. The Trust did face some challenges especially with the ageing estates. Some patient environments were showing significant signs of wear and tear – but again staff were doing their utmost to deliver compassionate care"

– Dr Nigel Acheson Deputy chief inspector of hospitals (South)

THE UHS WAY OF THINKING

To deliver our strategic ambitions, we have created a framework of core behaviours and traits we need everyone to live each day that are underpinned by and aligned to our values.



DATA DRIVEN DECISIONS

"I regularly use data to understand me performance and where there are opportunities for improvements"

SUSTAIN IMPROVEMENT

"I actively support improvements to ensure they will become embedded and sustained as part of routine work"

ABLE TO SPEAK UP

"I feel able to speak up and share my ideas for improvements, knowing they will be listened to"

SHARE SEAMLESSLY

"I take pride in my work and celebrate success as well as share learning from failures with others to improve UHS as a whole"

COACHING OTHERS

"I help develop those around me using a supportive coaching approach – ask not tell"

PROBLEM SOLVING

"I collaborate with other teams and people in organisation to solve problems at the root cause. Considering systems, human factors and how technology might help"

PARTNER WITH PATIENTS AND FAMILIES

"I work hand in hand with patients and their families to tailor our care to their needs"

AMBITIOUS AND CONTINUALLY LEARNING

"I am always improving, open to change and learning new things: looking to better myself and my team as I strive for excellence in the pursuit of world class care for everyone"

EDUCATION

UHS provides education and learning for doctors, nurses, midwives, allied health professionals, healthcare scientists and the teams of healthcare and other staff who work at the Trust, as well as students who are training here. They also offer services such as training and multimedia to external individuals and organisations. UHS also aims to support staff to positively embrace personal, developmental and organisational change and also to help ensure that all staff are fit to practice in order to provide safe, effective, high quality patient care.

Key priorities for education at UHS include continuing to attract the best staff by offering them a better deal and the best place to work; investing in education and training opportunities for staff including leadership development; ensuring that leaders and staff understand and deliver the equality and diversity agenda; prioritising excellent communication that allows the voices of staff to be heard and acted on; developing their education and training capability for clinical and non-clinical staff to better prioritise the staff of the future.

In medical education there has been a year on year increase in overall satisfaction on the General Medical Council (GMC) survey of post medical trainees. UHS was ranked 44th in 2015, 11th in 2017, and 6th in 2018 for acute hospital trusts. This result has been supported by a culture of listening to trainees and actively seeking their views.



For more information on the Trust's key priorities and vision please see our most recent ANNUAL REPORT.

RESEARCH

Research is at the heart of the UHS mission to improve people's lives and health through world-leading clinical research studies and trials across most medical specialties. As a result, patients at UHS have some of the best access in the country to the latest medical advances, diagnoses, therapies and treatments. Over the last year UHS has secured over £20 million of external funding to support and expand on their research with the University of Southampton. With over 850 studies active at any one time, research is embedded across all clinical services at UHS.

Especially noteworthy is the research delivered through the NIHR Southampton Biomedical Research Centre, which specialises in respiratory medicine, critical care, nutrition, microbial science, data science and behavioural science, and the NIHR Southampton Clinical Research Facility (CRF), a dedicated centre for experimental medicine. Delivering pioneering research 2018/19 saw a number of significant discoveries recorded across many clinical areas, multiple world-first studies, and new and innovative technologies – pushing the boundaries of research and helping us improve how we treat conditions and shape the future of healthcare.

UHS continues to invest in a strategy for information technology and has been recognised in a programme of 16 digital exemplar trusts. The future focus of this continued investment is to enhance accessibility and improve both patient and staff experience. This year alone digital initiatives have garnered attention from central government and revolutionised certain areas of care. A pertinent example is Dr John Paisey, consultant cardiologist, and his team who were among the first in the world to implant and programme a pacemaker using Bluetooth technology. They performed four of the first five procedures in the world.

Alongside these impressive advancements UHS also approved one of the largest capital investments in their history with the updating and expansion of their general intensive care unit, further demonstrating their commitment to invest not only not just in the digital environment of the Trust but its physical environment too.

THE ROLE

PURPOSE OF POST

The Associate Non-Executive Director will work alongside the Chair and the board of directors of University Hospital Southampton NHS Foundation Trust. This is an opportunity to gain first-hand experience as a Non-Executive Director. While not a voting member of the Board, the Associate Non-Executive Director will be involved in all aspects of the Trust's work and contribute to the Trust's business in the same way as other non-executives. We are looking for individuals who have the talent and ability to succeed in a Non-Executive level role and who can bring an additional perspective to the discussions, particularly those who can bring experience and perspective from under-represented groups in our community.

The successful candidate will embody the Trust's values, working together for the benefit of the patient population we are proud to serve. Working with the wider team, this person will contribute to ongoing work and discussions to actively improve inclusion across the Trust, building upon co-created plans of action around diversity and disability, ensuring these targets are embedded throughout the Trust's work. As a part of this, the incoming Associate Non-Executive will bring a fresh perspective and will play a role in shaping the board dynamic, with a focus on collaborative working and innovative approach through considerable change. The Trust is particularly interested in individuals who can offer a wider experience from either a clinical, care or technology background to help deepen system-wide working, growing integration and collaborative working with our partners across the health and care system. They will have a track record of prominence and excellence in their field, and have the stature, intellect and strategic ability to contribute actively to the Board of a large, complex organisation.

The Associate Non-Executive Director will attend all meetings of the Board and participate fully in these, helping to set the strategic direction of the Trust, ensuring effective governance and compliance and meeting performance targets required by NHS England and NHS Improvement, the Care Quality Commission and other statutory bodies. The post will report to the Chair and can expect to have accountability to the Trust's Council of Governors, as would be the case with a non-executive director role.

The Associate Non-Executive Director role is primarily intended to attract potential non-executive director candidates who do not yet have sufficient non-executive or NHS experience to contribute fully in a non-executive director capacity, but do have the ability to succeed as a non-executive director with the Trust. However, we are also keen to receive applications from those who already have NED experience as we are hoping that the reintroduction of the Associate Non-Executive Director role will support succession planning for the Board.



KEY RESPONSIBILITIES

Just as members of the Board of University Hospital Southampton NHS Foundation Trust, the Associate Non-Executive Director is required to:

- Provide entrepreneurial leadership within a framework of prudent and effective controls which enable risk to be assessed and managed;
- Set strategic aims, ensure that the necessary financial and human resources are in place to meet objectives, and review management's performance;
- Set values and standards and ensure that the Trust's obligations to its service users and others are understood and met;
- Ensure that the Trust promotes equality and diversity in its dealings with patients, staff and other stakeholders;
- Focus on ensuring effective compliance of clinical, corporate, legal and financial elements of the organisation;
- Contribute to the Trust's overarching commitment to a patient focused culture.

In addition to these requirements for all directors the role of the Associate Non-Executive Director has the following key elements:

- Helping to plan for the future to improve healthcare services;
- Making sure that the management team meets its performance targets;
- Making sure that the finances of the organisation are managed properly with accurate information;
- Helping the Board to be sure that it is working in the public interest and keeps its patients and the public properly informed;
- Ensuring good two-way communications between the Board and front-line staff at the hospital;
- Attending important Board committee meetings.

An Associate Non-Executive Director should seek to establish and maintain confidence in the Trust. They should be independent in judgement and have an enquiring mind. To be effective, Associate Non-Executive Directors 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 and develop a good knowledge of issues relevant to the Trust. Associate Non-Executive Directors should seek continually to develop and refresh their knowledge and skills to ensure that their contribution to the Board remains informed and relevant.

Associate Non-Executive Directors must:

- Act as an objective, critical friend;
- Uphold the highest ethical standards of integrity and probity;
- Support executives in their leadership of the Trust;
- Question intelligently, debate and challenge constructively and thoughtfully and determine outcomes fairly and wherever possible seek to develop an evidence-based practice to inform the Board, governors and the general public;
- Act with integrity, objectivity, honesty and openness;
- Listen sensitively to the views of others, inside and outside the Board;
- Promote openness and trust in relationships with all Board members;
- Demonstrate high standards of corporate and personal conduct as stated in the Nolan principles of standards of conduct in public life;
- Be prepared to act as an ambassador for the Trust;
- Work within and towards the principles of the Trust.



PERSON SPECIFICATION

QUALIFICATIONS

- Graduate calibre experience

EXPERIENCE

- Significant experience at or very near board level gained in a large and complex entity;
- Experience from either a clinical, care or technology background to help deepen system-wide working, growing integration and collaborative working with our partners across the health and care system;
- Experience in leading people and organisation development/transformation;
- Able to bring diverse experience and thought to the board, particularly from under-represented groups in our community.

KNOWLEDGE

- An understanding of public service values and accountability;
- Knowledge and exposure to delivering improvements in equality and diversity within organisations;
- A general understanding of the local and health needs of the community.



SKILLS

- Ability to work as an effective member of the Board and to contribute to a continued patient-focused culture;
- The ability to understand and absorb complex data and information and reach informed judgement
- Ability to demonstrate how to work across boundaries creating networks which facilitate high levels of collaboration within and across organisations and sectors;
- Good understanding of risk management and finance, budgeting & control.

VALUES AND PERSONAL QUALITIES

- Demonstrable commitment to the Trust's values and the principles of the NHS;
- Knowledge of public service values and the ability to understand their relevance to foundation trusts;
- Real enthusiasm to help the Trust deal with the challenge of providing high quality healthcare with increasing efficiency;
- High level of work organisation, self-motivation and drive for performance;
- Emotional intelligence and resilience;
- Ability to inspire Board colleagues;
- Ability to demonstrate personal insight into his/her actions, experience and behaviours that illustrate awareness and appreciation and empathy of issues relating to equality, diversity and inclusion;
- Ability to work effectively, constructively challenge and collaborate with Board colleagues and the Council of Governors;
- Personal integrity and commitment to openness, inclusiveness and high standards;
- Self-awareness – understands own emotions, strengths and limitations;
- Independence of mind;
- Able to meet the 'fit and proper persons' requirements for NHS directors.

TERMS OF APPOINTMENT

REMUNERATION

Remuneration will be determined by the Governors' Nomination Committee and approved by the Council of Governors but is currently set at £14,000. Remuneration is taxable under Schedule E and subject to Class I National Insurance contributions. It is not pensionable.

TIME COMMITMENT

This is currently 3 days per month (on average). This may be during the working day or in the evening. All members of the Board of Directors are expected to attend the monthly meetings of the Board and monthly study sessions.

APPOINTMENT, TENURE & TERMINATION OF OFFICE

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

This post is a public appointment or statutory office and is not subject to the provisions of employment law. The Associate Non-Executive Director is an appointee not an employee. To ensure that public service values are maintained at the heart of the NHS, all Associate Non-Executive Directors will be required, on appointment, to agree to and abide by the Code of Conduct for the Trust's Board of Directors.

HOW TO APPLY

The closing date for applications is **18 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.
- All candidates will also be requested to complete an **Equal Opportunities 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.

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

Closing date	18 October 2021
Shortlisting	w/c 8 November 2021
Interview panel	w/c 15 November





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