



Frimley Health
NHS Foundation Trust

Non-Executive Director

Candidate Information Pack
December 2021

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Welcome

Thank you for expressing an interest in these roles and for taking the time to read this information pack. We are seeking two outstanding individuals to join our Board as Non-Executive Directors at an exciting time in the evolution of Frimley Health NHS Foundation Trust.

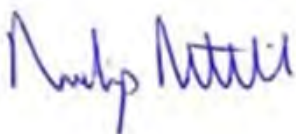
Frimley Health NHS Foundation Trust (FHFT) is one of the larger Trusts in the NHS and we have a record of achievement and success that places us as one of the best performing Trusts in the country. However, we know that the challenges of the future are different to those of the past and that, if we are to be as successful going forward, we need strong and ambitious plans in place.

In 2019-20, we extensively engaged with our staff, patients, communities and partners to develop an exciting and ambitious strategy, 'Our future FHFT', which sets out our roadmap for how Frimley Health will be one of the leading Trusts in the country over the next five years. With an exciting vision, strong values and six clear strategic ambitions, we have exciting developments ahead which will see:

- the opening of the new Heatherwood Hospital - a £98million investment in the best elective care facilities in the country
- mobilisation of a state-of-the-art electronic patient record system with Epic Services Ltd
- further investment in the latest technologies and advances in medicine such as robotic surgery, and innovative drugs such as those for our cystic fibrosis patients
- investment in our 'Frimley Excellence' programme of continuous quality improvement which puts our people at the forefront of our systematic improvement and ensures high quality care for our patients
- continued high performance in finance, access and quality
- further development and building of our community services as the lead provider for out-of-hospital care for much of our community
- ongoing leadership nationally with our partners in integrating care for the benefit of our patients and communities.

Non-Executive Directors will bring an independent perspective, support and challenge to help shape the future of the Trust into the next stage in its evolution. We have an ambition to increase diversity at Board level and would welcome applications from individuals from under-represented groups.

There is little doubt that this is an exciting time to be part of FHFT's journey. I hope the information contained in this pack along with our website will give you all the information you need but I would be delighted to speak to you directly if you would like to know more about the role and what we are looking for. Please don't hesitate to contact me via our advisers Odgers Berndtson if you would like more information.



Pradip Patel, Chair Frimley Health NHS Foundation Trust

An introduction to our Trust

Frimley Health NHS Foundation Trust provides NHS services for around 900,000 people across the areas of Berkshire, Hampshire, Surrey and south Buckinghamshire.

Frimley Park Hospital was one of the first NHS Trusts to be awarded Foundation Trust status in 2005, and Heatherwood and Wexham Park Hospital merged together to achieve Foundation Trust status in 2007; we have been and continue to be a consistent leader in the sector.

In October 2014, Frimley Park Hospital NHS Foundation Trust was the first in the country to be rated as 'outstanding' by the CQC. On the 1st October that same year, Frimley Park and Heatherwood and Wexham Park came together to form Frimley Health NHS Foundation Trust, the first successful Foundation Trust to Foundation Trust acquisition.

In 2016 the Care Quality Commission (CQC) described the "remarkable" improvement in care at Wexham Park Hospital as the "most impressive" turnaround it has seen since the start of its inspection regime in 2013.

More recently, our latest inspection by CQC (the Trust's first full inspection post-acquisition) gave us yet more to be proud of as it reflected many examples of good and outstanding care and provided us with an overall 'good' rating.

Frimley Health has a reputation steeped in delivery and achievement. Striving for excellence has been part of our culture and we remain one of the best performing Trusts in the country. We are consistently amongst the best performers in terms of access standards and we focus on continually improving our quality for patients. Some of our notable recent achievements have been:

- Best Organisation - Patient Safety Awards 2016
- Overall Winner - CIPD People Management Awards 2016
- We were consistently in the top five in the country for access standards for cancer (and one of the first to achieve pre-Covid levels of performance)
- We have consistently achieved an 'A' rating for our stroke services
- We have been awarded an £85m contract to provide community nursing and rehabilitation services out of hospital
- Shortlisted by the Health Service Journal (HSJ) as Acute Trust of the Year

We are a Trust that consistently hits our financial targets and delivers a surplus. As a result, we are a Trust that invests in our people, services and our estate. We have recently opened a £10m maternity unit and a £49m Emergency Assessment Centre at our Wexham Park Hospital site so that our teams can provide the best possible care for our patients in state-of-the-art facilities.

We continue to invest in and develop our flagship specialist and acute services such as plastic surgery, cardiovascular and cystic fibrosis, amongst others. We are the only provider in the country of Versius and Da Vinci robotic surgery systems.

As an acute and community provider we have three main acute hospital sites, community sites and outpatient clinics across our patch:

[Frimley Park](#) in Frimley near Camberley is a district general hospital with a number of hyperacute services.

[Heatherwood](#) in Ascot focuses more on diagnostics, day surgery and outpatients. The new £98m hospital we are building on the site is scheduled to open in 2021 and will provide some of the best elective care facilities in the country.

[Wexham Park](#) near Slough has undergone massive investment to make sure we have the best facilities possible to deliver the best possible care. We recently opened a £10m upgrade to the hospital's maternity unit and a £49m Emergency Assessment Centre that brings our emergency department, ambulatory care and assessment units and other urgent care services together under one roof.

Fleet and Farnham Community Hospitals - working closely with health and social care partners across the Frimley Health and Care System, we provide a range of integrated community services to our patients in North East Hampshire, Farnham and Surrey Heath.

We also provide a range of outpatient services from sites such as Aldershot Centre for Health, King Edward VII Hospital in Windsor and many other sites across the Frimley Health and Care System.

Useful Links:

- [Our Trust Website](#)
- [Our Services](#)



Our Trust at a Glance

Our Vision

Our vision is to be a leader in health and wellbeing, delivering exceptional services for our communities.

Our Values:

Our values convey the qualities staff feel best describe our Trust. They underpin everything we do now and will do in the future, and set out what is expected from each and every member of the team in the way they treat patients, visitors and colleagues.

Our values are summarised as:

Committed to excellence

Working together

Facing the future

Quick Facts:



We have about **10,000 staff**.



10,000 babies were born in our hospitals in the past year.



CQC '**Good**' for all domains.



Over **240,000** people use our emergency departments each year.



Last year we welcomed more than **900,000 outpatient appointments**.



120,000 inpatient admissions.

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'Our future FHFT' strategy

Our Strategy in Detail

Our vision is to be a leader in health and wellbeing, delivering exceptional services for our communities.

True to our values, we drive for excellence and, with a strong record of performance behind us, it is time to look to our future. Our ambitious new strategy, 'Our future FHFT', defines what we will be looking to achieve for our local communities over the next five years.

Our plans are aligned with the national NHS Long Term Plan and our ICS strategy. We are now putting our strategy into action and implementing our ambitious plans to achieve our vision of being 'a leader in health and wellbeing, providing exceptional services for our local communities'.

Rooted in our enduring values, our strategy is based around our six strategic ambitions of:



We have a number of key developments that will support our strategy and bring our vision to life. As part of our ambition of 'Improving quality for patients', we have embarked on our journey to make continuous quality improvement part of our DNA through investment in our 'Frimley Excellence' programme. Frimley Excellence puts our people at the forefront of continuous improvement, supporting them to make meaningful and sustainable change on a day-to-day basis.

To succeed in making Frimley Health one of the leading Trusts in the country, we will need to achieve our 'Supporting our people' ambition to be one of the best employers in the NHS. We have a strong record in this area, but we want to do more. We want to be the employer of choice in our region – not just in the NHS, but across the range of industries and businesses that surround us. The Trust has a real focus on innovative recruitment and retention initiatives which we will continue to build and develop for the future. Managing the new landscape in light of Covid-19 will require a transformation and a new, dynamic approach in order to support our people, encourage diversity and inclusion to build a sustainable workforce that is fit for the future.

We cannot do this work alone and 'Collaborating with our partners' is crucial to helping us deliver exceptional health and wellbeing for our communities. Working with our partners, we have re-designed our referral pathways to ensure that patients have timely access to the right planned care services at the right times. Our work with NHS 111 will also ensure that urgent care services can be accessed in the most effective way for patients. Our community teams are working with partners to enhance our offering around frailty services by further developing our proactive approach via a range of services from rapid response through to anticipatory care services.

'Transforming our services' is central to delivering our strategy. We are reviewing all of our services to ensure we provide safe, streamlined services delivering consistent outcomes across all of our sites. We are expanding the services we provide out of hospital through our community services which will enable us to join up pathways across health and care for the benefit of our patients.

Our ambition of 'Making our money work' takes an innovative approach to achieving our cost improvement programmes with a central focus on quality. We are also continuing to develop and diversify our income streams through research and development, commercial partnerships and our private patient services.

Helping us to achieve 'Advancing our digital capability' ambition, our strategy will see the implementation of a state-of-the-art electronic patient record system. With a preferred supplier of EPIC Limited, this will be the single biggest investment in the Trust's history and enable the greatest transformation of our services for the benefit of our patients. We continue to invest in the latest technologies and advances in medicine such as robotic surgery. Alongside investment in hardware, our teams continue to embrace advances in Artificial Intelligence with leading-edge diagnostic tools. We are also leading the curve in adopting innovative, life-changing drugs to help improve the quality of life for our patients. Our cystic fibrosis unit is one of the first in the country to offer revolutionary disease-modifying drugs to our cystic fibrosis patients.

Our future FHFT is all about delivering our vision for the future, ensuring that our local communities have access to exceptional health and care services when they need them, delivered by exceptional people.

To view [our strategy click here](#) and also click through to [watch our video here](#).

Our System

FHFT is a part of one of the highest performing integrated care systems nationally: Frimley Health and Care. We are supported to become a statutory ICS in April 2022 as part of the legislative changes. We are the only system in the country in segment 1 of the system oversight framework.

Working with local organisations and local people, we are developing new ways of working which result in better health and well-being for residents, provide better value for money whilst improving care inside and outside hospital.

The Frimley Health and Care area covers a population of over 900,000 people in communities from Slough in the north of the patch down to Farnham in the south.

[Click here to view our Frimley Health and Care Communities Map](#)

We have split our plans into key ambition areas to help us deliver the biggest impact for local communities.



Useful Links:

- [Our ICS Website](#)
- [Our Partners](#)
- [ICS Video Summary](#)
- Frimley Health and Care works to a System Operating Plan ([click here to view our ICS Operating Plan](#)) which brings all the organisations' common areas of work together to focus priorities. It sets out timescales and further information about the work that is happening across our partnership.



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Job Description

JOB TITLE:	Non-Executive Director
DEPARTMENT:	Trust Board
RESPONSIBLE TO:	Chair
WORKING RELATIONSHIPS	
INTERNAL:	All members of the Trust Board, Senior Managers, Senior Clinicians and Governors
EXTERNAL:	Foundation Trust Members, Boards of other trusts, Integrated Care System leads etc.

We are seeking two outstanding individuals to join our Board as Non-Executive Directors at an exciting time in the evolution of Frimley Health NHS Foundation Trust. Non-Executive Directors will bring an independent perspective, support and challenge to help shape the future of the Trust into the next stage in its evolution.

We have an ambition to increase diversity at Board level and would welcome applications from individuals from under-represented groups.



Key tasks and responsibilities:

- Work with board colleagues and contribute to the development of the overall strategy of the Trust, its business plan and corporate objectives and work with others to develop practical and ambitious plans.
- Contribute to effective decision-making and constructive debate within the Board. Develop a constructive, frank and open relationship with the Executive Directors through regular communication and meetings in the furtherance of the Foundation Trust's best interests, and to provide support and advice while respecting executive responsibility.
- To seek and obtain assurance that the Trust conforms to the requirements of the regulatory regime governing NHS Foundation Trusts and meets all its other legal liabilities.
- Ensure high standards of corporate and clinical governance are maintained in accordance with the relevant sections of the Foundation Trust Code of Governance, the UK Corporate Governance Code and the FRC Guidance on Board Effectiveness.
- To oversee financial planning against Trust strategy and to be satisfied that robust financial controls and risk management processes are in place.
- To participate in, and where necessary to chair, the individual Committees of the Board and to contribute to their effectiveness by holding others to account for their performance.
- To ensure the Trust has an effective executive team, to scrutinise its performance in meeting agreed objectives, and to agree its remuneration arrangements.
- To work with Council of Governor members to strengthen the Trust's local accountability to patients and the public.
- To help communicate the vision, direction, and priorities of the Trust to Governors, members, and key stakeholders, and to promote and enhance Frimley Health's reputation as a provider of high quality services.
- Uphold the values of the Foundation Trust, by example, and to ensure that the Foundation Trust promotes equality and diversity for all its patients, staff and other stakeholders.
- As a key ambassador for the Trust, assist in building strong relationships externally with our partners within the immediate health system, as well as those across the wider health, research and education sectors nationally, working with the Board to support Frimley Health and Care ICS.

Person Specification

JOB TITLE: Non-Executive Director

DEPARTMENT: Trust Board

CRITERIA	ESSENTIAL	DESIRABLE
Qualifications	<ul style="list-style-type: none"> - Educated to degree level or equivalent. 	<ul style="list-style-type: none"> - Postgraduate or professional qualification in own field.
Experience	<ul style="list-style-type: none"> - Experience at a senior level of at least one of the following: <ul style="list-style-type: none"> • Finance • Clinical & Quality, likely a qualified doctor, nurse or AHP. - Previous experience as a Board Director or equivalent experience in a large and successful organisation with a substantial turnover. - Significant track record of leadership and change and personal achievement in a complex environment. - Experience of effectively managing and monitoring performance against organisational objectives / KPI's. 	<ul style="list-style-type: none"> - Experience at a senior level of at least one of the following: <ul style="list-style-type: none"> • Community & Voluntary • Education and training.

Skills & Knowledge	<ul style="list-style-type: none"> - Able to assess risk and assign strategic priorities. - Able to formulate and develop strategic plans. - Ability to assess performance based on complex, multi-factorial data. - Good financial acumen. - Good commercial acumen. - Sound political awareness. - Strong influencing and negotiating skills. - Ability to develop excellent working relationships with a wide variety of internal /external stakeholders. - Ability to develop and form strategy and able to monitor the effectiveness of the strategy. - Strategic thinker. - Collaborative management style. - Prepared to challenge positively. - Able to gain credibility with senior leaders and clinicians. 	<ul style="list-style-type: none"> - Some exposure to and understanding of the NHS Foundation Trust model.
Special Requirements	<ul style="list-style-type: none"> - Commitment to public service ethos. - Either a member of the Foundation Trust or become one on appointment. - Able to dedicate sufficient time to the role. Expected to attend to Trust Business on average at least 3-5 days a month, some of it from home. - Able to attend regular Council of Governors meetings and events during the year, some of which may be out of hours. 	
Values & Behaviours	<p>We will expect your values and behaviours to mirror those of the Trust, available at: https://www.fhft.nhs.uk/about-us/our-values/</p>	

Eligibility and Terms

To be able to take up appointment the successful candidate must be a public member of Frimley Health NHS Foundation Trust. Details of how to become a member can be found on our website: <https://www.fhft.nhs.uk/about-us/about-our-members/>

- Non-Executive Directors at Frimley Health NHS Foundation Trust must devote sufficient time to ensure satisfactory discharge of their duties. This will be on average 3-5 days per month. This will comprise a mixture of set commitments (such as a board meetings and committee meetings) and more flexible arrangements for ad hoc events, reading and preparation. Most of the time commitment will be during the working day. However, some evening work will be required.
- This appointment will be for up to three years and will be subject to annual performance review.
- A second three year term can be considered at the end of the first period of office subject to consistently good performance and the needs of the organisation. A degree of change is often sought on boards and there should therefore be no expectation of automatic re-appointment.
- You should also note that this post is a public appointment or statutory office rather than a job and is therefore not subject to the provisions of employment law. To ensure that public service values are maintained at the heart of the National Health Service, Non- Executive Directors are required to subscribe to the Code of Conduct and Standing Orders and Standing Financial instructions for the Foundation Trust.
- Non-Executive Directors will receive £13,000 per annum (subject to final approval by the Council of Governors).
- Remuneration is taxable and subject to National Insurance Contributions. It is not pensionable.
- Non-Executive Directors are also eligible to claim allowances, at rates set by the Foundation Trust for travel and subsistence costs necessarily incurred on Trust business.
- As a Non-Executive you must demonstrate high standards of corporate and personal conduct. Details of what is required of you and the NHS board on which you serve are set out in the Codes of Conduct as outlined above.
- You will be required to declare any conflict of interest that arises in the course of board business and also declare any relevant business interests, positions of authority or with other connections with commercial, public or voluntary bodies. These will be published in the annual report with details of all board members' remuneration from NHS sources.

Fit and Proper Persons Criteria for Directors in the NHS

Since October 2014 NHS organisations are required by law to assess that all new and existing directors are fit to be appointed/employed.

In addition to the usual requirements of good character, health, qualifications, skills and experience, the regulation goes further by barring individuals who are prevented from holding the office (for example, under a directors' disqualification order) and significantly, excluding from office people who:

"have been responsible for, been privy to, contributed to or facilitated any serious misconduct or mismanagement (whether unlawful or not) in the course of carrying on a regulated activity, or discharging any functions relating to any office or employment with a service provider".

This will be assessed through references, a DBS check and the Disqualified Directors Register at Companies House.

The successful candidate will also be required to complete a self-declaration that they meet the requirements of the Fit and Proper Person regulations. You will be required to meet these regulation on a continuing basis.

Further information can be found here: <https://www.cqc.org.uk/guidance-providers/regulations-enforcement/regulation-5-fit-proper-persons-directors#full-regulation>.

How to Apply

Application closing date is Wednesday 12th January 2022

In order to apply, please submit a comprehensive CV along with a covering letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria. Please include the names and addresses of three referees. Referees will not be approached until the final stages and not without prior permission from candidates.

The preferred method of application is online at:
www.odgers.com/84727

If you are unable to apply online, please email:
84727@odgersberndtson.com

All applications will receive an automated response.

Personal data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and / or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g., referees) who have not previously agreed to their inclusion.

Contact details

For a conversation in confidence, please contact:
Carmel Gibbons or Ruth Lewis
Carmel.gibbons@odgersberndtson.com
Ruth.lewis@odgersberndtson.com

We are committed to ensuring everyone can access our website and application processes. This includes people with sight loss, hearing, mobility and cognitive impairments. Should you require access to these documents in alternative formats, please contact Rebecca.coates@odgersberndtson.com.

Also, if you have any comments and/or suggestions about improving access to our application processes please don't hesitate to contact us response.manager@odgersberndtson.com.

DATE	EVENT
Wednesday 12th January 2022	Application closing date
Wednesday 19th January 2022	Longlist review of applications
Week commencing 24th January 2022	Preliminary interviews with Odgers Berndtson
Monday 31st January 2022	Shortlisting
Friday 4th February 2022	Opportunity to meet with board members
Monday 14th and Tuesday 15th February 2022	Final stages - stakeholder meetings and final interview
Friday 1st April 2022	Start of term



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Senior Sister