

WeBelong

Becoming a truly
inclusive organisation



NHS

NED x 2 - Reference L2601

Candidate Prospectus

Barts Health NHS Trust

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1. Foreword

Message from Rt Hon Jacqui Smith, Chair in Common, BHRUT and BH

Dear Colleague,

Thank you for your interest in the role of NED for Barts Health (BH). The last two years have seen unprecedented pressure on the NHS from the pandemic. I'm proud of the way that our staff and leaders have risen to the challenge. This period has also highlighted the benefits of closer collaboration and of using our capacity and resources as effectively as possible for the benefit of our patients.

This is the context for my appointment as the Chair in Common of Barking, Havering and Redbridge University Hospitals NHS Trust alongside Barts Health and we are entering an exciting time. We need to develop our closer working and collaboration whilst not losing sight of the challenges for both Trusts to continue financial, performance and quality improvements.

We need to support the development of the North East London Integrated Care System but also ensure strong place based working with our Boroughs and other local partners. We need to support our staff and continue to build a strong and inclusive culture.

Barts Health has made enormous progress in recent years and we're now ambitious to make the next steps to achieve excellence for our patients and a great working environment for our staff. We have a strong and experienced Board, but I'm particularly looking to strengthen our experience in finance and in patient and community engagement.

If you share our values and have the experience and energy to make a difference, I'd be keen to hear from you. It'll be busy and difficult at times, but it'll also be rewarding and fun. I look forward to your application and to talking further.

Yours faithfully,

Jacqui Smith
Chair in Common, BHRUT and BH

2. Overview

Barts Health is one of the largest NHS trusts in England and is one of Britain's leading healthcare providers with the biggest number of A&E patients in the country.

The Trust, which is arranged and organised as a Group of hospitals, has over 16,000 staff and covers four major sites (The Royal London Hospital, St Bartholomew's Hospital, Whipps Cross and Newham University Hospitals) and a number of community locations, including Mile End Hospital.

The Royal London in Whitechapel is a major teaching hospital providing local and specialist services in state-of-the-art facilities. Whipps Cross in Leytonstone is a large general hospital with a range of local services, with a strategic focus on high quality frailty services. The hospital has been endorsed as a pathfinder scheme for its major redevelopment programme. Newham in Plaistow is a busy district hospital with innovative facilities such as its orthopaedic centre. Mile End hospital is a shared facility in Mile End for a range of inpatient, rehabilitation, mental health and community services; playing an increasingly key role through its early diagnostic centre. And St Bartholomew's in the City, UK's oldest hospital, is a regional and national centre of excellence for cardiac and cancer care recently ranked in the top 5 hospitals in the country.

As well as district general hospital facilities for three London boroughs (Tower Hamlets, Waltham Forest and Newham), the Trust has the largest cardiovascular centre in the UK, the second largest cancer centre in London, an internationally-renowned trauma team, and is the home of the London Air Ambulance. The Royal London also houses one of the largest children's hospitals in the UK, a major dental hospital, and leading stroke and renal units.

The Trust has a vision to be a high-performing group of NHS hospitals, renowned for excellence and innovation, and providing equitable, safe and compassionate care to their patients in east London and beyond. It is now striving towards becoming an outstanding group of hospitals.

3. Collaboration with BHRUT



Following publication in September 2020 of the document [Closer Collaboration](#) setting out our plans and the agreement of a [Memorandum of Understanding](#) towards the end of last year, the Boards of the trusts have committed to work more closely together in a collaboration.

The aim of the collaboration is for the two Trusts to jointly navigate our common challenges so we can improve health outcomes for the population of North East London, including by addressing unwarranted variation and inequality in access, experience and outcomes across our population. By strengthening NHS resilience across the patch through improved mutual aid and better management of capacity, we hope to drive greater service improvements.

Patients are already starting to benefit from the collaboration. For example:

We treated more than 3,000 Barts Health patients more quickly this winter by providing their diagnostic scans and procedures at Barking, Havering and Redbridge University Hospitals NHS Trust (BHRUT), where there is spare diagnostic capacity. This effectively eliminated the Barts Health backlog in endoscopies.

Meanwhile clinicians and managers from Barts Health have been sharing their expertise in urgent and emergency care with BHRUT with the aim of ensuring all five A&Es can offer the sickest walk-in patients rapid access to the right treatment.

The A&E collaboration is one ingredient of a wider regional initiative involving Homerton University Hospital NHS Foundation Trust and London Ambulance Service to

reduce delays and ensure people who need urgent or emergency care get appropriate treatment as promptly as possible.

Other examples of benefits already being delivered through the collaboration include:

- Joint working on respiratory services such as thoracoscopy, a procedure that avoids the need for more invasive surgery. This has meant that some patients are now able to be treated at Queen's Hospital, Romford, rather than having to travel over to Barts Health.
- Developing a consistent approach to improving maternity care across the two trusts.

In addition, all senior vacancies are now advertised across both trusts, and we are already seeing early examples of career progression and movement across the two organisations as a result, including the appointment of BHRUT Chief Medical Officer Dr Magda Smith as Deputy Group Medical Director at Barts Health. We are also looking into aligning rates of pay for temporary employees and managing Bank workers jointly to reduce the amount spent on expensive agency staff.

With Barts Health CEO and lead of the collaboration programme Dame Alwen Williams stepping down in July, we are now in the process of recruiting her successor. In view of the provider collaboration with BHRUT, the Boards of both organisations have agreed to appoint a joint CEO and single accountable officer across Barts and BHRUT. The appointment of a new Group CEO across the two organisations will provide stable and effective leadership for both at this crucial time, while enabling us to maintain progress on the collaboration for the benefit of patients. Under these arrangements BHRUT and Barts Health are separate statutory organisations with their own boards and remain individually accountable to local patients, stakeholders and the public.

Within this framework (and in addition to the roles we are currently recruiting for) we have also sought to strengthen the Boards of the two Trusts, including by recruiting two Vice Chairs. Adam Sharples will shortly take on this role at Barts Health and Mehboob Khan has been appointed as Vice Chair at BHRUT. We will also appoint three joint non-executive directors to sit on both Boards, including Lesley Seary, the interim Chief Executive of the London Borough of Redbridge who is on the Board at BHRUT and recently joined the Board at Barts Health. These appointments will ensure the collaboration is working well for the benefit of patients and staff by embracing equity and taking action to reduce health inequalities.

We are now refreshing our plans for the collaboration for 2022/23 in the context of developments at North East London ICS, in particular place-based partnerships at borough level and the development of the acute provider collaborative involving BHRUT, Barts Health and Homerton University Hospital NHS Foundation Trust.

4. Vision & Values



Our WeCare values shape everything that we do, every single day. They are visible in every interaction we have with each other, our patients, their families and our partners.

WeCare about everything from the appointment letters our patients receive, to the state of our facilities when they walk through the door, to the care and compassion they receive when they are discharged.

We have come a long way on our journey to delivering safe and compassionate care. By embracing these values as the way we behave around here, we will achieve our ambition for excellence.

Our vision: to be a high performing group of NHS hospitals, renowned for excellence and innovation and providing safe and compassionate care to our patients in east London and beyond.

Welcoming



Behaviours

- Introduce yourself by saying "Hello, my name is ..."
- Smile and acknowledge the other person(s) presence
- Treat others as you would wish others to treat you
- Ensure the environment is safe and pleasant for our patients, our colleagues and our visitors

Engaging



Behaviours

- Get involved in making improvements and bring others with you
- Encourage feedback from patients and colleagues and respond to it
- Use feedback to make improvements, and empower colleagues to do this without needing to seek permission
- Appreciate that this may be a new experience for patients and colleagues; help them to become comfortable
- Acknowledge efforts and successes; say thank you

Collaborative



Behaviours

- Give time and energy to developing relationships within and outside own team
- Demonstrate pride in Team Barts Health
- Respect and utilise the expertise of colleagues
- Know your own and others' part in the plan

Accountable



completion

Behaviours

- Always strive for the highest possible standard
- Fulfil all commitments made to colleagues, supervisors, patients and customers
- Admit mistakes, misjudgments, or errors; immediately inform others when unable to meet a commitment; don't be afraid to speak up to do the right thing
- Do not pretend to have all the answers; actively seek out those who can help
- Take personal responsibility for tough decisions and see efforts through to

Respectful



Behaviours

- Be helpful, courteous and patient
- Remain calm, measured and balanced in challenging situations
- Show sensitivity to others' needs and be aware of your own impact
- Encourage others to talk openly and share their concerns

Equitable



what yours are, and work to mitigate them

Behaviours

- Value the perspectives and contributions of all and that all backgrounds are respected
- Recognise that individuals may have different strengths and needs, and that different cultures may impact how people think and behave. Be curious to find out
- Work to enact policies, procedures and processes fairly
- Be open to change and encourage open, honest conversation that helps foster an inclusive work and learning environment
- Remember that we all have conscious and unconscious bias; get to know

5. London Leadership Values

Core values

Our core values right now are:

- Courage, passion and decisiveness
- Compassion (which we define as being open, fair, generous, enabling and responsive)
- Integrity (behaving with consistency and doing what we say)

Aspirational values

Over the next 12 months we would also like to demonstrate that we are:

- Consistently hard on the problems but generous with people
- This will mean we are supportive and selfless and show respect to one another in public and in private
- Effortlessly inclusive

Accidental values and behaviours

The most common or most destructive accidental behaviours/values that we see in the system right now and which we would like to eradicate include:

- Putting institutions and staff ahead of patients and citizens
- Using power to obstruct or for 'gaming', point scoring, personal attacks and bullying
- Using information and knowledge as a 'bargaining chip' or to shame colleagues instead of sharing information openly and creating opportunities to learn
- Failing to be open and honest not saying things 'in the room'
- Learned helplessness and 'playing safe'

Permission to play values

Alongside honesty and integrity, we expect leaders in the London NHS to be:

- Working collaboratively, and
- Taking accountability for the mandate

6. Role Description

There are vacancies for two Non-executive Directors (NED) at Barts Health NHS Trust. This is an exceptional opportunity to share your talents and expertise to make a positive difference to the lives of people served by the Trust.

7. Person Specification

Essential criteria

You will need to have a genuine commitment to patients and the promotion of excellent health care services. You will have senior level experience in one of the following areas:

- **Post 1:** recent relevant finance audit and risk experience in a large and complex organisation. The successful candidate will possibly chair the Trust's Audit and Risk Committee
- **Post 2:** Service user / Patient focus to bring challenge around patient care. Relevant backgrounds could be within the public, voluntary sector or a regulator or within public affairs or corporate communications. The successful candidate might sit on the Trust's Quality assurance Committee.

You will need to be able to demonstrate you can use your experience to:

- work alongside other non-executives and executive colleagues as an equal member of the board
- bring independence, external perspectives, skills and challenge to strategy development
- hold the executive to account by providing purposeful, constructive scrutiny and challenge
- shape and actively support a healthy culture for the trust

All non-executive directors must **champion the standards of public life** – by upholding the highest standards of conduct and displaying the principles of selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.

As a future NHS leader, the successful candidate will be able to demonstrate the range of behaviours required to contribute effectively in this board level role. These are outlined in the NHS Leadership Academy's [Healthcare Leadership Model](#). Applicants should live in or have strong connections with the area served by the Trust.

- This role will require the equivalent to 2 days a month, however particularly where exceptional circumstances demand this, the time commitment may vary so a flexible approach will need to be taken.
- The remuneration payable for this role is £13,000 (standard rate for all NEDs) per annum.

Given the significant public profile and responsibility members of NHS Boards hold, it is vital that those appointed inspire confidence of the public, patients and NHS staff at all times. NHS England / NHS Improvement makes a number of specific background

checks to ensure that those we appoint are “fit and proper” people to hold these important roles. More information can be found on our [website](#).

8. How to Apply

BH are working in partnership with Audeliss. For a confidential discussion please contact Louise Gore at Audeliss on louise@audeliss.com.

If you wish to be considered for this role, please provide:

- A CV that includes your address and contact details, highlighting and explaining any gaps in your employment history
- A supporting statement that highlights your motivation for applying and your understanding of the NHS and the role. You should outline your personal responsibility and achievement within previous roles and how your experience matches the person specification
- The names, positions, organisations and contact details for three referees. Your referees should be individuals in a line management capacity, and cover your most recent employer, any regulated health or social care activity or where roles involved children or vulnerable adults. Your references may be taken prior to interview and may be shared with the selection panel
- Please complete and return the monitoring information form which accompanies this pack and is available for download
- Tell us about any dates when you will not be available

Please forward your completed application to NHSI.Chairsandneds@nhs.net unless you have already forwarded to louise@audeliss.com.

9. Indicative Timeline

Please note that these dates are only indicative at this stage and could be subject to change. If you are unable to meet these timeframes, please let us know in your application letter. The anticipated timetable is as follows:

Application Closing Date	9 th May 2022
Expected Shortlist Announcement	w/c 23 rd May 2022
Informal Conversations with the Chair in Common	w/c 30 th May 2022
Interviews	w/c 6 th June 2022
Provisional Appointment	w/c 6 th June 2022
NHSE/I Trust Appointments & Approvals Sub-Committee	w/c 13 th – 20 th June 2022
Start Date	6 th July 2022

Candidates are asked to note the above timetable, exercising flexibility where possible through the recruitment and selection process.

Appendix 1 – Role of the Board, Chair in Common & Board Profiles BH

Our Trust board is accountable for setting the Trust's strategic direction, monitoring performance against objectives, ensuring high standards of corporate governance and helping to promote links between the Trust and the local community.

Key responsibilities include:

- To set the strategic direction of the Trust within the overall policies and priorities of the Government and the NHS, define the Trust's annual and longer term objectives and agree plans to achieve them
- To oversee the delivery of planned results by monitoring performance against objectives and ensuring corrective action is taken where necessary
- To ensure effective financial stewardship through value for money, financial control and financial planning and strategy
- To ensure those high standards of corporate governance and personal behaviour are maintained in the conduct of the business of the Trust
- To ensure that satisfactory procedures exist to appoint, appraise and remunerate senior executives
- To ensure that there is effective dialogue between the Trust and the local community on its plans and performance and that these are responsive to the community's needs

Board committees include:

BH
Finance & Investment
Audit & Risk
Quality Assurance
Nomination and Remuneration



Rt Hon Jacqui Smith, Chair in Common, BH and BHRUT

Jacqui Smith joined in October 2021 as chair in common for Barking, Havering and Redbridge University Hospitals NHS Trust and Barts Health and for the past eight years, Jacqui has been chair of University Hospitals Birmingham NHS Foundation Trust. In 1997, she was elected as the MP for Redditch and served for 13 years. She was one of the longest serving ministers in the Labour government and the first female Home Secretary. Jacqui is also Chair of the Sandwell Children's Trust, the Jo Cox Foundation and the Precious Trust which is a Birmingham based charity that supports girls at risk of violence or exploitation. She is a Trustee of the Kings Fund and works in the Middle East supporting parliamentary and political development. Jacqui is a weekly contributor to Good Morning Britain and presents the 'For the Many' podcast.



Adam Sharples, Vice Chair

Adam joined Barts Health from University College London Hospitals, where he is already a non-executive director (NED). He was a senior civil servant for many years and worked at the Treasury and the Department for Work and Pensions.



Dame Alwen Williams DBE, Group Chief Executive

Dame Alwen has been a manager in the NHS since 1980, working in primary care, community and acute services, commissioning and joint planning. She became chief executive of Tower Hamlets Primary Care Trusts (PCT) in June 2004, was seconded to the post of chief executive of East London and the City Alliance of PCTs in 2009 and in January 2011 became the Chief Executive of NHS East London and the City. In 2009, she was made a CBE and in 2021, she was made a Dame. In December 2011 Dame Alwen also took on the role of chief executive of NHS Outer North East London leading the two Primary Care Trust clusters which cover all the London boroughs in north east London: City and Hackney, Newham, Tower Hamlets, Barking and Dagenham, Havering, Redbridge and Waltham Forest. From April 2013, she assumed the national role of director of delivery and development for the NHS Trust Development Authority. On 1 June 2015, Dame Alwen moved to Barts Health NHS Trust as interim chief executive and became substantive chief executive on 21 October 2015.

Shane DeGaris, Group Deputy Chief Executive



Shane Degaris graduated as Physiotherapist in 1990 from the University of South Australia, working clinically & managerially in both public hospitals and private practice in the city of Adelaide. He came to the UK in 1996 and worked as a senior clinician for a number of years before progressing into senior management roles in London hospitals. He completed a MSc in Improvement methodology in 2008 and was a participant on the NHS London Next Generation CEO programme at the London Business School in 2010/11. He joined Barts Health in Sept 2018 after six years as Chief Executive of The Hillingdon Hospitals NHS Foundation Trust. Before that he worked at Board level in a number of Executive roles including Deputy CEO & Chief Operating Officer at Hillingdon Hospitals, Deputy Chief Executive at Epsom & St Helier University Hospitals NHS Trust, and Director of Operations (Planned Care) at Barnet & Chase Farm Hospitals NHS Trust. As well as being Deputy to the Group CEO Shane is responsible for Group Clinical Services, Group Operations & Performance, Emergency Planning, Estates & Facilities (including the Trust PFI) and the Transformation team.

Kathy McLean OBE, NED



The former medical director of NHS Improvement, Dr Kathy McLean, has joined Barts Health NHS Trust as a non-executive director. Dr McLean will chair the quality assurance committee of the Trust Board and oversee the quality governance arrangements that ensure clear accountability from ward to board in all five hospitals in the group. Dr McLean's work has focused on improving quality by building in clinical leadership and expertise across the NHS. Prior to NHS Improvement, Dr McLean was the Medical Director at the NHS Trust Development Authority and the Clinical Transitions Director working with Sir Bruce Keogh building the NHS Commissioning Board, now NHS England.

Kim Kinnaird, NED



Kim is the Banking and Trade Delivery Director for the Commercial Bank at Lloyd Banking Group. She is responsible for leading the servicing teams that look after the Commercial Banking clients everyday banking needs, predominantly relating to cash management and payments, as well as all servicing activity for all trade products for the Group's business clients. Prior to her current position, Kim has undertaken a number of roles within the Commercial Bank spanning strategy and development, to leading large scale servicing teams within the SME Bank. Kim joined the Lloyds Banking Group in 2010, prior to which she was a restructuring and insolvency lawyer at Berwin Leighton Paisner LLP (now Bryan Cave Leighton Paisner LLP), advising large corporates, banks and funds on solvent and insolvent debt restructurings. Kim has experience of leading large scale transformational change in complex and regulated environments, including the implementation of segmentation strategies,

skills development, and cultural change programmes. Kim has a passion of continuous improvement and is a champion for apprenticeships within Lloyds Banking Group. Kim Graduated from Warwick, before undertaking post graduate studies at Nottingham.



Clyde Williams, Associate NED

Clyde has a long history of working in East London, having previously served on the board at East London NHS Foundation Trust and as a director at the London Hospital in Whitechapel before it became The Royal London Hospital. He is currently a director of ShoNet, a cloud computing technology business based in London and New Delhi which helps implement digital systems for health organisations. Clyde has extensive experience working across Europe, Africa and the Middle East as a technology consultant for IBM to determine how modern technology can improve the quality of services they deliver for customers. He has also partnered with the Academy of Medical Sciences to overhaul their data infrastructure. He will help the Trust inform its engagement with local communities, and also bring insights from his support to young entrepreneurs in Tottenham and leading a digital skills project to address the underrepresentation of particular groups in the technology sector.



Prof Sir Mark Caulfield, NED

Sir Mark is one of the country's leading authorities on genomic medicine research and was recently appointed Chief Executive of Barts Life Sciences, our collaboration on cutting-edge clinical innovation with QMUL. Until recently he was Chief Scientist at Genomics England, where he was instrumental in delivering the 100,000 Genomes Project which has delivered life-changing results for many patients. He was knighted for this work in 2019. He remains Professor of Clinical Pharmacology in the William Harvey Research Institute at QMUL, in which capacity he has made substantial contributions to the discovery of genes related to cardiovascular health, cancer and rare diseases, with his research changing national and international guidance for high blood pressure. Sir Mark trained in clinical pharmacology at St Bartholomew's hospital, was a leading force in the creation of the Barts Heart Centre, directs the NIHR Biomedical Research Centre based at the hospital, and still practices as a consultant in the blood pressure clinic.

For a list of all Executive Directors please click [here](#).

Appendix 2 – Board Schedule 2022/ 2023

DATE	MEETING	TIME
15 June 2022	Quality Assurance Committee	09.30 – 12.00
	Trust Board Seminar	12.30 – 15.30
6 July 2022	Finance and Investment Committee	08.45 – 10.45
	Board meeting Part 1 (in public)	11.00 – 13.45
	Board meeting Part 2 (closed)	14.30 – 15.45
27 July 2022	Trust Board Seminar	10.00 – 12.30
	NED Ward/Department Visit	13.30 – 14.30
	Audit and Risk Committee	15.00 – 17.00
7 September 2022	Quality Assurance Committee	09.30 – 12.00
	Trust Board Seminar	12.30 – 15.30
14 September 2022	Finance and Investment Committee	08.45 – 10.45
	Board meeting Part 1 (Open)	11.00 – 13.45
	Board meeting Part 2 (Closed)	14.30 – 15.45
21 September 2021	Open Day Events	11.00 – 16.00
	Annual General Meeting	18.00 – 19.30
28 September 2022	Audit and Risk Committee Pre-meet	09.00 – 09.30
	Audit and Risk Committee	09.30 – 12.00
	Nominations and Remuneration Committee	12.30-14.00
	NED ward/department visit	14.00 – 15.30
5 October 2022	Finance and Investment Committee	10.00 – 12.00
	Chair and NEDs meeting	12.30 – 13.30
	Board Seminar/briefing	13.30 – 15.30
2 November 2022	Finance and Investment Committee	08.45 – 10.45
	NED ward/department visit	09.30 – 10.45
	Board meeting Part 1 (in public)	11.00 – 13.45
	Board meeting Part 2 (closed)	14.30 – 15.45
16 November 2022	Trust Board Seminar	09.30 – 12.30
	Quality Assurance Committee	13.00 – 15.30
23 November 2022	Nominations and Remuneration	09.00 – 10.30

	Committee	
	Audit and Risk Committee Pre-meet	10.30 – 11.00
	Audit and Risk Committee	11.00 – 13.30
7 December 2022	Finance and Investment Committee	09.00 – 11.00
	NED ward/department visit	11.15 – 12.30
14 December 2022	Quality Assurance Committee	11.00 – 12.30
	Trust Board Seminar	13.00 – 17.00
18 January 2023	Finance and Investment Committee	08.45 – 10.45
	Board meeting Part 1 (in public)	11.00 – 13.45
	Board meeting Part 2 (closed)	14.30 – 15.45
01 February 2023	Finance and Investment Committee	09.45 – 10.45
	Quality Assurance Committee	11.00 – 13.30
	NED ward/department visit	14.00 – 15.30
08 February 2023	Audit and Risk Committee pre-meet	09.00 – 09.30
	Audit and Risk Committee	09.30 – 12.00
	Nominations and Remuneration Committee	12.30 – 14.00
	Trust Board Seminar	14.00 – 17.00
1 March 2023	Finance and Investment Committee	08.45 – 10.45
	Board meeting Part 1 (in public)	11.00 – 13.45
	Board meeting Part 2 (closed)	14.30 – 15.45
15 March 2023	Board Seminar/briefing	10.00 – 13.00
	NED ward/department visit	13.30- 15.00