



Could you help lead the NHS in your area?

East Sussex Healthcare NHS Trust
Associate Non-executive Director
Candidate information pack

Reference: S2626



We value and promote diversity and are committed to equality of opportunity for all and appointments made on merit. We believe that the best boards are those that reflect the communities they serve.

We particularly welcome applications from women, people from the local black and minority ethnic communities, and disabled people who we know are under-represented in chair and non-executive roles.

Our recruitment processes are conducted in accordance with the Code of Governance to ensure that they are made on merit after a fair and open process so that the best people, from the widest possible pool of candidates, are appointed.

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1. The opportunity

There is a vacancy for an Associate Non-executive Director (NED) at East Sussex Healthcare 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.

The Associate NED role is used successfully in the NHS to support Board succession strategy and achieving a balance of Board level skills. Associate NEDs cannot participate in any formal vote at Board.

The successful candidate for the Associate role will be appointed by the Trust but may also be considered for appointment as a NED of the Board in future, should a vacancy arise and they have the appropriate skills.

2. The person specification

Essential criteria

You will need to have a genuine commitment to patients and the promotion of excellent health care services within balanced budgets. The successful candidate will have experience as a board member or of working at a senior level in a large organisation and ideally have clinical experience.

The Trust is actively working towards a diverse, gender balanced and representative workforce and welcome and encourage applications from all parts of their communities.

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

- work in a collegiate manner alongside other non-executives and executive colleagues as an equal member of the board
- bring independence, external perspectives, skills, challenge and support to strategy development and implementation
- 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 ideally live in or have strong connections with East Sussex or the surrounding area.

- On average this role will require the equivalent to 2 to 3 days a month, however the time commitment may vary and a flexible approach should 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](#).

3. About East Sussex Healthcare NHS Trust

East Sussex Healthcare NHS Trust (ESHT) provides safe, compassionate and high quality hospital and community care to the half a million people living in East Sussex or visiting the local area.

It is one of the largest organisations in East Sussex with an annual income of £561 million. Health services are provided by over 7000 dedicated members of staff working from two acute hospitals in Hasting and Eastbourne, three community hospitals in Bexhill, Rye and Uckfield, over 100 community sites across East Sussex and in people’s own homes.

In 2018/19 the Trust reported a financial deficit of £44.8m. However, over the past three years ESHT has greatly improved its financial position and reported small surpluses; £50k in 2019/20, £346k in 2020/21 and £68k in 2021/22.

In 2020 the Care Quality Commission (CQC), the health and care regulator, rated the Trust as ‘Good’ overall, and ‘Outstanding’ for being caring and effective. The acute hospital at Hastings and their Community Services are also rated ‘Outstanding’ and their acute hospital at Eastbourne is rated ‘Good’.

Values of the Trust

- **Respect and Compassion** - *We care about acting with kindness*
- **Engagement and Involvement** – *We care about involving people in our planning and decision-making*
- **Improvement and Development** – *We care about striving to be the best*
- **Working Together** – *We care about building everyone’s strengths*

Strategic Objectives

In 2021 ESHT published an ambitious strategic plan which sets the overall direction for its services, enabling its residents to access the best care in the most appropriate place – at home, in the community or when they need to come into hospital.

A five-year forward strategy “Better Care Together for East Sussex” was developed in conjunction with staff and partners which is consistent with Sussex-wide priorities and is built on four strategic aims:

1. Improving the health of communities
2. Collaborating to deliver better care
3. Empowering people
4. Ensuring Innovative and sustainable care

The Trust’s ambition is that by 2026 it will be one of the best national performers and will:

- Provide excellent, high-quality care for patients, with national recognition for at least one service area (frailty)
- Be recognised as a great place to be, both for the quality of care provided and the support offered to the Trust’s people
- Prioritise green/sustainability issues
- Develop new clinical roles and ways of working that are collaborative and innovative that reach across organisational boundaries
- Embed a digital-first way of working across services
- Become a financially sustainable organisation within a viable Sussex system

The Trust has developed a number of supporting strategies, in conjunction with staff, to help deliver its ambitions:

- **Clinical:** Setting out the priorities for services to enable the Trust to serve patients as best as it can
- **Digital:** Ensuring digital support for teams at the heart of improvements in care for patients
- **People:** Supporting teams and workplace culture, making the Trust a great place to work

Estates: Making the best use of buildings for all the Trust’s people and being environmentally aware

4. Key challenges

Increased demand and ageing population

The Trust's hospitals and community services continue to get busier every year as demand for services increases. This demand has been exacerbated by the continued pressure caused by the COVID-19 pandemic on services across the NHS. This places ever greater pressure on staff and requires ESHT to work more efficiently and think of innovative ways to ensure that the changing needs of the local population are met. The Trust works closely with adult social care, commissioner and other partners, and through the Sussex Integrated Care Partnership, to plan for increases in demand.

The population that the Trust cares for is relatively elderly. East Sussex has a relatively low birth rate and high inward migration amongst elderly age groups. Demographic trends in East Sussex indicate that pressure on health and social care services may increase more quickly in the future. The local over 85 population is also projected to grow at 3.5% per annum.

In populations that are over 75 (and more so in those over 85), certain factors tend to markedly increase the need for hospital or community based healthcare. More people are living with 'frailty' and older people are also more likely to have multiple, ongoing health problems (like high blood pressure, angina, diabetes and emphysema) which means that they are more likely to become ill and need hospital attention.

ESHT is focused on becoming the best at managing frailty in the country, looking to make the 'acute' phase of someone's illness as short as possible, address frailty and the risks of frailty outside hospital, and managing ongoing health conditions as well as possible.

ESHT's ability to manage this trend both as a Trust and as a Sussex-wide healthcare system – in particular the impact of an increase in those living with frailty – will be a key priority over the next five to ten years to create a sustainable system.

COVID-19

All NHS services have continued to face challenges in managing the ongoing COVID-19 pandemic alongside working to recover services to pre-pandemic levels.

ESHT has focussed on the restoration and recovery of elective services by increasing activity while continuing to manage the pressure on critical care services. Over the course of the year there has been a significant rise in demand for the Trust's services alongside the challenge of managing further waves of COVID-19 across East Sussex - most notably the third wave in July and the emergence of Omicron cases in December and January.

The Trust has also continued to support the physical and emotional wellbeing of staff as they continued to deal with the pandemic and the emotional impact it has had. The

Government published 'Living with COVID-19' in February 2022 with the plan outlining the removal of the remaining legal restrictions while protecting people most vulnerable to COVID-19 and maintaining resilience. This along with further guidance from NHS England is informing the Trust's continued approach to managing the pandemic.

The organisation must continue to maintain financial sustainability and build upon earlier plans to continue to improve the services that they run, taking a methodical approach to those services which require more significant change. All plans are subject to a full quality impact assessment by their Medical and Nursing Directors. The plans are translated into detailed budgets covering activity, cost, revenue, and workforce for the individual divisions and clinical specialties. Assurance of performance against these plans is measured throughout the year during integrated performance review meetings.

Recruitment is also a challenge, particularly in respect of appointing to "hard to recruit medical specialties" where there are national shortages.

The Trust has capital constraints and investment is required for estate infrastructure, IT and medical equipment. In September 2019, the Department of Health and Social Care published a paper on a "New Hospital Building Programme" (HIP2). This set out a long-term programme of investment in health infrastructure that included capital to build new hospitals, invest in diagnostics and technology and to help eradicate critical safety issues in NHS estate. The Trust is within cohort 4 of the programme, known as full adopters, and confirmation has been received that the scheme will be delivered in the latter half of the decade. The Trust continues to work closely with the NHP team and received 'seed' funding for the project team. Regular engagement and national workstream meetings take place.

Appendix 1: More information

For information about the Trust, such as business plans, annual reports, and services, visit their [website](#). Follow the links for more information about:

- **Support to prepare candidates to apply for a non-executive vacancy including:**
 - Building your application
 - Sources of information and useful reading
 - Eligibility and disqualification criteria
 - Terms and conditions of chair and non-executive director appointments
 - How we will handle your application and information
- **View all current chair and non-executive vacancies**
- **Sign up to receive email alerts on the latest vacancies**
- **Contact details for the Non-executive Appointments Team**

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Appendix 2: Making an application

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

Appendix 3: Key dates

- **closing date for receipt of applications: 18 July 2022 at 11am.** Please forward your completed application to NHSI.Chairsandneds@nhs.net
- **interview date: w/c 1 August 2022**
- **proposed start date: TBC**

Getting in touch

- We strongly recommend an informal and confidential discussion with Steve Phoenix, the Chair of the trust. Please contact Kelly Porter by emailing kelly.porter7@nhs.net or by phoning 07500 973321
- **NHS England / NHS Improvement** – for general enquiries contact Helen Barlow by emailing helen.barlow2@nhs.net

NHS England / NHS Improvement

E: NHSI.Chairsandneds@nhs.net

W: england.nhs.uk

NHS England
NHS Improvement

