



James Paget
University Hospitals
NHS Foundation Trust



Non Executive Director

Candidate information pack

August 2022



HUNTER
Executive talent for the healthcare sector

Welcome

Thank you for your interest in serving as a non-executive director of our Trust, James Paget University Hospitals NHS Foundation Trust (JPUH).



We provide essential health and care services to the people of Norfolk and Waveney. Our vision is “to be outstanding in everything that we do”, supported by the values and behaviours that we expect from every single member of our team. Rated as “Good” for the fourth consecutive time by the Care Quality Commission (CQC) in 2019, we provide a full range of general acute services, plus a number of specialised services. We work with local primary care colleagues, community services and other acute trusts, to ensure that patients receive the best care in the right place. We are a member of the Norfolk and Waveney Integrated Care System. We work with the local and regional health and social care partners to ensure that people can live as healthy a life as possible.

The Covid 19 Pandemic brought into sharp focus the need for our Trust to be resilient and adaptable and this continues to be a challenging time for our workforce, patients, and population.

We are very proud of our workforce here at JPUH who continued to deliver high-quality care to the people we serve throughout that most difficult of times. That pride in our work and the amazing people we have helped us address the challenges brought about by the pandemic.

But we know that we and the rest of the NHS must continue to develop and improve its services despite these additional challenges. Our Board will play a critical role in relation helping to secure further improvement in performance and quality standards, and setting the strategic direction of our organisation as part of the new Integrated Care System, ensuring that the voice and culture of JPUH and the community it serves are respected and maintained.

If you believe you’ve got what it takes to make a difference to our people and the communities we serve, we’d love to hear from you.

Anna Davidson
Chair

About Us

The Trust is a high performing organisation that prides itself on putting people first.

We continually strive to improve clinical outcomes and patient experience to meet the needs of our patients and local population and our hospital is firmly rooted in the local community. Our people are talented and loyal, with a commitment to embrace and deliver improvement, innovation and change.

James Paget University Hospitals NHS Trust became the first Foundation Trust in Norfolk and Suffolk on 1 August 2006. We employ approximately 4,000 staff, providing a wide range of acute services operating mostly from our main site in Gorleston, supported by services at the Newberry Centre Children's Clinic and other outreach clinics.

We provide district general hospital services for the people of Great Yarmouth, Lowestoft and the surrounding areas. This includes the many visitors to this famous and popular holiday destination. We support a population of just over 250,000 local residents, from Martham in the North to Southwold in the South. The geography spans two counties – Great Yarmouth and Gorleston in Norfolk, and Lowestoft and the Waveney area of Suffolk.

The population in Norfolk and Waveney is generally older than the rest of England, with growth anticipated in the longer term of over 11%. Our community faces challenges, with Great Yarmouth having the lowest life expectancy for men and women in the county.



Our Vision, Values and Behaviours

OUR VISION

To be outstanding in everything we do...



OUR VALUES

We care for...



Our patients



each other



ourselves

OUR BEHAVIOURS



Courtesy
and respect



Attentively kind
and helpful



Responsive
communication



Effective and
professional

Our Ambitions



Ambition 1

Deliver outstanding care for our patients

- Improve the quality and safety of our services through increasing the patient safety awareness and culture within the Trust.
- Ensure the view of patients, carers and staff are utilised to shape our services.
- Create a research positive culture across the Trust where all staff feel able to participate in high quality research delivery as part of their role and to make relevant research easily accessible for all our patients.
- Meet or exceed operational service standards, focussed on recovering elective care and prioritising the most clinically urgent patients for planned care.
- Agree and start delivering a Clinical Strategy for high quality, patient centred services.



Ambition 2

Work with and support our people to deliver the best for our patients

- With our people, put in place a new way of working that supports health and wellbeing.
- Be a good employer with a focus on equality, diversity and inclusion.
- Establish a whole organisation development programme enabling our people to reach their full potential; driven by effective compassionate leadership, empowerment, shared values/behaviours and a supportive infrastructure.



Ambition 3

Make the best use of our physical and financial resources

- Deliver Trust and system financial sustainability working with partners in the Integrated Care System.
- Deliver a patient centred plan for our new hospital with partners: whilst ensuring the current site is fit for purpose and can meet the needs of local people.
- Working with partners to maximise digital opportunities to improve health care.



Ambition 4

Be a leader of collaboration and partnership working locally and across the system

- As part of the Integrated Care System (ICS), we will collaborate with all partners to improve health and care in Norfolk & Waveney.
- Support development of the multi provider Norfolk & Waveney Clinical Strategy and a supporting acute clinical strategy across the three Trusts.

Our Strategy

We believe that to achieve our vision, we need all our staff to actively demonstrate the Trust's values and behaviours. With a strong and well-regarded Board and wider leadership team, we want to improve quality and patient care and deliver services that are closely integrated with primary, community and social care. We aim to maximise our potential as a first-class centre for teaching and research, working in partnership across the Norfolk and Waveney Integrated Care System (ICS). We are currently engaged in developing the design of our new hospital where plans are well under way, one of only 40 funded by the government. This exciting project provides us with an opportunity to provide innovative, 21st century health and care facilities for our population.

The Board and Executive team take their responsibility to staff very seriously and as such have responded to the need to improve our approach to equality, diversity and inclusion. We have introduced the Equality Diversity and Inclusion Group to provide a focus for this agenda. We have also established networks for our ethnic minorities and LGBTQ+ communities, and for staff with long term health conditions and are looking to establish a network for disabled colleagues. Celebrating our diverse culture is now an integral part of working at the James Paget University Hospitals NHS Foundation Trust.

Outcomes we are proud of

The Trust has worked hard to deliver a sustained track-record of improvement and innovation. Key outcomes include:

- The Trust developed a full scale Covid-19 vaccination site within 3 weeks and was the first in the UK to open a specialist Covid vaccination clinic for people with learning disabilities or autism
- The first hospital in Norfolk and Waveney to 'go-live' with virtual Covid-19 wards. This technological-based platform enables patients to be discharged safely home, whilst still under the care of JPUH clinical teams.

- Accredited on four consecutive occasions by the Care Quality Commission as 'Good'.
- As a University Hospital we train over one third of the medical students from the University of East Anglia. We are proactive in managing our staffing and have made huge progress in developing new roles, our people, and focusing on a 'Grow Your Own' approach to ensure that we have the right staff to deliver the care our patients need.
- We have a strong national, and now international, reputation for research and excellence in the quality of our training.
- We have the second lowest overall vacancy rate in the country.

Our Partnerships

We are committed to developing an effective collaboration with our acute partners (the Norfolk and Norwich University Hospitals NHS Foundation Trust and The Queen Elizabeth Hospital NHS Foundation Trust King's Lynn) and have been working within a Committees in Common structure since September 2020.

Our collective aims are to achieve consistency and sustainability of services across the three sites embodied by the creation of a single waiting list; improved recruitment and retention of staff and improved efficiency and productivity.

We are seeking a values driven compassionate and inclusive Non Executive Director to join our organisation to help deliver these collective aims and lead on our individual Trust ambitions to:

- Deliver outstanding care for our patients
- Work with and support our people to deliver the best for our patients
- Make the best use of our physical and financial resources
- Be a leader of collaboration and partnership, working locally and across the system

Job description

Role Title:	Non-Executive Director
Remuneration:	£13,000 per annum
Reports to:	Chair
Duration of role:	3 years
Time commitment:	Min. 3-4 days per month

Overview

Our Board of Directors plays a key role in shaping the strategy, vision and purpose of the hospital. Led by an independent Chair and composed of a mixture of both executive and independent non-executive members, the board has collective responsibility for the performance of the Trust and ensuring that risks to the organisation's objectives and the public are managed and mitigated effectively. This includes taking collective decisions on strategy, governance, performance, compliance and meeting such targets as are required by regulatory and statutory bodies. Non-executive directors are required to hold the executive directors to account for the delivery of strategy and organisational objectives and ensure value for money.

Our Board is known as a Unitary Board. This means the Chair and NEDs, together with the Executive Directors, have joint and several responsibility for Board decisions and actions. These include acting in the best interests of our patients and the local community we serve, as well as contributing to the Norfolk and Waveney Integrated Care System (ICS).

NEDs are formally appointed by and accountable to the Council of Governors which itself has a statutory duty to hold the Non-Executive Directors individually and collectively to account for the performance of the Board. On a day to day basis, line management of the NEDs is undertaken by the Chair of the Board, who also Chairs the Council of Governors.

Role Summary

Non-Executive Director: Required Values & Behaviours

- Demonstrate a clear commitment to the values of the Trust – (to care for our patients, each other and ourselves) and the supporting behaviours (courtesy and respect; attentively kind and helpful; responsive communication; effective and professional)
- Through example, promote a compassionate, just culture
- Uphold the highest standards of conduct and display the principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership
- Place our patients at the heart of Board decision making
- Promote equality, diversity and inclusion in all board decisions and actions
- Be curious, question intelligently, debate and challenge constructively
- Act with independence and objectivity and determine outcomes fairly
- Listen sensitively to the views of others, within and outside the Board
- Promote openness and trust in relationships with all Board members, Governors and wider stakeholders
- Be prepared to continually develop and refresh knowledge and skills to ensure your contribution to the Board remains informed and relevant
- Act in accordance with the NHS Code of Accountability and Standards of Business Conduct for NHS staff.
- Comply with the Trust's Constitution and Standing Orders
- Abide by the statutory, fiduciary or common-law duties as a Director of the Trust

Key Duties and Responsibilities

- Contribute to the development of strategy, ensuring that the necessary resources are in place to meet objectives & that the views of Governors and Trust members have been taken into account
- Scrutinise the performance of executive directors in achieving Trust strategic aims and objectives and seek assurance to address any issues of concern
- Ensure the governance and assurance framework for the Trust conforms to statutory requirements and is fit for purpose
- Ensure executive controls and systems of risk management are effective and fit for purpose
- Assess the adequacy of information received from the Executive to enable the Board and its committees to discharge their responsibilities
- Seek assurance as to the integrity of financial, clinical and other information, bringing appropriate challenge when necessary
- Undertake quality assurance visits and 'Board to Ward' activities as required to support the triangulation of information
- Contribute to effective partnership working within the acute provider collaborative and other health and care partners in Great Yarmouth and Waveney
- Make decisions at Trust level which actively support the delivery of the joint aims and objectives of the ICS
- Serve as Chair or member of designated sub committees and undertake NED Champion roles as requested by the Chair of the Board of Directors
- Contribute on an annual basis to the performance review of the Chair, working with the Senior Independent Director and Lead Governor.
- As a member of the Executive Nomination & Remuneration Committee:
 - Contribute to the appointment process for Executive Directors,
 - Determine the remuneration policy for Very Senior Managers (VSMs), including Executive Directors (on appointment and as part of annual reviews)
 - Contribute to the succession planning process for key executive roles
 - Be involved in the appointment and, where necessary, removal of the Chief Executive (with the approval of the Council of Governors)
- Proactively support the work of the Council of Governors, including regular attendance at Council to provide assurance of the NEDs' individual and collective performance and to receive feedback
- Become a member of the Trust's Charity Management Board, taking strategic decisions and acting in the best interests of the Charity

Induction, Training and Development

We will support you with a comprehensive, tailored induction. This will include site visits and meetings with the Executive Directors.

There will be opportunities to learn about the James Paget and the work of the NHS.

You will be supported with training opportunities to increase your knowledge and skills as a NED and your understanding of the work and responsibilities of the Board.

Annual objectives will be agreed with the Chair and annual appraisals undertaken; these will include 360 degree feedback and a development plan.

Time commitment

A minimum of 3 to 4 days a month will be required although the exact requirement may vary from month to month and will occur on variable days of the week. The work is usually during the day, with the occasional evening commitment. As a minimum, the expectation is for all members to attend the formal monthly Board meetings, designated Board Committees and informal Board Seminars. The majority of meetings are held virtually, although some public Board meetings and development sessions are likely to be held on site.

Fees and Expenses

- You will be entitled to a fee ('Remuneration') in line with NHS guidelines. The value of this will be reviewed by the Council of Governors annually, although there is little scope for it to change as it is set in accordance with strict NHSE/I guidance. The fee is taxable under Schedule E and subject to Class 1 National Insurance contributions. It is not pensionable.

- You may claim for travel and subsistence expenses necessarily incurred on Trust business as per the Travel and Expenses Guide for Executive and NEDs and the Council approved Expenses Policy.

Appointment and Tenure of Office

- The appointment is for an initial period of three years. This can be renewed for up to a further three years at the end of the first period of office, subject to satisfactory appraisal and agreement of the Council of Governors. In considering whether to renew a NED's term, consideration will be given not only to performance but also to the overall skill mix and experience of the Board. There should therefore be no expectation of automatic reappointment.
- It is important to note that this position is a public appointment and is not subject to the provisions of employment law.

Independence

You are required to declare all interests, gifts and hospitality, as described in the Conflict of Interests and Hospitality Policy. Any conflict of interest that arises in the course of the Trust's business and any relevant business interests, positions of authority or other connections with commercial, public or voluntary bodies shall be managed in accordance with the Policy. A Register of Interests, Gifts, and Hospitality is maintained and made available for public inspection. A summary of declarations is published in the Annual Report with details of all Board members' remuneration from NHS sources.

Person Specification

You will meet all the following criteria (unless indicated as desirable only):

Education and Qualifications

- Degree or equivalent level knowledge / experience

Experience

- Recent relevant senior level experience within an organisation of comparable size and complexity
- NHS / public sector experience (desirable)
- Strong interest in health and care sector
- Understands the local health economy and the specific needs of Great Yarmouth and Waveney and wider Integrated Care System, or is willing to learn
- Experience of cross-system partnership working

Board level competencies

- Patient and community focus – a demonstrable commitment to providing high quality care and to tackling health inequalities and poor health outcomes
- Strategic leadership – the ability to think and plan ahead, to develop a clear vision and to motivate others, balancing needs and constraints

- Holding to account – to probe, scrutinize and challenge constructively, holding the Chief Executive and the executive directors to account
- Effective influencing and communication – highly developed interpersonal and communication skills, with ability to gain consensus and influence others.
- Analytical – the ability to grasp complex issues and understand key relationships,
- interpreting sometimes conflicting data and seeing the bigger picture
- Curiosity – ability to question, challenge constructively and be independent minded
- Competence across the nine leadership dimensions of the Healthcare Leadership Model

Values and Behaviours

- Lead by example in demonstrating positive, professional and ethical behaviours that exemplify the values of the Trust

Other

- Fit and Proper Person (within meaning of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014
- Will ideally reside within Norfolk or Suffolk

How to apply

All applications must be received by 12 September 2022.

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

All applications must quote the reference JPNE and include:

- A full curriculum vitae
- A covering letter (no more than two pages) indicating how you meet the selection criteria and articulating why you are interested in the role
- Contact details for four referees (who will not be contacted without your permission)
- A contact email address and telephone number
- A completed **Equal Opportunities Monitoring Form** and **Fit and Proper Person Monitoring Form**.

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

We are committed to making reasonable adjustments to support disabled candidates. Please let us know if there are any adjustments that will assist you.

We are inclusive of all diversity and are committed to equality of opportunity for all. 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.

** The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process. The data is important so we can monitor the effectiveness of our ambition to increase the diversity of our applicants and workforce.*

KEY DATES:

Application closing date	12 September 2022
Shortlisting	3 October
Interview	TBC



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