

Group Non-Executive Director.

Candidate Information Pack

August 2023



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Letter from Group Chairman.



Manchester University Foundation Trust (MFT) is one of England's largest NHS Trust with a turnover of £2.6bn and is on a different scale than most other NHS Trusts. We are creating the most exceptional integrated health and social care system that will deliver the best possible results for the 1million+ patients who rely on our services every year.

Thank you for your interest in this Group Non-Executive Director position at the Manchester University NHS Foundation Trust. I hope that you enjoy finding out more about our ambitions, our values, and this exciting opportunity to join our high performing Board.

This appointment comes at an interesting time as the NHS recovers from the Pandemic, and MFT plans for the future to deliver an ambitious organisational strategy. As part of this MFT is seizing the chance to make a real difference to the health and wellbeing of our residents across the region and beyond through the effective integration of health and social care services with a focus on the prevention of ill health and tackling health inequalities.

You would, of course, be joining us at a time of enormous challenge but also of huge opportunity. The last few years have presented unprecedented challenges for all of us. During the Pandemic, our teams throughout the organisation pulled together in an outstanding manner and developed new ways of working to ensure that we continued to deliver first class services that meet the needs of our local population and beyond. With the launch of our innovative electronic patient record Hive in September 2022, we are all more determined than ever to provide streamlined, services for our patients first time, every time.

This appointment will be made by our Council of Governors, and we are seeking exceptional individuals who will bring challenge, support, innovation, and passion to the team. For this role, we need individuals who are committed to our vision and values and who will ensure that quality of care to patients remains at the very heart of everything we do. We are also keen to ensure that our Board of Directors includes people with a wide range of backgrounds and experiences and reflects the communities we work within. We would therefore welcome applicants from a diverse cross section of society.

I hope that what you read in this pack will inspire you to apply for the role and I encourage you to find out more by contacting our Non-Executive Search Partner; Hunter Healthcare; Janice Scanlan via telephone on 0779339 5116 or via email; JScanlan@Hunter-Healthcare.com.

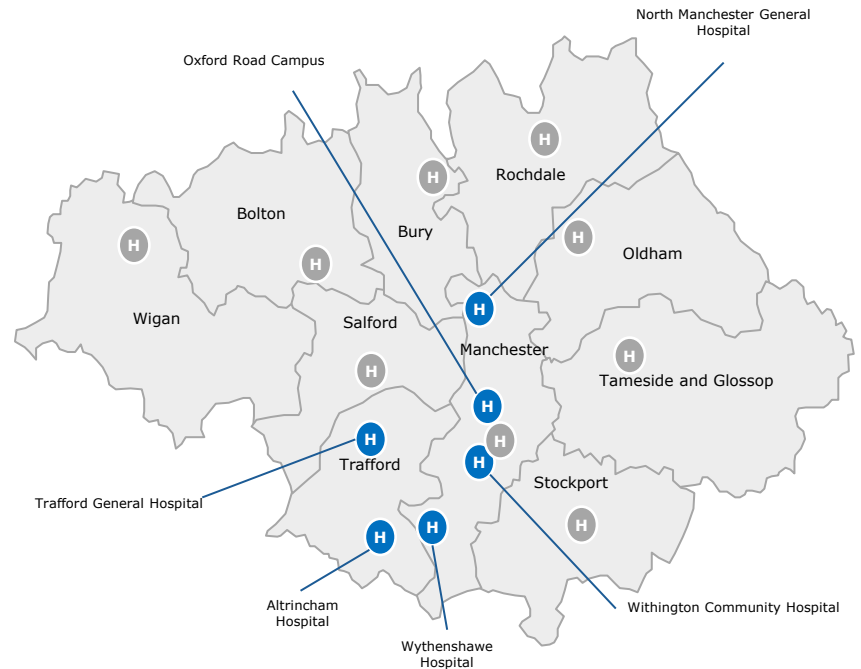
I look forward to receiving your application.

Kathy Cowell OBE DL
Group Chairman

The Greater Manchester System.

The **Greater Manchester Integrated Care System** covers an area with:

- 10 localities
- 2 Mental Health Trusts
- 7 Hospital Trusts
- 1 Ambulance Trust
- 67 PCNs
- 10 Local Authorities
- 1 Combined Authority
- 1 GM Mayor
- c16k VCSE organisations
- Social care provides



The **Greater Manchester Provider Federation Board** is the GM provider collaborative. We work closely with provider partners on strategic planning, operational decisions and performance improvement (e.g. mutual aid).

Whilst we work with colleagues at a **place** level in Manchester and Trafford, notably through our Local Care Organisations, we also work with locality colleagues in other parts of GM, particularly those boroughs that North Manchester General Hospital serves.

We support **research and innovation** across GM hosting NIHR activities and Health Innovation Manchester.

Many of these structures pre-date the establishment of Integrated Care Systems and are based on well-developed relationships.

Manchester
Integrated Care Partnership



Trafford
Integrated Care Partnership



NHS
**Greater Manchester
Provider Federation Board**
A partnership of NHS Trusts

 **Health
Innovation
Manchester**

NIHR | **Manchester Clinical
Research Facility**

About MFT.



Manchester Royal Infirmary

Secondary and tertiary services



Manchester Royal Eye Hospital

Specialist eye hospital



Saint Mary's Hospital

Specialist Women's hospital and genomics



Royal Manchester Children's Hospital

Specialist children's hospital



University Dental Hospital of Manchester

Specialist dental hospital



Wythenshawe Hospital

Secondary and tertiary services



Withington Community Hospital

Diagnostics, day-case and community



Trafford General Hospital

Secondary care services



Altrincham Hospital

Diagnostics and outpatient care services



North Manchester General Hospital

Secondary and tertiary services

Manchester University NHS Foundation Trust (MFT) consists of **10 hospitals** delivering the full range of hospital services from seven sites across Manchester and Trafford.

We are one of the largest acute trusts in the UK With **over 28,000 staff** and a turnover of more than **£2.6 billion**.

We provide local hospital care to almost 1 million people, primarily in Manchester and Trafford. And we are also the **single biggest provider of specialised services in England**, with patients coming from across the country to receive care at our hospitals.

We host two **Local Care Organisations** (LCOs) which **run NHS community health and adult social care services** in Manchester and Trafford, in collaboration with our Local Authority partners.

We are **the leading trust for research and teaching in the North West** hosting the Manchester NIHR Biomedical Research Centre and Clinical Research Facility.

There is **significant diversity** across Manchester and Trafford

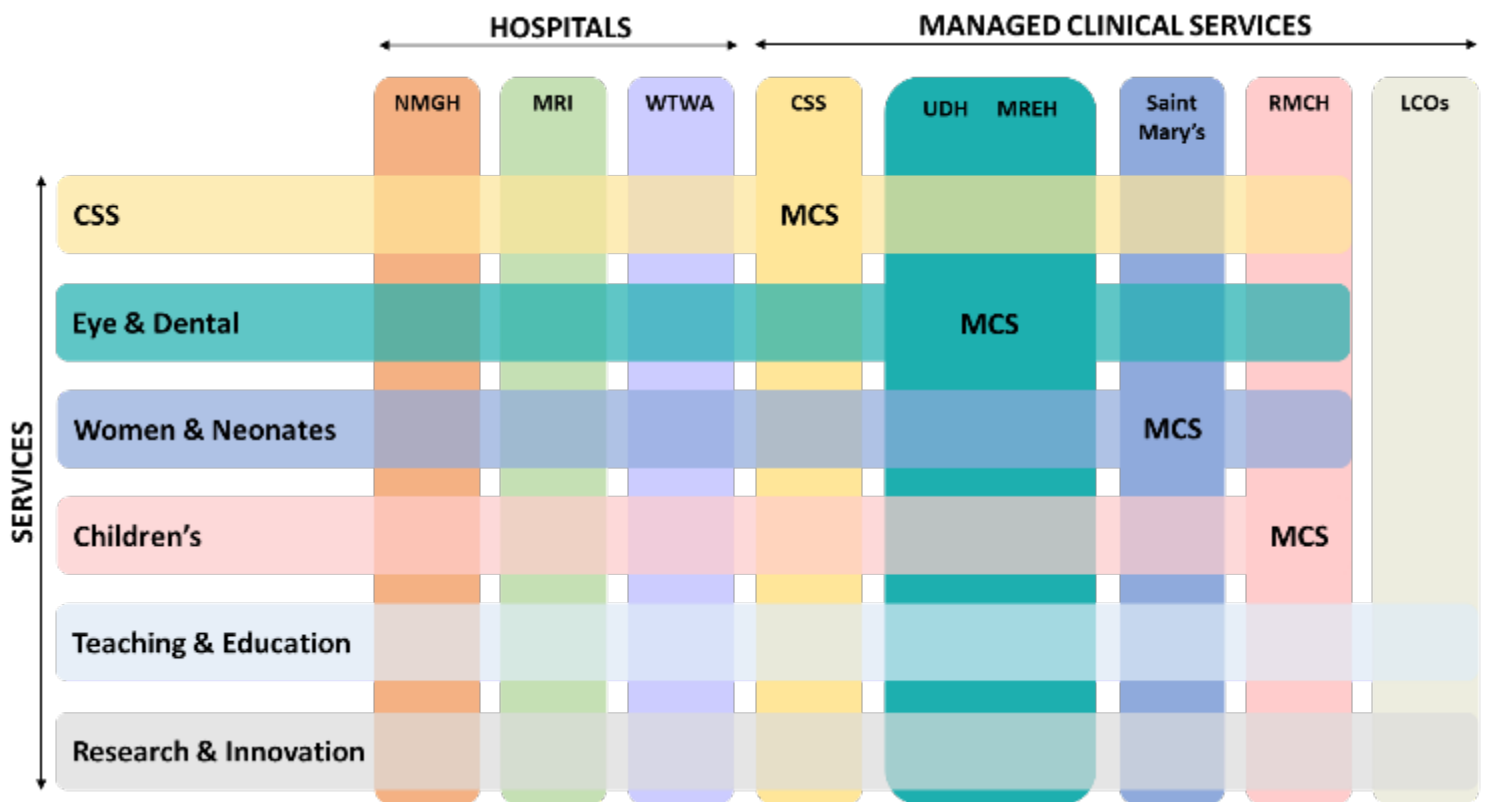
- 190 languages spoken in Manchester
- The average age of people in Manchester is 33 and in Trafford is 39
- 1 in 5 of the population has a disability or long term condition

Deprivation is significant

- Manchester is the sixth-most deprived local authority in England
- More than two thirds of neighbourhoods in Manchester and Trafford are more deprived than the England average
- Over 40% of children under 16 in Manchester are living in poverty

About MFT.

How we operate.



Glossary

NMGH – North Manchester General Hospital

MRI – Manchester Royal Infirmary

WTWA – Wythenshawe, Trafford, Withington, Altrincham Hospitals

CSS – Clinical & Scientific Services

UDH – University Dental Hospital Manchester

MREH – Manchester Royal Eye Hospital

RMCH – Royal Manchester Children's Hospital

LCOs – (Manchester and Trafford) Local Care Organisations

Hospitals

Primarily responsible for services delivered on site.

Managed Clinical Services

Responsible for delivery of a defined range of services wherever they are provided across MFT plus setting strategy and standards for those services.

LCOs

Responsible for the delivery of community services and integration with other community based services.

Our Vision and Values.

Our Vision

Our vision is to improve the health and quality of life of our diverse population by building an organisation that:

- Excels in quality, safety, patient experience, research, innovation and teaching
- Attracts, develops and retains great people
- Is recognised internationally as a leading healthcare provider

Our Values

Together Care Matters

- Everyone Matters
- Working Together
- Dignity and Care
- Open and Honest



Values and Behaviours Framework

Behaviours we want

Examples of this Value in practice

Behaviours we won't accept

Examples of the opposite of this Value in practice

Everyone Matters



- I listen and respect the views and opinions of others
- I recognise that different people need different support and I accommodate their needs
- I treat everyone fairly
- I encourage everyone to share ideas and suggestions for improvements

Working Together



- I listen and value others views and opinions
- We work together to overcome difficulties
- I effectively communicate and share information with the team
- I do everything I can to offer my colleagues the support they need

Dignity and Care



- I treat others the way they would like to be treated – putting myself in their shoes
- I show empathy by understanding the emotions, feelings and views of others
- I demonstrate a genuine interest in my patients and the care they receive
- I am polite, helpful, caring and kind

Open and Honest



- I admit when I have made a mistake, and learn from these
- I feel I can speak out if standards are not being maintained or patient safety is compromised
- I deal with people in a professional and honest manner
- I share with colleagues and patients how decisions were made

- I am aggressive, impolite and rude towards my colleagues
- I do not communicate or share crucial information with others
- I act in a way that undermines others
- Our department works in isolation and we don't work collaboratively with others



- I do not listen to other people's issues or problems
- I lack empathy when supporting others
- I tell my colleagues and patients I am too busy to help
- I show little energy or enthusiasm in the work that I do



- I discriminate against others
- I make no attempt to see things from other people's point of view
- I exclude others based on their values and beliefs
- I do not listen to what others say



- I am dishonest and cover up my mistakes
- I blame others for my mistakes
- I do not keep people informed when problems occur
- I openly criticise other people's views and opinions



Overview of Our Services.

MFT is the largest provider of specialist services in England, covering population of 2.8m, sole provider for several tertiary services across GM whilst delivering District General Hospital services for our local population.

40% of GM elective activity:
c.150,000 patients

38% of GM waiting list:
c.200,000 patients

c.500,000 patients seen in A&Es

c.170,000 patients admitted from A&Es

c.50% of GM cancer activity

45% of GM births:
12,000 deliveries

c.1.7m outpatient attendances

c.500,000 investigations carried out

MFT also provides extensive community services to the population of Trafford and Manchester.

A typical day in Manchester Local Care Organisation:

- 3300 people seen or in contact with our community health services
- 700 new referrals into our community health services
- 15 people referred through our crisis services - helping keep them out of hospital
- 165 people in our reablement services helping them stay independently at home
- 150 people are supported through our integrated care teams
- 1100 people have care commissioned in residential and nursing homes through contracts we hold

A typical day in Trafford Local Care Organisation:

- 2400 people supported by our Adult Social Care teams
- 304 daily visits to people by our District Nurses
- 230 contacts from our Health Visitors with families
- 54 contacts and visits by the Child Nursing and Paediatric medical services to children
- 16 children and 59 adults experiencing acute or chronic pain supported by our Musculoskeletal and Child Therapy services
- 31 people at immediate risk of admission are provided with a rapid health and social care

Strategic Developments and Opportunities.

We have a range of exciting strategic developments underway that will help improve the care we deliver to patients, present opportunities for staff and, enable us to improve the productivity of the organisation. These include.

- Redeveloping North Manchester General Hospital through the New Hospitals Programme, providing a state-of-the-art hospital campus for local people and helping to regenerate the area.
- Continuing to deliver our Single Services Programme and realising the benefits for Manchester and Trafford communities and beyond.
- Developing an MFT organisational strategy that will provide clarity and focus on the strategic priorities for the organisation.
- Improving alignment of services across the Group to enable an efficient and sustainable organisation.



- Although a funding source is yet to be identified we are progressing the Wythenshawe Masterplan to create a high-class sustainable health village maximising commercial opportunities, supporting local economic developments, tackling health inequalities and promoting wellbeing.
- Ongoing optimisation of our clinically led EPR through the HIVE (EPIC) transformation programme including significant research and innovation opportunities to maximise benefits in terms of patient care and efficiencies.
- Further opportunities to develop research and innovation activities for the benefit of patients through the development of a data secure environment which embraces an extensive research and innovation infrastructure including hosted structures (BRC, CRF, ARC, CRN and DiTA) and an extensive NMAHP research portfolio.

Strategic Development and Opportunities.

MFT implemented a new clinically led integrated Electronic Patient Record in September 2022 - HIVE (powered by EPIC), an innovative solution which has replaced hundreds of separate systems to provide a single patient record, transforming the quality of care and the experience for all our patients and our colleagues as we deliver a single hospital service across our Trust, providing better continuity of care wherever patients are treated.



Follow us on Twitter at [@MFT_Hive](https://twitter.com/MFT_Hive) for all the latest updates!

Hive supports our Clinical Services Strategy and at its heart, the Electronic Patient Record solution brings all our patient information together in one place, helping us work together across professions to improve services for patients and people who use our services. Hive means much more than a digital system; it brings wide-spread change, and improvement, in every part and process in the organisation. The system has widespread clinical involvement and leadership delivered through 18 Pathway Councils, Digital Nursing Forum, 4 delivery Authorities and related governance which designs, develops, prioritises and deliver clinical work programmes to enhance workflow and staff engagement.

Our overall vision for Hive is to transform the quality of care and the experience for our patients and our colleagues by having the right information in the right place at the right time, first time, every time.

MFT digital

Different We believe in the art of the possible and we try multiple approaches. We are experimental, agile and not afraid to test ideas, fail and learn from them.

Interconnected We recognise that no one person can hold all the information anymore. We connect widely with others and collaborate.

Genuine We approach our work with authentic openness. We are transparent in our communications and ways of working with others.

Insight Driven We don't just build large amounts of data; We use the information to build meaningful insights to understand things better.

Team Focused We recognise the importance of people in the process; That digital work relies on the strengths of the people using it and help build their skills.

Automatic We take ourselves out of a process wherever possible to reduce errors. We are always thinking about ways of simplifying and streamlining.

Long Term We are always considering the future impact, what might be around the corner. We focus on how digital improvements could change things for the better.

Leaders

Being on a journey to be a data driven organisation.

MFT is committed in to enable our diverse workforce to build digital skills and confidence and digital leadership capability.

MFT's Digital Team.

The **Digital team within MFT** is strong and forward-thinking, and includes the full range of Informatics services:

- Strategy and Governance, including the business-facing Portfolio Office.
- Hive and all connected applications - with clinicians embedded, leading the optimisation of Hive.
- Information and Patient services, including medical records, providing reporting and business intelligence across the Trust and beyond.
- Technology, delivering and developing the Infrastructure, and including Operations such as Service Desk.
- Digital Nursing, Midwifery & AHP, providing leadership and promoting digital, working closely with the Trust's Chief Nurse.
- Digital programmes, delivering the overall Informatics Portfolio Plan.

Consistently achieving the Data Security Protection Toolkit (DSPT) and receiving good assurance via internal audit and other external bodies, we strive for improvement across all areas, making use of Gartner and Klas amongst others to ensure wherever possible we are taking best practice from across the NHS and other sectors to deliver high quality services to our clinical teams and our patients. One of our key areas of focus is making best use of the step change improvement in our data availability that came with the implementation of Hive, supporting the development of staff across MFT to become digital leaders.

Our team is involved on national projects, in particular the New Hospitals Programme, defining the digital approach to this new generation of hospitals, which means we bring this learning and approach into MFT as a whole. Further, we are developing our governance approach to ensure the Trust makes best safe use of advances such as AI, ML and RPA across all our services.



MFT Technology Landscape in numbers.

- 81 Community locations
- 10 hospitals
- 28,000 staff
- 8,000 associates

- 30,000 Active EPR user accounts
- 4,000 Affiliates/Temporary accounts

- 2,000 specimen label printers
- 1,100 Pharmacy printers
- 1,800 barcode scanners
- 450 wristband printers

- 19,994 Desktops
- 7,238 Laptops
- 1,200 WOWs
- 110 Ward Screens
- 500 Business Continuity PCs

- 3 Datacentre facilities
- Windows Servers: 3748
- Non-Windows Servers: 673
- 81 Connected Community locations

- 11,737 Tablets
- 5,500 Rover Devices
- 360 Rover docking stations
- 750 E-Consent tablets

- 3,500 WiFi Connection Points
- 650 Integrated Medical devices
- 130 Interfaces
- 40 different software vendors

Enabling Technology for a digitally enabled workforce

Our Strategic Aims.

Our vision is underpinned by our **strategic aims**, which are:

- To focus relentlessly on improving access, safety, clinical quality and outcomes.
- To improve continuously the experience of patients, carers and their families.
- To make MFT a great place to work, where we value and listen to our staff so that we attract and retain the best.
- To implement our People Plan, supporting our staff to be the best that they can be, developing their skills and building a workforce fit for the future.
- To use our scale and scope to develop excellent integrated services and leading specialist services.
- To develop our research and innovation activities to deliver cutting edge care that reflects the needs of the populations we serve.
- To achieve and maintain financial sustainability.
- To work with partners and play our part in addressing inequalities, creating social value and advancing the wider green agenda.



The scale of MFT derives benefits working collaboratively across sites and with partner organisations, in new ways to address health inequalities that exist in our city and surrounding areas.

Research and Innovation (R&I) at MFT.

The scale and maturity of R&I at MFT needs a special mention as it exceeds the mere listing of its component parts, many and high-quality as they are. Our varying R&I functions at MFT are delivered by over 600 staff, handling annual budgets totalling ~£65m, and involving partnerships and services across Greater Manchester. Within MFT the range of our specialities and services, which include Highly Specialised Services, provides unequalled reach to design and deliver research across the life course. Beyond MFT our R&I activities benefit from the collegiate approach which typifies modern interactions across GM for health and social care.

Leadership and Management

Research and Innovation at MFT includes more than 640 staff across the 'core' functions of R&I, as well as the hosted bodies accommodated within R&I, such as Health Innovation Manchester (-110 staff) and the NIHR Clinical Research Network for Greater Manchester (-50). It is led strategically by the Group Director of R&I (typically a professorial/consultant-level clinical academic) and operationally by the Managing Director for R&I, both of whom report into the Joint Group Medical Director with responsibility for R&I.

Research Governance

The Group Research Governance Committee is chaired by the Joint Group Medical Director with responsibility for R&I and reports to the Trust Board of Directors. It operates two sub-committees chaired by the Associate Director of R&I (Governance): Sponsorship and Governance Oversight Committee; and Early Phase Safety Committee. Governance activities such as sponsorship, quality assurance, monitoring, contracts, and project approvals are centralised in the Research Office, led by the Director of Research Governance and Quality. Regulatory inspections of research at MFT are overseen by the Research Office, e.g., Medicines and Healthcare products Regulatory Agency (MHRA) or Human Tissue Authority (HTA).

Clinical Research Nurses, Research Midwives and Clinical Research Practitioners

Clinical research delivery staff include Clinical Research Nurses, Research Midwives and Clinical Research Practitioners (CRPs), and is the largest staff group within R&I (-120). Led by the Assistant Chief Nurse (R&I) and their senior management team, they deliver clinical research care for patients across the Trust, including in dedicated research space outside MFT Hospital buildings, such as the adult CRF on the Oxford Road Campus.

Research Delivery

Operational management of R&I is embedded throughout the Trust under the Director of Research Delivery, with teams of non-clinical research delivery staff - including Clinical Trials Managers, Coordinators and Assistants - under a group of R&I Managers (R&IMs), with distinct responsibilities for the medical specialties represented across our hospitals and community services. They lead on project set up, conduct, performance, delivery and closure, including financial arrangements such as costing and invoicing.

Innovation

The Director of Innovation oversees a small but growing and highly specialised team of innovation managers, with varying roles around Intellectual Property (IP) and commercialisation, strategic commercial partnerships, the local innovation district, and key initiatives such as the Diagnostics and Technology Accelerator. MFT is unusual in having in-house specialists responsible for advising on the capture and protection of inventions, IP and delivering impact through commercialisation (often in close collaboration with tech transfer colleagues from UoM). As such, the team provides these IP/innovation services to other NHS trusts in Greater Manchester and wider. which do not have a similar resource.

The co-location of MFT innovation function within an industry-embedded clinical campus, adjacent to the academic might of UoM and alongside key NIHR infrastructure has created a pivotal innovation campus and end-to-end pipeline spanning basic research, through development and clinical evaluation, seamlessly to clinical adoption through the Health Foundation Innovation Hub, one of only four nationally.

MFT Leadership.

Chair

Kathy has been Chairman of the board since 2016. She joined the Trust in 2013 as a Non-Executive Director and was appointed the Senior Independent Director (SID) in 2014.

A banker by profession, Kathy worked for Cheshire Building Society for 24 years until taking early retirement in 2006.

Kathy has held several Chairman and Non-Executive roles in the health sector, in both provider and commissioner organisations, including Chairman of the East Cheshire NHS Acute Trust; NHS Cluster/PCT Chairman; and Vice Chairman of Warrington Hospital NHS Acute Trust.



Group Chief Executive Officer

Mark has worked in the NHS for his entire career. He joined the NHS as a nurse in Greater Manchester in 1992.

Mark became Group Chief Executive of Manchester University NHS Foundation Trust in April 2023. Prior to that, he was Chief Delivery Officer for NHS England.

Mark has held a range of senior leadership roles in his career, including Chief Executive at Portsmouth Hospitals University NHS Trust, regional Chief Operating Officer for NHS Improvement in the Midlands and East of England, and several director roles in London NHS trusts, including Moorfields Eye Hospital, Whipps Cross and Barts Health.



The MFT Board of Directors.



Mark Cubbon
Group Chief Executive



Kathy Cowell OBE DL
Group Chairman



Julia Bridgewater MBE
Group Deputy Chief Executive &
Senior Responsible Officer for Hive



Trevor Rees
Group Deputy Chairman/Non-Executive Director



David Furnival
Group Chief Operating Officer



Angela Adimora
Group Non-Executive Director



Jenny Ehrhardt
Group Chief Finance Officer



Gaurav Batra
Group Non-Executive Director



Miss Toli Onon
Joint Group Medical Director



Professor Luke Georghiou
Group Non-Executive Director



Professor Jane Eddleston
Joint Group Medical Director



Nic Gower
Group Non-Executive Director



Professor Cheryl Lenney OBE
Group Chief Nurse



Mark Gifford
Group Non-Executive Director



Peter Blythin
Group Director of Workforce &
Corporate Business



Christine McLoughlin OBE
Group Senior Independent
Director/Non-Executive Director



Darren Banks
Group Director of Strategy

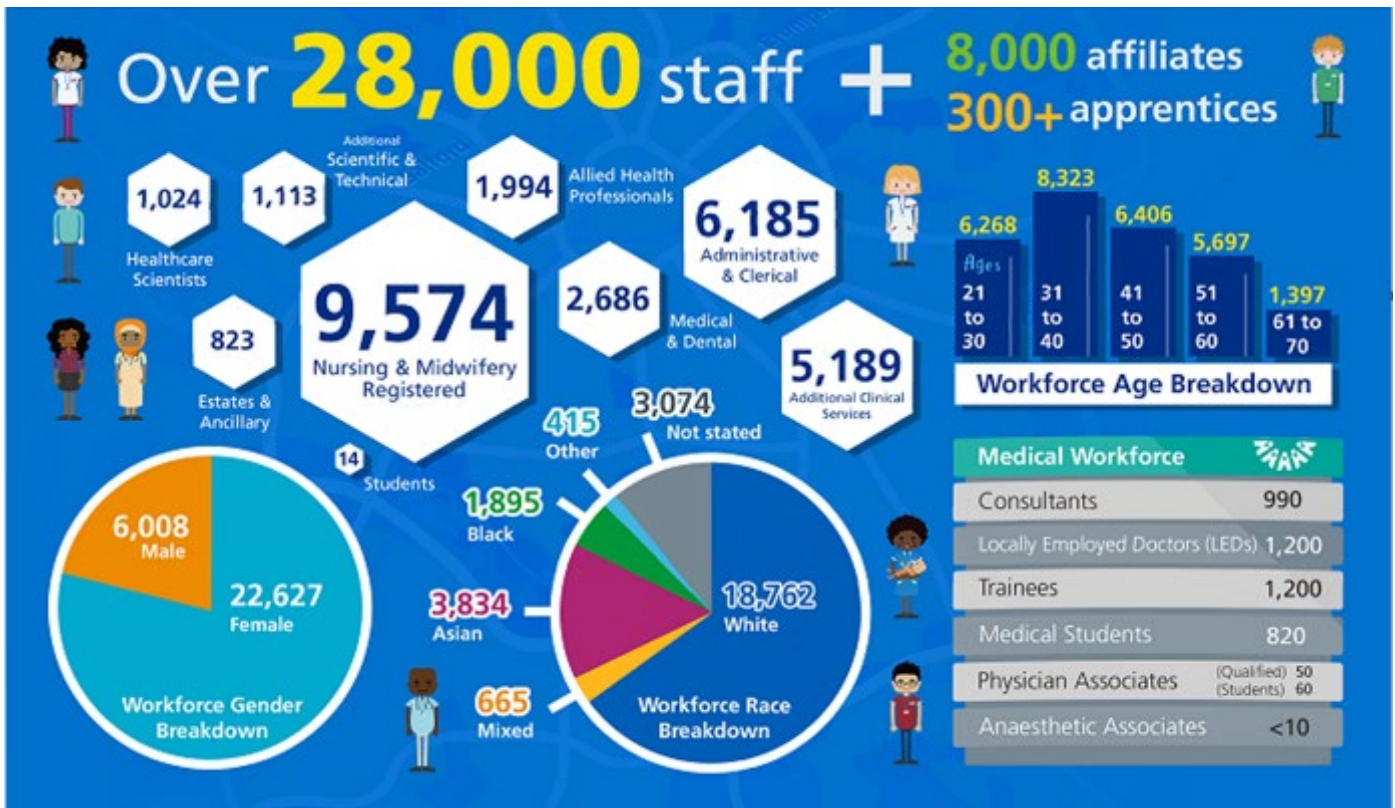


Damian Riley
Group Non-Executive Director

NB: full details can be found on the MFT website: <https://mft.nhs.uk/the-trust/the-board/>

The MFT People Plan.

There is so much to be proud of at MFT but most of all, our committed and dedicated workforce. All our people, whatever job they do, contribute in some way to the positive reputation of MFT.



The MFT People Plan provides a roadmap for all staff, and supports a collective vision that we can make MFT a great place to work.

The five themes are framed around the NHS People Plan pillars to deliver more people, working differently, in a compassionate and inclusive culture.



Equality, Diversity and Inclusion.

NHS England has recently introduced its first equality, diversity and inclusion (EDI) improvement plan. The NHS workforce is more diverse today than at any point in its 75-year history, and that brings benefits for patients and taxpayers alike.

It is recognised that the NHS is built on the values of everyone counts, dignity and respect, compassion, improving lives, working together for patients, and commitment to quality. These values underpin how healthcare is provided, but they insist that this must also extend to our NHS workforce.

To build for the future, the need to inspire new staff to join and encourage existing staff to stay is key whilst ensuring our teams work in an environment where they feel they belong, can safely raise concerns, ask questions and admit mistakes is essential for staff morale – which, in turn, leads to improved patient care and outcomes. This can only be done by treating people equitably and without discrimination.

MFT People Plan sets out the priorities for supporting the 28,000 people who work at MFT, with specific actions for improving their sense of ‘belonging’. The approach is shaped by the NHS England Listening Well Framework with a focus on improving the fundamental issues associated with good staff experience. This work is being led by the Group Chief Executive with full involvement of senior leaders from across the Trust to complement delivery of the Trust ED& I strategy.

MFT’s established Equality, Diversity and Inclusion Team launched *Diversity Matters – MFT’s Equality, Diversity and Inclusion Strategy 2019 – 2023*.

The strategy outlines the Trust’s commitment to ensuring that inclusion is embedded into how the Trust operates and behaves, in line with the Trust’s statutory duty to prepare and publish four yearly equality objectives.

In essence, it highlights our ambition to be the best place for patient quality and experience and the best place to work. It provides a framework for action focusing on three, interrelated aims which are:

- Improved patient access, safety and experience
- A representative and supported workforce
- Inclusive leadership



Equality, Diversity and Inclusion.

We have three interrelated aims which are:

Improved patient access, safety and experience.

- The Trust will create a culture of care based on positive attitudes towards welcoming the diversity of patients, their families, carers and service users and meeting diverse needs. The Trust will be an organisation that continually improves by embedding inclusion principles and standards into everyday practice and placing them at the heart of policy and planning.

A representative and supported workforce.

- The Trust will be an employer of choice that recruits and develops staff fairly, taking appropriate action whenever necessary, so that talented people choose to join, remain and develop within the Trust. Strong equality, diversity and inclusion at all levels will underpin consistently good patient care across all services.

Inclusive leadership.

- The Trust will be recognised as a vanguard for equality, diversity and inclusion creating organisational and system wide changes to improve equality outcomes for patients their families and carers, service users and staff.

We believe that the only way to consistently provide the highest possible level of care is through being truly inclusive, creating the right conditions for staff to flourish and for patients to receive the services that they need, in the way that they need them and in the right environment based on their individual needs.



Removing the Barriers Programme.

The Trust's Workforce Race Equality Standard (WRES) found that representation of staff from Black, Asian and Minority Ethnic (BAME) backgrounds significantly decreases at Agenda for Change Bands 8a and above.

Our 'Removing the Barriers' Programme aims to increase the ethnic diversity of the Trust's senior leadership through positive action.

Three schemes in the 'Removing the Barriers' Programme (RtB) were launched in September 2020: Diverse Recruitment Panels Scheme (DRPS), Reciprocal Mentoring Scheme (RMS), and E3 Ring-Fenced Secondments Scheme (E3).

Staff experience and engagement.

Focusing on the lived experience of staff and their rich and diverse backgrounds we want to understand what it means to work at MFT and hear first-hand what would make a positive difference to the working lives of all staff.

We want to hear the voices of staff so that their diverse experiences inform and shape decision making. Most of all we want to have a culture that embodies our values and behaviours. This includes a refreshed approach to how we ensure staff wellbeing, workforce supply, deployment, training and education.

The publication of the NHS Long Term Workforce and NHS EDI Improvement Plans, will direct and influence our existing People Plan, continuing to ensure EDI is embedded throughout to help foster a truly inclusive culture where staff can be themselves and thrive. In this sense we want to make MFT an even greater place to work than it already is. This is why employee voice and involvement is so critical to making the changes we are aspiring to.

To help we have introduced six principal initiatives to improve staff experience. Each one is sponsored by Group Executives and Hospital/MCA/LCO Chief Executives. The aim is to achieve amazing results over the next 1-2 years.

Staff Engagement

The voices of our BAME Staff Network, LGBT+ colleagues, disabled staff, colleagues from across the Hospitals, Managed Clinical Services, Local Care Organisations and Corporate Services are captured via engagement events and actively contributed to the approaches taken, the deliverables and the ambitions of our People Plan.

Staff Networks

As an organisation we are committed to creating inclusive cultures where staff feel a sense of belonging for who they are and are valued. We have a number of Staff Networks to support with building a sense of belonging. This includes a Black, Asian and Minority Ethnic (BAME) Staff Network, a Diverse abilities Staff Network, a Lesbian, Gay, Bisexual and Transgender (LGBT+) Staff Network and a Muslim Staff Network.

The aims of the networks are:

- To support staff from different equality groups
- To enable the Trust to gain a better understanding of issues faced by staff in the workplace
- To share experiences and provide mutual support



Role Profile.

Group Non-Executive Director

Job overview

Whatever you are looking for in your first or next Non-Executive Director opportunity, you will find it all here for you at Manchester University NHS Foundation Trust.

MFT brings together 10 hospitals and community services across Manchester and Trafford with a collective team of over 28,000 employees. As the largest NHS Foundation Trust in England providing district general services through to the most complex care available & as we launch HIVE - our innovative electronic patient record we are committed to providing the best care possible to our patients first time, every time. That is where you come in.

As a Group Non-Executive Director at MFT you will work collectively with other Group Non-Executive Directors, the Group Chairman, Group Chief Executive and the Group Executive Directors and, in partnership with the Governors, you will work to ensure compliance with the terms of our license, the Trust's constitution and contractual obligations. You will be responsible for ensuring the quality and safety of healthcare services, application of the principles of corporate governance and standards of clinical governance and for the effective, efficient and economic exercise of the Trust functions.

We would welcome candidates who have operated at a senior/board level with sound proven industry knowledge in Information Technology, in particular implementation of systems in large and complex organisations to help drive some of our digital transformation agenda. Alternatively, we are also keen to attract candidates with a strategic background in Research & Innovation in a commercial environment.

We would also positively support applicants where this opportunity would be your first Non-Executive Director post, providing you with a thorough induction and ongoing support.



Role Profile.

Group Non-Executive Director

Main duties of the role

- First & foremost, a passion for patients with a drive for enhancing our health services across our city & beyond, you will need an appreciation of the diversity of our stakeholder landscape.
- You will have the capability & enthusiasm to support our ambitious vision within the context of significant change, transformation & opportunity, both within the organisation, the region & the wider NHS.
- An inspirational leader who lives our values & behaviours with a commitment to support our compassionate & inclusive culture, you will have the desire, skills, experience & attitude to positively challenge & support.
- Be able to demonstrate a cohesive & collaborative style with the ability to build credible, trusting & honest relationships, you will possess innovation, passion & integrity in abundance.
- An understanding of robust corporate governance will be important & strong experience of developing high level strategy with an effective understanding of health, education, business or commercial environments would also be advantageous.
- Importantly, you will be an impressive collaborator; equipped to support further development of our vital external partnerships.
- Have the available time to fulfil the demands of the role.

At MFT, we create and foster a culture of inclusion and belonging, provide equal opportunities for career development that are fair, open and transparent, protecting your health and wellbeing and shaping the future of our organisation together.

If our Trust and this role is of interest to you and would like to learn more to see if this is the next and best move in your career, we encourage you to contact us for a conversation in confidence. In the first instance, please contact our Non-Executive Search Partner; Hunter Healthcare;

JScanlan@Hunter-Healthcare.com
07793395116

Job Description.

Job Title: Group Non-Executive Director (NED)

Accountable to: The MFT Council of Governors

Reports to: The Group Chairman

Role Summary

Group Non-Executive Directors work, collectively, with other Group Non-Executive Directors, the Group Chairman, Group Chief Executive and the Group Executive Directors and in partnership with the Governors, to ensure compliance with the terms of our license, the Trust's constitution and contractual obligations. They are responsible for ensuring the quality and safety of healthcare services, the application of the principles of corporate and standards of clinical governance and for the effective, efficient and economic exercise of the Trust functions.

Principles

The Board is collectively responsible for the exercise of powers and the performance of Manchester University NHS Foundation Trust by directing and supervising its affairs in accordance with the Trust's Constitution (February 2021 - Updated) and NHS England's Foundation Trust Code of Governance.

Group Non-Executive Directors must demonstrate high standards of corporate, business and personal conduct and abide by the Nolan Principles (*'The Seven Principles of Public Life'*):

- **Selflessness**

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

- **Integrity**

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

- **Objectivity**

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

- **Accountability**

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

- **Openness**

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

- **Honesty**

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

- **Leadership**

Holders of public office should promote and support these principles by leadership and example.

Job Description.

Key Functions

1. To consult with and note the views of the Council of Governors in developing the strategic plans of the Trust, to ensure that the health needs of the population served by the Trust are fully considered.
2. Commit to working to, and encouraging within the Trust, the highest standards of probity, integrity and governance and contribute to ensuring that the Trust's internal governance arrangements conform to best practice and statutory requirements.
3. Provide independent judgement and advice on issues of strategy, vision, performance, resources and standards of conduct and constructively challenge, influence and help the Group Executive Team develop proposals on such strategies.
4. In accordance with agreed Board procedures, monitor the performance and conduct of the management team in meeting agreed goals, key priorities and statutory responsibilities, including the preparation of annual reports and annual accounts and other statutory duties.
5. Obtain assurance that financial information is accurate, and that financial controls and risk management systems are robust and updated when necessary.
6. Contribute to the determination of appropriate levels of remuneration for Group Executive Directors.
7. Be a member of Trust's Board Committees established by the Board of Directors to exercise delegated responsibility
8. Bring independent judgement and experience based on clinical, academic, commercial, financial, legal or governance expertise from outside the Trust and apply this to the benefit of the Trust, its stakeholders and its wider community.
9. Assist fellow Directors in setting the Trust's strategic aims, ensuring that the necessary financial and human resources are in place for the Trust to meet its key priorities, and that performance is effectively monitored and reviewed.
9. Work in collaboration with stakeholders across the Greater Manchester Integrated Care Board (ICB), developing a partnership approach to tackling health inequalities and improve outcomes in population, health and healthcare.
10. Assist fellow Group Directors in providing entrepreneurial leadership to the Trust within a framework of prudent and effective controls, which enable risk to be assessed and managed.
11. Assist fellow Group Directors in setting the Trust's values and standards and ensure that its obligations to its stakeholders and the wider community are understood and fairly balanced at all times.
12. Engage positively and collaboratively in Board discussion of agenda items and act as an ambassador for the Trust in engagement with stakeholders including the local community.
13. To act as a Trustee of the Trust Charity.

Group NED Person Specification.

Part One: Background and Experience (please address in your supporting statement)

- Evidence of success in chosen career with a track record of strategic leadership at Board level within a complex and fast moving environment
- Experience of effective leadership working with a wide and complex range of internal and external stakeholders
- Senior level governance experience demonstrating strong strategic planning, financial, risk and performance management
- Experience of leading quality improvement, performance management and cultural change within a complex organisational setting
- Demonstrable commercial and/or political astuteness which will translate into an ability to think and act strategically for the benefit of the Trust
- Experience of holding high levels of accountability

Part Two: Skills, Knowledge and Personal Attributes (to be addressed at interview)

- Exceptional leadership skills, engendering respect from others at all levels
- An enthusiastic, enquiring mind, with the confidence to challenge constructively when appropriate and to hold to account
- Commitment to working as a team member
- An effective listener, able to weigh up arguments and summarise for others
- Highly developed interpersonal, influencing and communication skills
- Analytical and creative, with the ability to be independent in judgement
- Politically astute, effective negotiator, able to grasp relevant issues and understand the relationships between interested parties
- Sound knowledge and understanding of corporate governance
- Clear understanding and acceptance of the legal duties, liabilities and responsibilities of Group Non-Executive Directors
- Understanding of equality and diversity issues
- Understanding of Foundation Trusts and Governor responsibilities
- Empathy with and commitment to public service values of accountability, openness, probity and equality of opportunity
- Committed to improving healthcare, and supportive of collaboration across the healthcare system in Greater Manchester, in line with the principles and values of MFT.
- Ability to effectively represent the Trust to its constituents, patients, partner organisations and regulators
- Knowledge of Manchester, Trafford, and Greater Manchester, and an understanding of local demographics.

Group NED Time Commitment and Remuneration.

Remuneration is £15,780 per annum. Remuneration is taxable and subject to national insurance contributions. It is not pensionable. In addition, Non-Executive Directors are also eligible to claim allowances for travel and subsistence costs necessarily incurred on Trust business.

Group Non-Executive Directors are remunerated to work between three and four days a month generally, although it is acknowledged that the requirements of the role will see this time commitment regularly exceeded. Group Non-Executive Directors are also required to work in a flexible manner to meet the needs of the organisation.

Group Non-Executive Directors are expected to attend a minimum of 11 Board meetings a year of which five are Board Seminars. These take place on the 2nd Monday of every month. Group Non-Executives are also required to attend the Annual Members' Meeting of the Trust and extraordinary Board meetings and Council of Governors meetings. Throughout the year there are training, and development events as required. While many of these meetings require the Group Non-executive to attend in person, there will be opportunity to attend via video-conference on some occasions, where appropriate.

All Group Non-Executive Directors will be members of the Remuneration Committee and the Audit Committee. In addition, Group Non-Executive Directors take on the duty of 'Managers' in line with the Mental Health Act and chair panels and hearings as required.

Group Non-Executive Directors are also expected to contribute to, and potentially Chair, other committees, groups and panels that have been established to support the Trust's governance and risk management arrangements, for example, the Finance and Digital Scrutiny Committee, Quality and Performance Scrutiny Committee and HR Scrutiny Committee.

Group Non-Executive Directors are required to participate in and support the appointment processes for Group Executive Directors as well as participating in the Trust's grievance and appeals processes. They are also required to take on specific 'Champion' roles at Board level in line with national requirements as well as maintaining a continuing interest in specific aspects of the work of the Trust, including making visits (Senior Leadership Walkabouts) to the Groups Hospitals / Managed Clinical Services and Community Teams.

Finally, Group Non-Executive Directors need to ensure sufficient reading time for Board and committee papers and to keep informed of the work of the Trust, developments within the Trust and the wider NHS. They are also required to ensure that their personal development needs, identified through their annual appraisal process, are met - this may include attendance at training events and conferences both in and outside Greater Manchester



Key Information.

To find out more about MFT and what it is like to work here, please explore the links below.

MFT Website - <https://mft.nhs.uk/>

Research at MFT - <https://research.cmft.nhs.uk/>

MFT Careers Site - <https://mft.nhs.uk/careers/>

Attractive careers at MFT

To learn more about the wide range of career opportunities available at MFT, watch our **newly launched** attraction films here - <https://mft.nhs.uk/careers/our-hospitals/>

HIVE - Electronic Patient Record - <https://mft.nhs.uk/hive-epr/>

MFT People Place



People Place

Your Workforce Services Portal

The place to go for all your workforce services information needs

To view MFT People Place, log on to to peopleplace.mft.nhs.uk or scan the QR code from any location or device, 24 hours a day, 7 days a week. To watch our short information film on People Place, click [here](#).



Enjoying Manchester.



About Manchester.

Manchester is a major city in the northwest of England with a rich industrial heritage. The Castlefield conservation area's 18th-century canal system recalls the city's days as a textile powerhouse, and visitors can trace this history at the interactive Museum of Science & Industry. The revitalised Salford Quays dockyards now house the Daniel Libeskind-designed Imperial War Museum North and the Lowry cultural centre.

Manchester City Council is the local authority for Manchester, a city and metropolitan borough in Greater Manchester, England. Manchester is the sixth largest city in England by population. The local authority has plans for local transport, planning and jobs. Greater Manchester has a £300m fund for housing, enough for 15,000 homes over ten years, extra funding to get 50,000 people back into work and extra budget to support and develop local businesses.

Most important of all for the Trust and its people, Greater Manchester now controls £6 billion of public funding for health and social care. This means it can better respond to local people's needs, tapping into the experience and expertise of local NHS services to focus on preventing ill health and promoting healthy lifestyles. For MFT, this gives us the chance to control our own destiny. We are proud to be working towards the harmonisation of health services in Manchester, with the ultimate goal of one hospital Trust for Manchester – we are excited about the opportunities this gives to our people.

Manchester Living

Manchester offers the best of both worlds, a vibrant world city, two hours by train from London but with the breathtaking scenery of the Lake District, Peak District, Cheshire and North Wales all easily accessible.

The city is well served by transport, with regular train connections across the UK, and Manchester International Airport providing direct flights to all major European cities. It is easy to get around in the city due to its comprehensive bus, tram and local train network.

As far as setting up home in Greater Manchester goes, there are properties at a wide range of price points to rent or buy. From city to suburban to rural living, there is something for all tastes: amazing city penthouses, contemporary apartments, Victorian terraces, semi-detached houses and traditional family homes.

Each area of Manchester has its own distinct identity, offering a lifestyle to suit everyone and a host of different shops, restaurants and leisure activities to explore within a compact area. The relocation of staff from the BBC and other leading media organisations to Media City cements the region's status as an affordable and attractive proposition for employment and home life alike.

It is also a great place to learn. With the world-class University of Manchester, Manchester Metropolitan University, and the Royal Northern College of Music, the city boasts Europe's largest urban higher education precinct. Equally, Greater Manchester is home to a variety of great schools and colleges.

About Manchester.



Enjoying Manchester

Whether you are into music, the arts, shopping, food or sport, Manchester has the range of facilities and opportunities to suit your tastes.

The city is rich in music venues, large and small. It has two symphony orchestras, an internationally acclaimed opera house and the Manchester AO Arena, one of the largest and busiest indoor arenas in the world with some 21,000 seats. This and smaller venues such as Manchester Apollo and the Manchester Academy showcase a vibrant music scene.

The arts are also thriving in Manchester, with a number of galleries and theatres showcasing the best of traditional and contemporary culture. And, from high street chains to designer boutiques and vintage stores to the world-renowned shopping and leisure destination, The Trafford Centre, shopping is great here.

Manchester is proud to be home to a Michelin starred restaurant, along with over 1900 other eateries across the City region. Catering to all tastes you can find Vegetarian, Halal, Kosher, Vegan, and many more, providing a choice unrivalled throughout the North of England.

Sports fan will find plenty to keep themselves occupied. As well as big football clubs like Manchester United and Manchester City, our city also has an Olympic size swimming pool at the Manchester Aquatic Centre, and a velodrome, while Lancashire County Cricket club is close by. If you prefer taking part, there is the chance to experience just about every activity you can imagine, from rock climbing in the nearby Pennines and Peak District to the UK's longest - and the world's widest - real-snow indoor ski slope at the Chill Factor.

How to apply.



How to Apply.

Key Dates

Closing date for applications is Sunday 1st October 2023.

Longlisting candidates will be invited to attend preliminary interviews with Hunter Healthcare prior to shortlisting.

Shortlisted candidates will be invited to the final selection process with Manchester University NHS Foundation Trust on Wednesday 8th November 2023.

How to apply

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 contact details 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 by email to applications@hunter-healthcare.com. All applications will receive an automated response as acknowledgement of receipt in the first instance.

If you are unable to apply by email contact Janice Scanlan on 07793395116.

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. It is also helpful to have daytime and evening telephone contact numbers and e-mail addresses, which will be used with discretion. The CV should include names and contact details of three referees.

- All candidates are also requested to complete an **Equal Opportunities Monitoring Form**. This will assist Manchester University NHS Foundation Trust in monitoring their selection decisions to assess whether equality of opportunity is being achieved. The information you give us will be treated as confidential and is for monitoring purposes only; it will not form part of the application process.

Conditions of an offer of appointment

- The successful applicant will be subject to Occupational Health and Disclosure and Barring Service checks and is subject to the Fit and Proper Persons Requirement (FPPR).
- All organisations regulated by the Care Quality Commission need to ensure that successful candidates meet the Fit and Proper Persons Requirement (Regulation 5, The Health and Social Care Act 2008 (Regulated Activities) Regulations Act.
- This means that the care provider must not appoint a director unless:
 - The individual is of good character;
 - The individual has the qualifications, competence, skills and experience which are necessary for the relevant office or position or the work for which they are employed;
 - The individual is able by reason of their health, after reasonable adjustments are made, to properly perform tasks which are intrinsic to the office or position for which they are appointed or to the work for which they are employed;

How to Apply.

Conditions of an offer of employment

- The individual has not been responsible for, been privy to, contributed to or facilitated any serious misconduct or mismanagement (whether lawful or not) in the course of carrying on a regulated activity or providing a service elsewhere which, if provided in England, would be a regulated activity; and
- None of the grounds of unfitness specified in Part 1 of Schedule 4 apply to the individual (e.g. bankruptcy, sequestration and insolvency, appearing on barred lists and being prohibited from holding directorships under other laws).
- Good character is measured by the criteria set out in Part 2 of Schedule 4 of the Regulations:
- Whether the person has been convicted in the UK of any offence or been convicted elsewhere of any offence which if committed in any part of the UK would constitute an offence; and
- Whether a person has been erased, removed, or struck off a register maintained by a regulator of a health or social work professional body.

Assessment & Selection Process

The selection process for this role will be shared with shortlisted candidates closer to the time.

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.

Diversity Matters

Manchester University NHS Foundation Trust is committed to being an employer of choice that recruits and develops staff fairly so that talented people choose to join, remain and develop within the Trust.

Our aim is to be a diverse workforce that is representative at all job levels, and we therefore positively welcome applications from the diversity of population we serve.

Equal opportunities is a key guiding principle to all our work including that our recruitment practices provide equal access to all. Any information collated from the Equal Opportunities Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential.

Contact Details.

For a conversation in confidence, please contact:

Our Non-Executive Search Partner; Hunter Healthcare;

Janice Scanlan

JScanlan@Hunter-Healthcare.com

07793395116

If you have any comments and/or suggestions about improving access to our application processes, please do not hesitate to contact us at:
Jscanlan@hunter-healthcare.com





Manchester University NHS Foundation Trust

