



**East and North
Hertfordshire**
NHS Trust



Chair

Candidate information pack

October 2023



HUNTER
Executive talent for the healthcare sector

Welcome

Thank you for your interest in the role of Chair at East and North Hertfordshire NHS Trust. If you decide to apply, you will be joining us at an incredibly exciting time as we embark on our improvement journey.

East and North Hertfordshire NHS Trust is a very special organisation. Our teams are amazing, and this was demonstrated even more so during the challenges brought about by the pandemic. Our ability to be flexible and innovative in the way in which we work and deliver our services to our communities has never been more important than now.

Operating across four main sites, we predominantly serve the population of east and north Hertfordshire and parts of south Bedfordshire, covering 600,000 people. Additionally, 2 million people living in Hertfordshire, Bedfordshire, north-west London and part of the Thames Valley are eligible for care at our Mount Vernon Cancer Centre.

We have ambitious plans to become an outstanding Trust with people-centred leadership driving our 6,800 dedicated staff to provide high-quality, compassionate care to our patients. We continue to undergo significant transformation, and we are at the start of a 3-year partnership with the Virginia Mason Institute, which will embed a lean-based quality management system across the Trust.

We are an organisation with a strong culture of positive values and our vision is: **To be trusted to provide consistently outstanding care and exemplary service.**

After a long standing and successful tenure, our current chair Ellen Schroder, will be leaving us later this year. As a result, we are now looking to find someone who will continue our journey and lead with compassion, drive change, and work collaboratively across the system to make a positive difference to the lives of people served by us.

The person specification is included in this pack, and this sets out the qualities and attributes that we need in this key role. We know that not everyone who may be interested in this role will be able to demonstrate all the requirements that we have specified and be deterred from applying. If that applies to you, but you still feel you have the potential and belief that you could make a positive impact in the role of chair, please talk to us. We are actively working to achieve a diverse, gender balanced and representative workforce where diversity is actively valued and celebrated, including at board level.

If you would like to have an initial conversation, please contact our recruitment partners, **Rhiannon Smith** and **James McLeod**, on 07842 424530.

I hope very much that, after reading this pack, you will want to join us on our journey.

I wish you the best of luck in your application.

Adam Sewell-Jones

Chief Executive
East and North Hertfordshire NHS Trust



About us

East and North Hertfordshire NHS Trust was created in April 2000, following the merger of two former NHS Trusts serving the east and north Hertfordshire areas. Today, the Trust provides a wide range of acute and tertiary care services from four hospitals, namely: the Lister in Stevenage; the New Queen Elizabeth Hospital II (New QEII) in Welwyn Garden City; Hertford County in Hertford; and Mount Vernon Cancer Centre in Northwood, within the London Borough of Hillingdon.

Since October 2014, the Lister has been the Trust's main hospital for specialist inpatient and emergency care. The New QEII hospital, which was commissioned by the East and North Hertfordshire Clinical Commissioning Group, opened fully from June 2015 and provides outpatient, diagnostic and antenatal services, along with an urgent treatment centre. Hertford County also provides outpatient and diagnostic services. Mount Vernon Cancer Centre provides tertiary cancer services including radiotherapy, chemotherapy and immunology services.

The Trust owns the freehold for each of the Lister and Hertford County; the New QEII is operated on behalf of the NHS by Community Health Partnerships and Mount Vernon Cancer Centre operates out of facilities owned by The Hillingdon Hospitals NHS Foundation Trust.

The area served by the Trust for acute hospital care covers a population of just over 600,000 people and includes south, east and north Hertfordshire, as well as parts of Bedfordshire. Mount Vernon Cancer Centre provides specialist cancer services to some two million people from across Hertfordshire, Bedfordshire, Luton, north-west London and parts of the Thames Valley. The Trust's main catchment is a mixture of urban and rural areas that are in close proximity to London.



The population is generally healthy and affluent compared to England averages, although there are some pockets of deprivation – most notably in parts of Cheshunt, Hatfield, Letchworth, Stevenage and Welwyn Garden City. From 2018 to mid- 2021, the Trust saw a consistent reduction in mortality, with rates that were consistently lower than our national peers. While the last eighteen months have seen an upward trend, this has been mirrored nationally, the Trust remains well positioned compared to national peers.

The birth rate is slightly lower than the England average, with the Trust's core catchment population forecast to rise by approximately 6% in the years to 2030; the most significant growth is expected in people aged 65 and over (25%) with this age group also more likely to have the greatest impact in terms of health needs.

Black and minority ethnic groups (ie non-white British) make up approximately 10% of the population in east and north Hertfordshire. In addition, it is expected that just under 17,000 new houses are planned to be built in the Trust's core catchment area by 2030.

Through the Lister, New QEII and Hertford County, the Trust provides a wide range of acute inpatient, outpatient, diagnostic, ambulatory and urgent care services – including an emergency department and maternity care – as well as regional and sub-regional services in renal medicine, urology and plastic surgery. Approximately 6,800 staff are employed by the Trust. The Trust's annual turnover is approximately £610.6 million.

Over recent years, we have encountered increasing demand in a tighter financial climate and we have needed to focus on our work to improve quality and patient experience. These are challenging times, and we continue to face a range of operational, financial and workforce pressures.

One of our key priorities is to support the health, wellbeing and resilience of our staff who have experienced the most challenging years in the history of the NHS. We know that the financial climate is tougher, and we must tackle the demands of increased activity levels. However, we have much to be proud of in terms of our current performance.

We remain committed to our journey of transformation, constantly improving the services that we provide to our communities and also improving our CQC rating. We are an engaged and proactive system partner working with NHS and other providers and commissioners in Herts and West Essex Integrated Care System. We will continue to play a key role in developing long term plans to help keep people healthy and ensure high quality joined up care.

The Trust has concentrated improvement activity upon a number of high impact strategic transformation programmes. Key emphasis has been placed around enhancing the productivity, efficiency and effectiveness of our surgical pathways and outpatient services as well as streamlining and strengthening the processes to support the delivery of urgent and emergency care pathways. In addition, the Trust has also looked to review and improve the timeliness and effectiveness of its patient complaints processes.

Work did continue as far as possible on Mount Vernon Cancer Centre (MVCC) Strategic Review, led by NHS England (NHSE). This work is in response to the strategic decision that the future of MVCC was best served by becoming part of a tertiary cancer centre. University College Hospitals London (UCLH) was selected in January 2020 as the preferred provider by a panel of stakeholders following expressions of interest. Work continues with UCLH, the Trust, NHSE and key stakeholders, including HealthWatch, to develop a recommended future clinical model for MVCC, which best meets future patient and service needs.

Due diligence assessment has taken place. UCLH put in an Expression of Interest for capital funding as part of the New Hospitals Programme, for the re-provision of the cancer services at the Watford General Hospital site. This also included funding for networked radiotherapy in the north of the MVCC catchment – improving access to radiotherapy for patients in the north of the MVCC catchment areas has been a long-term strategic objective of the Trust. A decision on the capital funding has not yet been made.

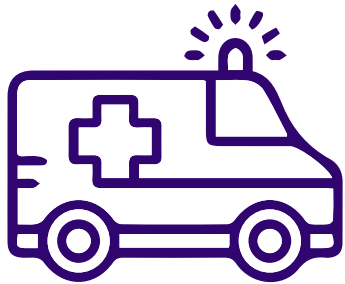
The Trust further invested in expanding its planned service capacity during 2022/23, completing the construction of two new surgical procedures rooms. This has significantly expanded capacity to perform elective operations at the Lister site. In addition, the Trust has now secured funding to support the construction of a new hybrid theatre. Construction has begun and this will help to boost capacity and quality of services provided through the Hertfordshire and West Essex Vascular Surgery Network.

In addition, the Trust was able to move forward during 2022/23 with the development and deployment of additional community diagnostic services based at the New QEII Hospital and Hertford County Hospital. These expanded facilities will greatly extend access to important diagnostic tests for our patients.

The Trust has continued to work with system partners more locally through the East and North Hertfordshire Integrated Care Partnership (ICP). This reinforces the Trust's commitment to play a leading role in working with our partners to develop integrated pathways of care for our local community and collaborate to find ways to enhance corporate efficiency and reduce back-office costs. The ICP Partnership Board includes representation from our county council, primary care and mental health colleagues, who will together oversee the strategic development of the ICP, informed by input from our people, patients and community. During the course of 2022/23 the Trust worked closely with its place partners to extend the scope of virtual hospital arrangements and to develop a new heart failure service model.



The Trust in numbers 2022-23



180,583

people attended our emergency department and urgent treatment centre



273,073

patients seen at our Trust



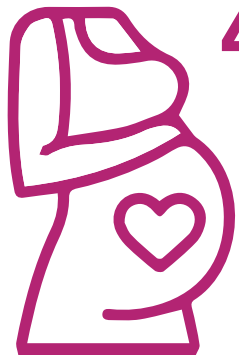
84,641

procedures – theatres and day cases



50,412

inpatient stays



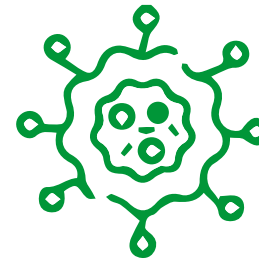
4,895

babies born



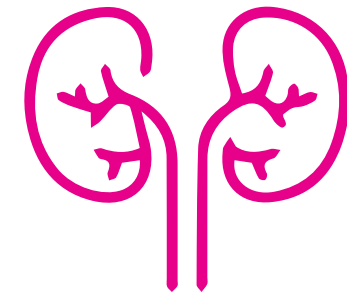
590,794

outpatient appointments attended



12,375

patients seen at Mount Vernon Cancer Centre



971

dialysis patients

Our vision and values

The Trust's vision is "To be trusted to provide consistently outstanding care and exemplary service". We want:

- **To be trusted:** that the manner and outcomes of our services means our communities trust us with their care.
- **To be consistent:** no matter where, when or how people access our services, their experience should be of consistently outstanding care.
- **To provide exemplary service:** ensuring that our patients and communities receive a high standard of service in addition to their clinical care – from the first contact to the last.

We will deliver our vision by focusing on our strategic themes:

- **Quality** – Consistently deliver quality standards, targeting health inequalities and involving patients in their care
- **Thriving People** – Support our people to thrive be recruiting and retaining the best, and creating an environment of learning, autonomy and accountability
- **Seamless Services** – Deliver seamless care for patients through effective collaboration and coordination of services within the Trust and with our partners
- **Continuous Improvement** – Continuously improve services by adopting good practice, maximising efficiency and productivity and exploiting transformation opportunities.

During 2022/23, the Trust undertook an extensive refresh of its strategy, including a bottom-up review of service ambitions and a strategic review of the Trust's vision, mission and strategic objectives.

The Trust has also refreshed its values and behaviours following a large engagement programme which now incorporate **Include, Respect** and **Improve**. These reflect the spirit for how we intend to work together and with system partners, to deliver our new strategic vision.

The Trust has identified eight key objectives for 2023/24 designed to support delivery of our strategic priorities. These are summarised overleaf.



Include



Respect



Improve

Mission

Providing high-quality, compassionate care for our communities

Strategic themes

Quality
Consistently deliver quality standards, targeting health inequalities and involving patients in their care.

Thriving people
Support our people to thrive by recruiting and retaining the best, and creating an environment of learning, autonomy, and accountability.

Seamless services
Deliver seamless care for patients through effective collaboration & co-ordination of services within the Trust and with our partners.

Continuous improvement
Continuously improve services by adopting good practice, maximising efficiency and productivity, and exploiting transformation opportunities.

Strategic objectives 2023-24

Embed fundamentals of care/pathway to excellence programme within all inpatient areas across the Trust

Improve overall Trust regulatory compliance and deliver Maternity Improvement plan to meet requirements of CQC, Ockendon review and NHS Resolutions

Improve our overall recruitment and retention rates to ensure that temporary workforce make up no more than 8% of the pay bill

Ensure all staff have a quality Grow Together conversation and are fully compliant with statutory and mandatory training

Transform end-to-end urgent care pathways supported by a new urgent and emergency care model to deliver the A&E four-hour standard of at least 76% and improve median ambulance handover times to under 30 minutes by March 2024

Deliver Care Closer to Home pilots at individual GP Surgery and East and North Hertfordshire level targeting better meeting the needs of the highest intensity users of health services

Implement a Quality Management System supported by an expert strategic partner with first quality and financial improvements delivered by March 2024

Increase elective activity through productivity and investment, supported by a more digitally-enabled central booking service

Vision to 2030

To be trusted to provide consistently outstanding care and exemplary service

Our 2023/24 objectives

The Trust's 2023/24 strategic priorities build on our successful local recovery from the pandemic last year, expanding our response to urgent and emergency care pathway pressures, and increased national waiting lists and extended waiting times for our patients to be seen and treated. We recognise and value our people and will continue to support their health and well-being and provide the best possible environment for our staff so that they are equipped to deliver high-quality, compassionate care.

We will continue to work collaboratively with our partners across the health and care system seeking to innovate, improve and integrate pathways and services for the communities we serve. At the very heart of our plans for 2023/24 is our intent and ambition to start the next stage of our improvement journey, which over the next three years will see us embed a new world-class quality management system that drives improvement into every staff member's day-to-day work.

Within our quality domain we aim to respond to the CQC findings and wider learning from our maternity review in 2022/23. We want to consistently deliver high quality standards and will continue to work tirelessly on the improvement actions as part of our maternity improvement plan. This will be supported through a comprehensive programme to improve the fundamentals of care across our clinical areas and introduction of a new pro-active approach to managing and assuring our wider regulatory compliance requirements.

Our ambitions for our thriving people focus on increasing our substantive workforce through improved retention and less reliance on high-cost temporary staffing; this work will also support patient safety through consistency and continuity of care for our patients.

This will run alongside our commitment to ensure all managers have a quality Grow Together (appraisal) conversation with their staff as part of everyone's personal development plans.

In response to our commitment to seamless services we will transform our urgent and emergency care pathways and significantly reduce the length of time patients have to wait within our emergency department, working alongside community and primary care colleagues to ensure patients are directed and can access the right care, in the right place. This will also involve working collaboratively with partners and Integrated Neighbourhood Teams so that multidisciplinary care is wrapped around patients, closer to their homes.

Finally, within our continuous improvement journey we will start implementation of a new quality management system that will embed improvement as part of everyone's day-to-day job. This work will support how we improve efficiency and productivity within our theatre and outpatient areas ensuring we can see more patients, as safely and timely as possible enabling us to address the demands of our increasing waiting lists. We will also seek to optimise digitally enabled services bringing benefits to both our patients and our staff.

It will be another year of change and challenge; our 2023/24 strategic objectives are therefore deliberately stretching and ambitious to meet those expectations and requirements. The objectives also reflect the next steps in our ongoing continuous improvement journey as an organisation and are set against one of the most financially challenging years within the NHS.

Key challenges

Finance and efficiency:

The financial performance and delivery environment has proved challenging for the Trust during the course of the 2022/23 financial year. The Trust has experienced significant challenges in respect of the delivery of its planned savings programme, this has combined with a range of other material cost pressures over the course of the year.

These factors have resulted in the reporting of a deficit financial position at the conclusion of 2022/23. The adjusted deficit performance for the Trust totalled £6.1m.

Operational challenges:

In 2022/23 we welcomed 180,583 patient attendances to our emergency departments, we cared for 50,412 inpatients and saw 590,794 patients in our outpatient settings.

The focus in 2022/23 has been to return to business-as-usual following the Covid pandemic and work towards the achievement of elective and non-elective target performance. This includes the development of and delivery against the elective recovery plan, including eradication of patient waits over 104 weeks from referral to treatment. For the first half of 2022/23, ENHT were the 7th best Trust in the country – out of 168 Trusts – for growth in planned activity, delivering 110% of the elective activity compared to the year before Covid. The Trust delivered on time against this metric. There was also a target of eradicating patient waits over 78 weeks by March 2023; this was achieved in all bar three specialties: trauma and orthopedics, gastroenterology and community paediatrics.



The Trust has continued to underperform against the four-hour wait time target from arrival to the emergency department to being admitted, discharged or transferred. This is a key Trust objective in 2023/2024 and will remain a focus for the Board.

There has been a real and sustained improvement in ambulance handover times due to focus of executives, the emergency department, inpatient wards and improved system working.

Delivery against the cancer targets has continued to remain a priority, with the end of year performance being 83.2% for the Trust against a target of 85% for the 62-day urgent referral to treatment. Further work will be undertaken to ensure this is met in 2023/24 alongside the other seven standards. The Trust focussed on and reduced the proportion of patients waiting over 62 days.

Diagnostic waiting times remain a challenge due to increasing demand. Detailed analysis of capacity and demand has been completed. Additional pressure has been experienced due to an increase in cancer referrals and emergency attendances requiring scans.

Stroke performance nationally is monitored on the calendar year rather than the financial year. The Trust is at level C against the performance metrics in the national audit. There have been some improvements in the domains of occupational therapy and physiotherapy support, but more work is required and planned on access to a stroke bed within four hours of arrival and access to speech and language therapy in particular.

Quality and safety:

Following our CQC report on maternity services, published in January, we have made a number of improvements in maternity including in staff numbers and training (with over 23 new midwives recruited), a “replace and refurbishment” programme of equipment and estate, and improved processes.

In terms of the Trust's mortality performance over the period, this remained favourable when benchmarked:

- Summary Hospital-level Mortality Indicator (SHMI) – 0.9074 for the 12 months to December 2022, which places the Trust within Band 2, the ‘as expected’ range. Our position relative to our national peers stood at 20th out of all acute non-specialist Trusts (121).
- Hospital Standardised Mortality Ratio (HSMR) – 96.1 for the 12 months to February 2023, which statistically is in the mid-range of Trusts (further information regarding the mortality metrics is provided in the performance analysis section below).

Workforce challenges:

Reflecting national workforce shortages in the NHS, work has continued to fill vacancies and reduce agency and bank spend. By the end of the year the Trust had a 9.1% vacancy overall and achieved a 7.6% vacancy for qualified nursing and midwifery and 6.0% for medical and dental.

The 2022 National NHS Staff Survey had a response rate of 47% across the Trust, against a median response rate of 44%. The areas that had the highest positive swing from the previous year was around reporting violence, harassment, bullying and abuse at work. The area with the highest negative swing from the previous year was pay and reward. The full results of the Trust's Staff Survey can be found [here](#). In terms of equality, diversity and inclusion, the survey showed that staff from a diverse background and/or a disability felt there was less opportunity for career progression than white staff/staff without a disability.

The role

Job Title:	Chair
Salary:	The current remuneration for this role is £55,000 per annum
Time Commitment:	The Chair will have considerable flexibility to decide how they manage the time needed to undertake this role. On average, it will require 2 to 3 days a week, including preparation time away from the Trust, the occasional evening engagement and events designed to support continuous development.
Tenure and Status:	The initial appointment will be for a period of up to four years, after which you may be considered for further terms of office, subject to the needs of the organisation and a good performance in the role.

Role Summary

The Chair will:

- Make lives better by leading the Trust Board positively and collaboratively to maximise the benefits and outcomes we can deliver for people who use our services, their carers and families, our workforce and the communities we serve.
- Build effective partnerships to ensure we, together with Hertfordshire and West Essex Integrated Care Board, harness and optimise the potential of our collective strengths and creativity to deliver affordable and effective care for all.
- Work to strengthen our connections with people who depend upon us, so that their experiences, expertise, and insights help us make good decisions to sustain and continuously improve the health and well-being of our population and make the best use of the resources we have available to us.
- Enable a culture of trust, innovation, continuous improvement and learning to flourish so that the services we provide are safe, effective, caring, responsive and well-led.
- Promote equality, diversity and inclusion in everything we do as an employer and provider of healthcare services.

Our Chair will do this by:

- Providing visible, compassionate, collaborative, inclusive and ethical leadership.
- Working with partners to deliver population health and well-being improvement, in the spirit of collaboration and co-production.
- Driving improvement to the lives of those within the communities we serve, their carers and families.
- Leading the Board to establish together constructive, collaborative relationships based on candour, trust and mutual respect.
- Facilitating the Board, both in shaping the agenda and managing relationships internally and externally across our Integrated Care System colleagues – fostering effective partnerships for productive collaboration across health and social care, to make the best use of our collective resources and deliver improvement.
- Tackling discrimination and promoting equality, diversity and inclusion.
- Demonstrating the highest standards of personal conduct, and independent judgement and experience.

- Ensuring the Board provides effective oversight of the key risks to the achievement of its strategic objectives.
- Promoting the highest standards of integrity, probity and corporate governance, establishing effective decision-making, and acting as guardian of due process.

Our Chair will have the following key relationships:

- Chief Executive – *providing effective support, challenge, and guidance.*
- Non-Executive Directors and Executive Directors – *encouraging colleagues' contributions and harnessing difference; creating an environment of open, constructive, trusting and supportive challenge.*
- Integrated Care System colleagues – *fostering effective partnerships for productive collaboration across health and social care, to make the best use of our collective resources and deliver improvement, including notably with:*
 - Chairs and Chief Executives of system organisations and partners
 - Chair and Chief Executive of Herts and West Essex Integrated Care Board
 - Peers in local authority, voluntary and independent sector organisations in partnership with us
- Peers in NHS England – *building understanding and our credibility.*
- Peers in health and social care services nationally – *developing connections, bringing fresh and innovative thinking and evidence base to our work.*
- Our health and social care regulators – *developing honest, open and accountable relationships to enable great care and support.*

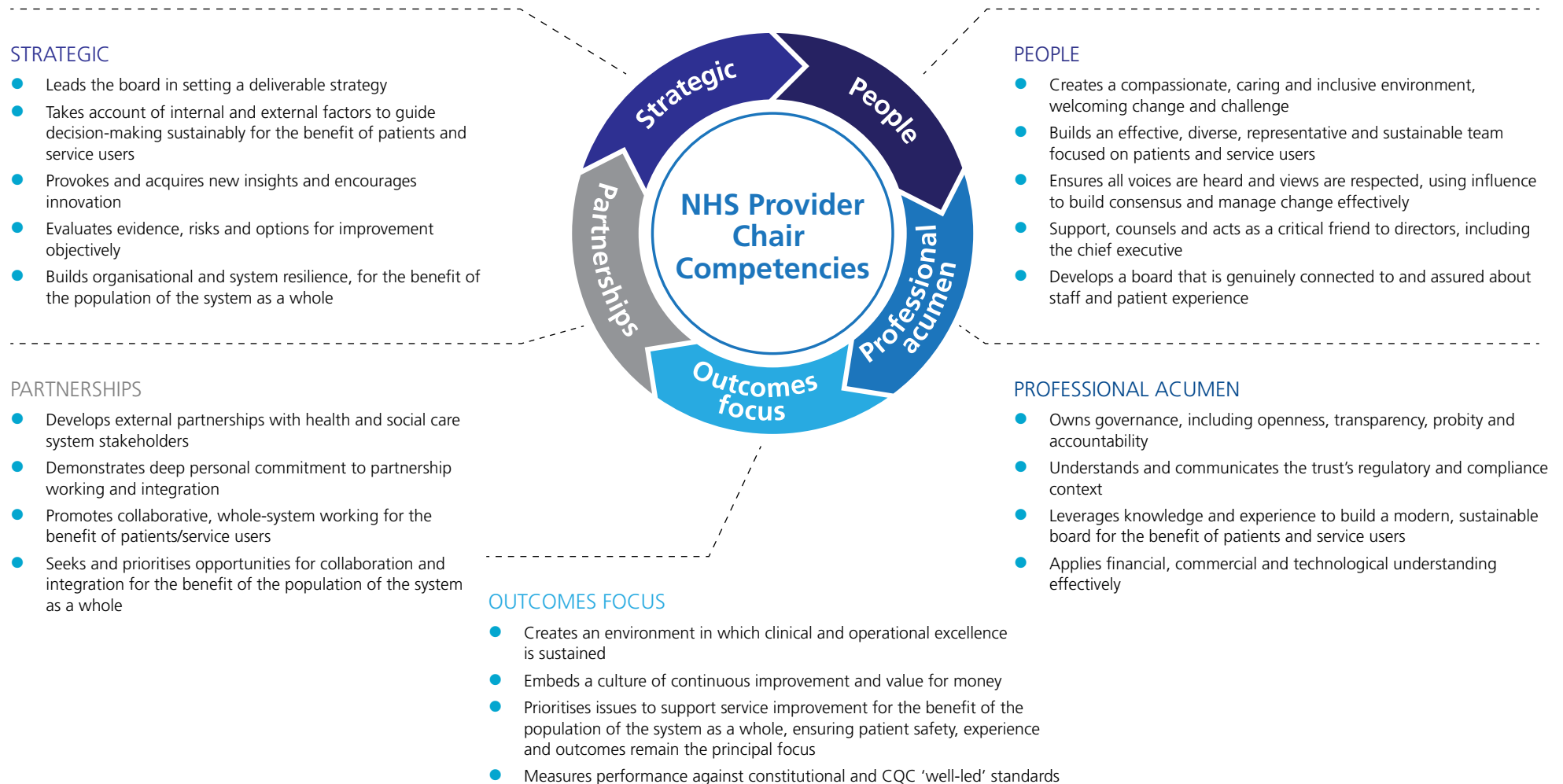
The relationship between the Chair and the Trust's Chief Executive is key to the role's success. To carry out their role effectively, the Chair must cultivate a strong, collaborative relationship with the Chief Executive. Many responsibilities in this role description will be discharged in partnership with the Chief Executive. It is important the Chair and the Chief Executive are clear about their individual and shared roles, and their respective responsibilities towards the board.

Together, the Chair and the Chief Executive set the tone for the whole organisation. They are ultimately responsible for ensuring that the population the Trust serves and the wider system in which the organisation sits receive the best possible care in a sustainable way.

You will receive support from the Deputy Chair and Chief Executive.

Chair competencies

The competency framework describes the core competencies required in the NHS provider chair's role, in the context of the NHS principles and values in the [NHS Constitution](#). We envisage that the competency framework will be used to recruit and appraise chairs. The figure below shows this and detail the associated requirements under each competency.



Person specification

E/D = ESSENTIAL / DESIRABLE; AM = ASSESSMENT METHOD:
A = APPLICATION FORM; I = INTERVIEW; SP = STAKEHOLDER PANELS / GROUPS

CORE CRITERIA	E/D	AM
Compliance with the NHS Code of Governance	E	A/I
Compliance with Fit and Proper Persons Regulations	E	A
Commitment to the Nolan Principles	E	A/SP
Commitment to NHS values and principles and the vision and values of the Trust	E	A/SP
Sufficient time to fulfil the requirements of the post	E	A/I

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ROLE	COMPETENCIES REQUIRED	EVIDENCE	E/D	AM
STRATEGIC				
In their strategic leadership role , the Chair is responsible for:	To do this effectively, the Chair must be a strong strategic leader who can:	Candidates to demonstrate they are strategic leaders through their:		
<ul style="list-style-type: none"> Leading the Board to establish together constructive, collaborative relationships based on candour, trust and mutual respect Ensuring the Board provides effective oversight of the key risks to the achievement of its strategic objectives 	<ul style="list-style-type: none"> Lead the Board in setting a deliverable strategy Take account of internal and external factors to guide decision making sustainably for the benefit of people who use our services, their carers and families Evaluate evidence, provoke and acquire new insights and encourage innovation Help build organisational and system resilience 	<ul style="list-style-type: none"> Experience of leading and delivering against long-term vision and strategy in a service driven organisation of comparable scale and complexity, in challenging times 	E	A/I
		<ul style="list-style-type: none"> Experience leading transformational organisational and cultural change, managing complex organisations, budgets and people, including cultural change 	E	A/I
		<ul style="list-style-type: none"> Understanding of a quality management system approach 	E	A/I

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ROLE	COMPETENCIES REQUIRED	EVIDENCE	E/D	AM
PARTNERSHIPS				
<p>In their role as ambassador (advocate), leading in developing relationships and partnership working, the Chair is responsible for:</p>	<p>The Chair will be able to work effectively in partnership with others by:</p>	<p>Candidates to demonstrate their ability to work in partnership through their:</p>		
<ul style="list-style-type: none"> Building effective partnerships to ensure we, together with the wider Integrated Care Systems of which we are a part, harness and optimise the potential of our collective strengths and creativity to deliver affordable and effective care for all: Facilitating the Board, both in shaping the agenda and managing relationships internally and externally across our Integrated Care Systems, for the benefit of people who use our services, their carers and families, and the wider public of East and North Hertfordshire 	<ul style="list-style-type: none"> Developing external relationships with health and social care system stakeholders Demonstrating deep personal commitment to partnership working and integration Promoting collaborative, whole-system, working for the benefit of people who use our services, their carers and families Seeking and prioritising opportunities for collaboration and integration for the benefit of the population of the system as a whole 	<ul style="list-style-type: none"> Desire to engage with the local population and to collaborate with senior stakeholders across the health and social care system, including the voluntary and independent sectors Experience managing conflict, finding compromise and building consensus across varied stakeholder groups with potentially conflicting priorities Astuteness and ability to grasp relevant issues and understand the relationships between interested parties Well respected reputation for partnership and collaboration expertise in the private or public sector Passion for engaging with people who use services, their carers and families to understand their needs and aspirations Adaptability, flexibility and ability to manage uncertainty well Ability to work effectively as part of a team to meet common goals and willingness to use skills and experience for the benefit of the Trust and its stakeholders and partners 	<p>E</p> <p>E</p> <p>E</p> <p>D</p> <p>E</p> <p>E</p> <p>E</p>	<p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A</p> <p>A/I/SP</p> <p>A/I</p> <p>A/I</p>

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ROLE	COMPETENCIES REQUIRED	EVIDENCE	E/D	AM
PEOPLE				
In their role shaping the organisational culture and setting the right tone, the Chair is responsible for:	A people-focused Chair will:	Candidates to demonstrate they are people focused through their:		
<ul style="list-style-type: none"> Working tirelessly to strengthen our connections with people who depend upon us, so that their experiences, expertise, and insights help us make good decisions to sustain and continuously improve the health and well-being of our population and make the best use of our resources. And, Promoting equality, diversity and inclusion in everything we do as an employer and provider of health and care services: <ul style="list-style-type: none"> Providing visible, compassionate, collaborative, inclusive and ethical leadership Tackling discrimination and promoting equality, diversity and inclusion; including ensuring the six high impact actions to address the intersectional impacts of discrimination and bias are considered 	<ul style="list-style-type: none"> Create a compassionate, caring and inclusive environment, welcoming change and challenge Build an effective, diverse, representative and sustainable team focused on people who use our services, their carers and families Ensure all voices are heard and views are respected, using influence to build consensus and manage change effectively Support, counsel and act as a critical friend to directors, including the Chief Executive Develop a Board that is genuinely connected to and assured about staff and people's experiences 	<ul style="list-style-type: none"> Approachability, strong interpersonal, communication and compassionate leadership skills 	E	A/I/SP
		<ul style="list-style-type: none"> Experience of building effective teams, encouraging change and innovation and shaping an open, inclusive and compassionate culture through setting the right tone at the top and championing diversity at, and across, all levels 	E	A/I/SP
		<ul style="list-style-type: none"> Passionate about focusing on the experience of all staff and people who use our services, carers and families 	E	A/I/SP
		<ul style="list-style-type: none"> Attentiveness towards issues of quality, diversity and people who use services, carers and families 	E	A/I/SP
		<ul style="list-style-type: none"> Exceptional communication and public speaking skills and high emotional intelligence 	E	A/I/SP

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ROLE	COMPETENCIES REQUIRED	EVIDENCE	E/D	AM
OUTCOMES FOCUSED				
In their role as catalyst for change , the Chair is responsible for:	To do this effectively, the Chair will focus on outcomes by:	Candidates to demonstrate their focus on outcomes through their:		
<ul style="list-style-type: none"> Enabling a culture of trust, innovation, continuous improvement and learning to flourish so that the services we provide are safe, effective, caring, responsive and well-led Working with partners to deliver population health and well-being improvement, in the spirit of collaboration and co-production 	<ul style="list-style-type: none"> Creating an environment in which clinical and operational excellence is sustained Embedding a culture of continuous improvement and value for money Prioritising issues to support service improvement for the benefit of the population of our Integrated Care Systems as a whole, ensuring safety, experience and outcomes remain the key focus Measuring performance against constitutional and CQC “well-led” standards 	<ul style="list-style-type: none"> Passion for health and social care and a strong desire to achieve the best sustainable outcomes for all patients and service users through encouraging continuous improvement, clinical excellence and value for money 	E	A/I/SP
		<ul style="list-style-type: none"> Encouragement of reflective practice, and appreciation for the emotional labour required to provide our services well 	E	
		<ul style="list-style-type: none"> Strong understanding of financial management, with the ability to balance the competing objectives of quality, operational performance and finance 	E	A/I
		<ul style="list-style-type: none"> Appreciation of constitutional and regulatory NHS standards 	E	A/I

E/D = ESSENTIAL / DESIRABLE; AM = ASSESSMENT METHOD:
A = APPLICATION FORM; I = INTERVIEW; SP = STAKEHOLDER PANELS / GROUPS

ROLE	COMPETENCIES REQUIRED	EVIDENCE	E/D	AM
PROFESSIONAL ACUMEN: GOVERNANCE AND ACCOUNTABILITY				
<p>In their role as governance lead and facilitator for the Board, the Chair is responsible for:</p>	<p>The Chair must be committed to strong governance and accountability and able to effectively:</p>	<p>Candidates to demonstrate their ability to govern and hold to account through their:</p>		
<ul style="list-style-type: none"> • Making better lives by leading the Board positively and collaboratively to maximise the benefits and outcomes we can deliver for people who use our services, their carers and families, our workforce and the communities we serve: <ul style="list-style-type: none"> • Demonstrating the highest standards of personal conduct, and independent judgement and experience • Promoting the highest standards of integrity, probity and corporate governance, establishing effective decision-making, and acting as guardian of due process • Creating a constructive dynamic within the Board, enabling a grounded debate with contributions from all and encouraging constructive relationships, providing support and guidance 	<ul style="list-style-type: none"> • Own the governance, including openness, transparency, probity and accountability arrangements of the Trust and its Board • Understand and communicate the Trust's regulatory and compliance context • Leverage knowledge and experience to build a modern, sustainable Board for the benefit of people who use our services, their carers and families • Apply financial, commercial and technological understanding effectively 	<ul style="list-style-type: none"> • Evidence of successfully demonstrating the NHS provider Chair competencies in other leadership roles 	E	A/I
		<ul style="list-style-type: none"> • Prior Board experience (any sector, Executive or Non-Executive role) within the NHS or social care or other regulated industry 	E	A
		<ul style="list-style-type: none"> • Ability to identify and address issues, including underperformance, and to scrutinise and challenge information effectively for assurance 	E	A/I
		<ul style="list-style-type: none"> • Prior experience on an NHS Board (Executive, Non-Executive or Associate role) 	D	A/I
		<ul style="list-style-type: none"> • Prior senior experience of complex organisations outside the NHS, i.e., private, voluntary or other public sector providers of similar scale 	D	A/I
		<ul style="list-style-type: none"> • Independence in judgement and creative thinking 	E	A/I
		<ul style="list-style-type: none"> • Demonstrable ability to work as an effective member and authentic leader of a Board 	E	A/I

How to Apply

All applications must be received by 24 October 2023

Hunter Healthcare are helping us to identify potential candidates, if you would like a confidential discussion about the role contact James McLeod on 07842 424530 or by email: jmcleod@hunter-healthcare.com.

All applications must quote the reference ENH_CHAIR 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 4 referees (who will not be contacted without your permission)
- A contact email address and telephone no.
- A completed [Diversity Monitoring Form](#) and [Fit and Proper Person Monitoring Form](#).

Applications will be assessed on merit, as part of a fair and open process, from the widest possible pool of candidates. The information provided by applicants will be relied on to assess whether sufficient personal responsibility and achievement have been demonstrated in previous/other roles, to satisfy the experience being sought.

The best Boards are those that reflect the workforce and communities they serve. We particularly welcome applications from women, people from Black, Asian and minority ethnic communities, and people with disabilities, who we know are all under-represented in these important roles and also those with lived experience as a person or being a carer or family member of someone who has mental ill-health, a learning disability or addiction.

Please send all documentation by email to:

applications@hunter-healthcare.com

Key Dates:

Application Deadline	24 October 2023
Longlisting	30 October
Shortlisting	6 November
Selection Day	20 November



East and North Hertfordshire NHS Trust



Hunter Healthcare
T: 020 7935 4570
E: enquiries@hunter-healthcare.com



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Executive talent for the healthcare sector