



Joint Chair Candidate Pack

Liverpool University Hospitals NHS Foundation Trust
and Liverpool Women's NHS Foundation Trust



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Welcome

Thank you for your interest in becoming Joint Chair of the Board of Directors of Liverpool University Hospitals NHS Foundation Trust (LUHFT) and Liverpool Women's NHS Foundation Trust (LWH).

The two Trusts have a history of working in partnership and collaboration, and the Joint Chair role is designed to build on this foundation, working closely with the newly appointed Joint Chief Executive. Both Trusts will remain as separate independent statutory bodies and as the Chair of each individual Trust, the role has responsibility to lead both Boards of Directors and Councils of Governors, in delivering the long-term vision and strategy of each organisation.

Liverpool has pockets of significant health inequalities, and we see it as our mission to work with others to help to eradicate those. Both Trusts, like the whole of the NHS, face unprecedented challenges, including waiting list challenges, sustained demand for urgent care services, and the need to ensure that services are financially sustainable.

However, by helping the two Trusts to harness each other's strengths and foster a culture of mutual learning and innovation, the role offers the opportunity to make a real impact within the communities they serve. In addition, the Joint Chair will have a key role in engaging with our wider systems, working across the places and communities in our Integrated Care System (ICS) and place-based systems to drive collaboration and partnership to improve outcomes for those we serve.

Our Chair therefore needs to be a resilient individual who is a strategic thinker, working and leading as a key player in Liverpool and within the NHS across Liverpool, Cheshire and Merseyside and national health and care system.

We are looking for an outstanding individual with extensive senior leadership experience; someone who has built and sustained partnerships and who fosters collaborative relationships. We want someone who sees past organisational boundaries to unlock the benefits of working together. You will lead both Boards focusing on the successful delivery of quality and financial improvement.

Our Chair will be an ambitious leader for our two organisations and will be committed to delivering the best possible outcomes for our communities. You will have a drive and determination to tackle the health inequalities which translate into some of the significant need in our system.

What you will get from both organisations is passion, community spirit and teamwork. We speak up for what we believe in and take immense pride in our work. Our Chair will feel at home with the Trusts' shared values, acting as an advocate for the exceptional and innovative care, research and treatments we provide.

The Joint Chair will play a vital role in shaping the future of healthcare in Liverpool, the wider Cheshire and Merseyside region and play a key role on the national stage. This is an exciting and challenging opportunity for a visionary and experienced leader.

This recruitment pack will give you an insight into our vision, our plans, and what makes LUHFT and LWH



Role of the NHS Boards

NHS Boards play a key role in shaping the strategy, vision and purpose of an organisation.

They hold the organisation to account for the delivery of strategy and ensure value for money.

NHS Boards are also responsible for assuring that risks to the organisation and the public are managed and mitigated effectively. Led by an independent chair and composed of a mixture of both executive and independent non-executive members, each Board has a collective responsibility for the performance of the organisation.

Additionally, as Foundation Trusts, the Council of Governors helps to shape the strategy and reflects the needs and priorities of patients, service users, carers, staff and local communities.

The purpose of NHS Boards is to govern effectively and in so doing build patient, service users, public and stakeholder confidence that their health and healthcare is in safe hands. This fundamental accountability to the public and stakeholders is delivered by building confidence:

- In the quality and safety of health services
- That resources are invested in a way that delivers optimal health outcomes
- In the accessibility and responsiveness of health services
- That patients, service users and the public can help shape health services to meet their needs
- That public money is spent in a way that is fair, efficient, effective and economic.
- In the Trust as an anchor organisation within the city.
- In a shared vision to reduce health inequalities within the population of Liverpool

About our Trusts

Liverpool University Hospitals NHS Foundation Trust

Liverpool University Hospitals was created on 1 October 2019, bringing together the two adult acute Trusts in Liverpool – Aintree University Hospital NHS Foundation Trust and Royal Liverpool and Broadgreen University Hospitals NHS Trust. The purpose of this clinically led merger was to enable us to transform the way we deliver healthcare for our patients across the city region.

LUHFT is one of the largest acute trusts in the country, with 1,600 beds, over 13,500 staff and a £1.1 billion turnover, serving a core population of around 630,000 people across Merseyside, as well as providing a range of highly specialist services to a catchment area of more than two million people in the North West of England and beyond.

Liverpool Women's NHS Foundation Trust

Liverpool Women's, Europe's largest stand-alone Women's hospital, located in dynamic Liverpool, focuses on women, babies, and families. Annually, around 8,000 babies are born here, with 50,000 gynaecology procedures performed. The Level 3 neonatal unit cares for over 1,000 babies. Our fertility and Clinical Genetics teams are nationally and internationally recognised, serving over 4,000 patients annually. Despite our size, we're a research-active Trust, excelling in clinical trials and participating in global research studies.

Liverpool has a long and distinguished history of understanding the importance of focusing on women's health – 1995 saw the current Liverpool Women's site open in Toxteth just outside the city centre and we have continued to invest in the development of services, partnerships, and estates to meet the increasing demand for the services we provide.

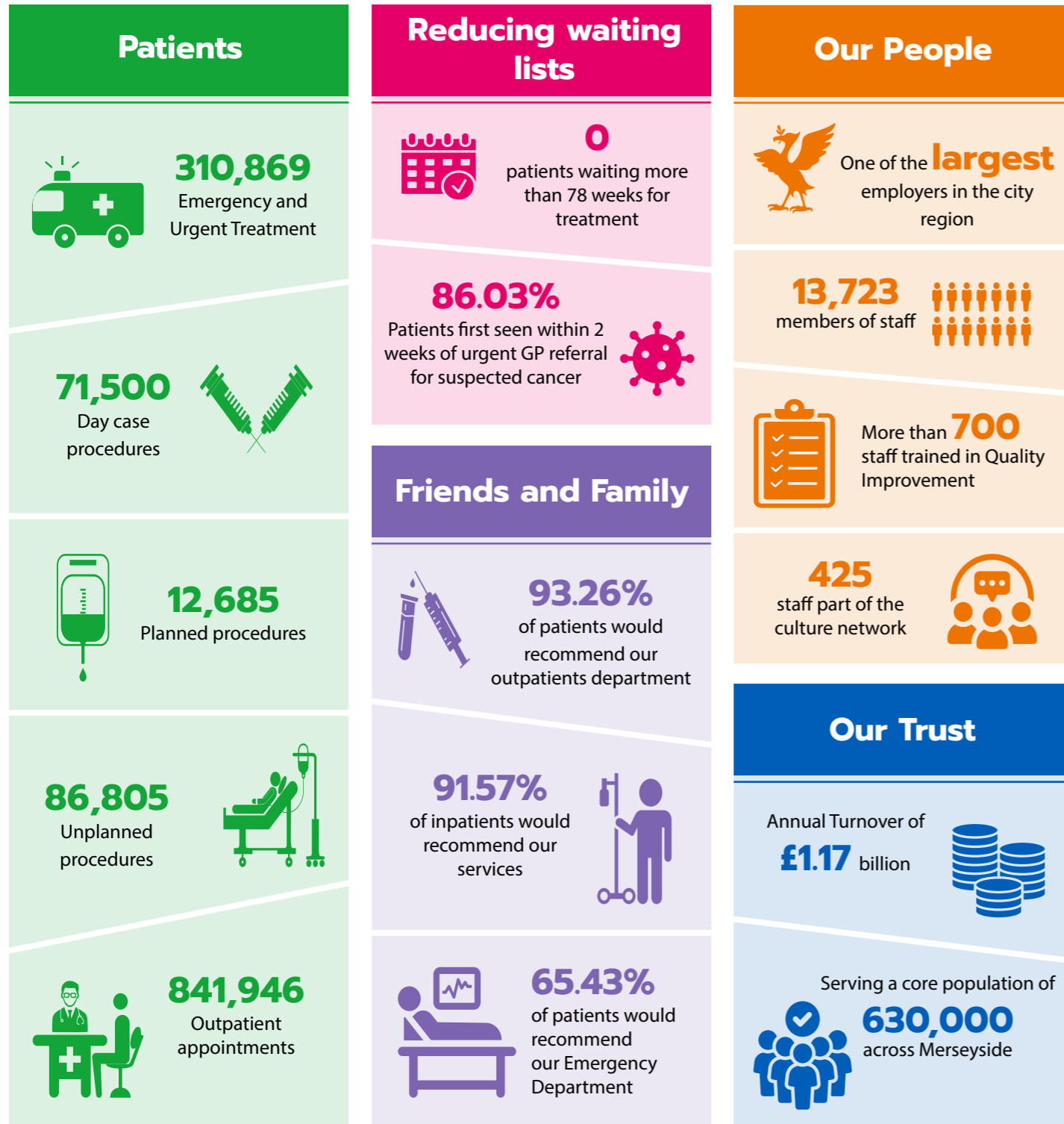
Deprivation and poor health outcomes affect many of our communities. Differences in healthy life expectancy and quality of life vary significantly. Both trusts have a key role to play, as anchor institutions in the city of Liverpool, in working closely with partners across the wider system to address health inequalities and to achieve the best possible life chances for local people.



Spotlight on Liverpool University Hospitals



Liverpool University Hospitals
NHS Foundation Trust



Our Future Together

In 2021 we were proud to introduce **Our Future Together**, the three-year corporate strategy for Liverpool University Hospitals NHS Foundation Trust.

As the Chair of the Board of Directors and the Council of Governors, you will play a pivotal role on leading the Trust on our journey, achieving our strategic priorities, and creating a culture built upon our values.



Our vision

Our vision is shared by our partners: 'healthier, happier, fairer lives'

Beyond our role as a leading provider of outstanding healthcare, our vision illustrates the opportunity and responsibility we have to make a meaningful contribution to the communities that we serve on the economic, social and environmental determinants of health, seeking to impact positively on reducing inequalities and improving wellbeing.

Our mission

Our mission is clear; by working together we will deliver outstanding healthcare.

This togetherness can be applied in many different ways, including:

- working across a unified organisation to improve our services and deliver the expected merger benefits for our patients, staff and healthcare system
- collaborating with patients and partners to strengthen clinical research and innovation opportunities for our local communities and wider population
- maximising our social impact as a leading anchor institution serving the Liverpool City Region
- working with partners to lead improvements in healthcare outcomes to reduce inequalities across the wider health and care system.

Our priorities

The Our Future Together strategy is founded on four priorities:



GREAT CARE



GREAT PEOPLE



GREAT RESEARCH & INNOVATION



GREAT AMBITIONS

Our values

Our ambitions can only be realised if our values are at the heart of everything we do.

They were created by our patients, staff and communities, and we live our values every day in the way we behave and treat each other:



WE ARE CARING

We are kind to each other and always show compassion to ourselves and others



WE ARE FAIR

We treat people equitably and value their differences



WE ARE INNOVATIVE

We work as a team to continuously improve the way we deliver and transform health care

Our hospitals



Royal Liverpool University Hospital is located in the city centre and is a specialist centre for nephrology, renal transplantation, nuclear medicine, haematology, lithotripsy, dermatology, urology, and dental services. Its High Consequences Infectious Disease (HCID) unit, one of five in England, is NHS England's lead HCID unit and was crucial to the country's initial response to COVID-19.

An integral part of the Trust's exciting future is the new Royal Liverpool University Hospital, which opened in October 2022. The Royal is a significant driver for the re-imagining of healthcare provision in the city region.



Broadgreen Hospital is co-located in south Liverpool with Liverpool Heart and Chest Hospital NHS Foundation Trust. It is home to a number of elective surgical, diagnostic and treatment services, together with specialist rehabilitation.



Aintree Hospital is located in Fazakerley, in the north of the city. Its £35 million Urgent Care and Trauma Centre, which contains the hospital's Emergency Department, Major Trauma, Critical Care services and Frailty Assessment Unit, was formally opened by the Duke of Cambridge in 2017. A £22.5 million investment programme is underway to refurbish the hospital's Tower Block and Emergency Department.



Liverpool University Dental Hospital, which is rated Outstanding by the Care Quality Commission, is co-located with the Royal. It supports dental teaching and provides emergency care and a range of specialist dental services including restorative dentistry, paediatric dentistry, orthodontics, oral surgery and medicine and a consultant-led dental sedation unit.

Spotlight on Liverpool Women's



Liverpool Women's
NHS Foundation Trust

Patient Activity



Delivered **7440**
babies

3619
in-patients for elective
and non-elective procedures,



5318
colposcopy procedures



Total of **28475**
Gynaecology procedures

Cared for **1238**
babies within the Neonatal
and Transitional Care services



Performed
1278
IVF cycles

Our People

Invested in **wellbeing
and psychological**
support, moved away from a punitive
sickness policy, increased options for
flexible working



We have seen sickness
reduce by 30%
in the last 12 months, with close to a
45% reduction
in sickness within Maternity services



Preceptorship programme

in
maternity has seen students
choosing to start their midwifery
careers at Liverpool Women's and
stay with us



One of the two most improved

Trusts for overall staff engagement
in the country as measured by the
Annual Staff Survey

One of the **top 10 most improved**
organisations in country in terms of a culture where
staff feel confident to raise concerns and speak up

Commenced our Actively
**anti racist
programme**
of work



Research and Innovation



A collaborative **world-leading
programme of research**
focused on improving the health and wellbeing
of children and their families within the
Liverpool City Region (LCR) - The 'Children
Growing-up in Liverpool (C-GULLY)' research
study

The launch of the RD&I Strategy 2023-28

which

comprises a series of principles and aims which are
aligned to five overarching components: People,
Potential, Project, Partners and Place



Our Strategy

Our vision - to be the recognised leader in healthcare for women, babies and their families

Our vision at Liverpool Women's is simple and has withstood the test of time. It is underpinned by a shared set of values based around the needs of our people.

We encourage these behaviours in all our staff, partners and volunteers to make sure our values are delivered in the same way, every day, to every person we care for.

Our values



Our hospital



Liverpool Women's is a specialist women's hospital with a turnover of over £200 million and around 2,500 staff. It is the largest maternity hospital in the North West of England and provides a wide range of specialist women's services, including gynaecology, neonatology and fetal medicine.

Our aims

We have a set of five strategic aims which are central to all of our strategies and plans, and through working with patients, staff, governors and our partners we have developed a series of ambitions to push those aims one step further, helping us create the mind-set we need to achieve our vision and be outstanding in everything we do:



Our partnerships with other providers and organisations across the city are central to delivering our aims; we know we need to work together to make this happen.

Our ambitions



Our challenges and you

LWH is the only specialist obstetrics and gynaecology service provider in the country that is not co-located with adult acute services. This means that women who need specialist care from other services, such as intensive care or critical care, may need to be transferred to another hospital. This can lead to delays in care, separation from their babies, and increased risks for both patients and staff. The Joint Chair will be expected to lead the organisation and its partners in finding a sustainable solution to this risk.

Following an inspection in 2023, the Care Quality Commission (CQC) rated the Trust as 'Requires Improvement' and expressed concerns regarding triage times in the Maternity Assessment Unit. In giving this rating, the CQC did, however, highlight the caring, dedicated nature of our staff. Subsequent improvements have been acknowledged.

In common with many parts of the NHS in England, the Trust is actively working to reduce elective backlogs following the COVID-19 pandemic. Alongside this, the Trust has a significant challenge to achieve financial sustainability.

All of these challenges require committed and well-defined partnership and collaborative work across Liverpool and the wider Cheshire and Merseyside Integrated Care System. The Trust has been placed in System Oversight Framework Level 3 (SOF3). The Chair, in conjunction with the Chief Executive, will be required to play a leading role to ensure the successful delivery of all aspects of the Improvement Programme, in order to exit SOF3.





Working together to make a difference

Partnership working is fundamental to both Trusts. Our partners from the NHS, local government, academia and beyond, want both Trusts to fulfil their potential and to provide leadership at a place and system-level reflective of the size and scale of both organisations.

Both Trusts have a good track record of partnership working and mutual aid with each other and other organisations. Each is focused on developing a system response to flow, patient discharge and financial sustainability, working with NHS partners, adult social care colleagues, commissioners, and others.

Both Trusts are passionate about continuing the strong relationships and successful alliances we have built across organisational boundaries with strategic partners in Cheshire and Merseyside, local authorities and the business, voluntary, community and faith sectors. The Chair plays a key role in building system partnerships and the role will become more important as local organisations move to delivering integrated care, prioritising population health in line with the NHS Long Term Plan.

The System

The NHS Cheshire and Merseyside Integrated Care System (ICS) was formed in July 2021, bringing together a range of health and care organisations across the region, including NHS trusts, local authorities, and voluntary and community sector organisations.

The ICS is responsible for planning and commissioning healthcare services for the population of Cheshire and Merseyside, which is around 2.5 million people.

The formation of the ICS was driven by the need to improve the integration of health and care services across the region, and to address the challenges of an ageing population, increasing prevalence of chronic diseases and rising costs. The ICS aims to deliver more personalized and integrated care to patients, and to improve the health and well-being of the population of Cheshire and Merseyside.

The NHS Cheshire and Merseyside ICS is the vehicle which ensures that the strategies developed become a reality on the ground.

Both LUHFT and LWH are members of the NHS Cheshire and Merseyside ICS. They play a key role in planning and commissioning healthcare services for the region, and in delivering integrated care to their patients. LUHFT and LWH are playing a key role in the development of the ICS.



About Liverpool

Liverpool is a thriving city in the North West of England that is constantly growing and expanding its horizons. It has been named one of the best places to live in the region for its exciting cultural calendar, future plans and family-friendly places to live.



Exciting things to do

Noted for its rich history, stunning architecture, diverse culture, and creativity, including the city's famous waterfront, you'll never be short of things to do or experience with friends, family and loved ones. Liverpool is home to a range of museums and galleries, and a busy cultural calendar of events and festivals that are internationally and nationally recognised.

The city boasts several renowned theatres, including the Everyman, Royal Court, Liverpool Empire and Playhouse, as well as a thriving independent food scene with cafes, bars and restaurants catering to all tastes.

Sports fans are well served with two Premier League football clubs, Liverpool FC, and Everton FC, as well as Aintree Racecourse, home of the Grand National, Liverpool Cricket Club and the Royal Liverpool Golf Club, which regularly hosts the Open.

Travel

Getting around is made easy with a fantastic public transport network – all our hospitals are well served by rail and bus links, with car parking available for those who drive.

Liverpool John Lennon Airport and Manchester Airport are both within easy reach for international travel.





Role of Joint Chair

Chair Competencies

The Competency Framework developed by NHS England 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.

The competency framework will be used to support the recruitment and to appraise the personal of the chair. The diagram below describes this and details the associated requirements under each competency.

The five competency domains



Joint Chair Role

The Joint Chair has a unique role in leading the Trust Boards. The role combines the duty to lead effective governance, consistent with the Nolan principles and NHS values, with securing a long-term vision and strategy for the Trusts.

Fundamentally, the Chair is responsible for the effective leadership of the Board and the Council of Governors. They are pivotal in creating the conditions necessary for overall board and individual director effectiveness.

Central to the Chair's role are five key responsibilities:

- **Strategic:** ensuring the boards set the Trusts long-term vision and strategic direction and holding the Joint Chief Executive Officer to account for achieving each Trust's strategy
- **People:** creating the right tone at the top, encouraging diversity, change and innovation, and shaping an inclusive, compassionate, patient-centred culture for the organisation
- **Partnerships:** building system partnerships and balancing organisational governance priorities with system collaboration; this will become increasingly more important as local organisations move to delivering integrated care, prioritising population health in line with the Liverpool Clinical Services Review and the NHS Long Term Plan
- **Governance and Accountability:** leading the boards and Council of Governors, both in terms of governance and managing relationships internally and externally
- **Outcomes Focus:** achieving the best sustainable outcomes for patients by encouraging continuous improvement, clinical excellence, research and value for money.

To carry out the role effectively, the Joint Chair will cultivate a strong, collaborative partnership with the Boards of both organisations, in particular building strong relationships with the Joint Chief Executive, Non-Executive Directors and Governors as well as with key external stakeholders in the communities served by both organisations.

Many responsibilities in this role description will be discharged in partnership with the Joint Chief Executive. It is important that the Joint Chair and the Joint Chief Executive are clear about their individual and shared roles, as well as their respective responsibilities towards their unitary Boards.

Working in partnership with the Joint Chief Executive of both Trusts, the Joint Chair will set the tone for the collaboration between both organisations and will act as a role model for a culture which is inclusive, respectful, and reflecting the Trust's vision and values in every interaction.

The Joint Chair is ultimately responsible for ensuring that the population the Trusts serve and the wider systems in which the organisations sit receive the best possible care in a sustainable way.

Person Specification

Values

- a clear commitment to the NHS and the Trust's values and principles.

Strategic

- significant and demonstrable experience of leading and delivering against long-term vision and strategy
- extensive experience as a Chair in the NHS or a similar complex organisation
- experience leading transformational change, managing complex organisations, budgets and people.

People

- strong interpersonal, communication and leadership skills
- 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
- strongly focused on the experience of all staff and patients
- fully attentive towards issues of equality, diversity and inclusion, and championing diversity at all levels.

Professional acumen

- prior significant board experience (any sector chief executive or chair role)
- evidence of successfully demonstrating the NHS provider chair competencies in other leadership roles
- an ability to identify and address issues, including underperformance, and to scrutinise and challenge information effectively for assurance.

Outcomes focus

- a demonstrable interest in 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
- strong understanding of financial management, with the ability to balance the competing objectives of quality, operational performance and finance
- an appreciation of constitutional and regulatory NHS standards.

Partnerships

- a desire to engage with the local population and to collaborate with senior stakeholders across the health and care system
- experience managing conflict, finding compromise and building consensus across varied stakeholder groups with potentially conflicting priorities.

Desirable experience

- prior experience as a non-executive director (any sector)
- prior experience on an NHS board (executive, non-executive or associate role)
- professional qualification or equivalent experience
- prior senior experience of complex organisations outside the NHS, i.e. private, voluntary or other public sector providers of similar scale.

Terms of Appointment

Terms of Office

- This is a single role, chairing two NHS Foundation Trusts
- The initial appointment will be for a period of up to three years after which you may be considered for a further term of office subject to the needs of both organisations and good performance in the role
- In exceptional circumstances you may serve longer than six years subject to annual reappointment if supported by the Integrated Care Board, recommended by the Boards, agreed by the Council of Governors in accordance with the Trusts' constitutions and approved by NHS England
- The Joint Chair is required to be a member of both Trusts
- The Joint Chair must demonstrate high standards of corporate and personal conduct. The Trusts constitutions include disqualification criteria for those who may not become or continue as a member of the Board of Directors.

Time Commitment

- Whilst you will have considerable flexibility to decide how you manage the time needed to undertake this role, the minimum time commitment is three to four days per week, taking into consideration business needs. Characteristically, Joint Chair roles of the most complex Trusts will require an average of this time, including preparation time away from the Trusts, the occasional evening engagement and events designed to support your continuous development
- Given the relative uniqueness of this role and the intensity of focus expected to develop and implement appropriate governance mechanisms that support a Joint Chair model and recognising the need for functioning Board arrangements across both Trusts, it is expected that initially in this transitional period the time commitment will be greater.

Remuneration

- Remuneration for the role is between £75k-82k per annum.
- The Councils of both Trusts are responsible for setting the remuneration of the Chair and Non-Executive Directors and will review these levels annually
- Remuneration is taxable and subject to Class 1 NI Contributions; it is not pensionable
- The Joint Chair is eligible to be reimbursed for travel, subsistence and other associated costs necessarily incurred on Trust business in accordance with the Trusts' policies.

Independence Requirement

The Joint Chair should at all times meet the independence requirement:

- A major contribution of the Joint Chair is to bring wider experience and a fresh perspective to the boardrooms. Although required to establish close relationships with the Executive Directors and be well-informed, the Joint Chair needs to be independent of mind and willing and able to challenge, question and speak up
- The Joint Chair is considered independent in character and judgement and there are no relationships or circumstances that could affect, or appear to affect, the person's judgement
- The Financial Reporting Council's UK Corporate Governance Code outlines that a chair should be independent of management and free from any business or other relationship which could materially interfere with the exercise of their independent judgement.

Fit and Proper Persons Criteria for Directors in the NHS

- Given the significant public profile and responsibility members of NHS Boards hold, it is essential that those appointed inspire confidence of the public, patients, service users, carers and NHS staff at all times
- A number of specific background checks will therefore be undertaken to ensure that those appointed are 'fit and proper' people to hold this important role
- All candidates will be required to complete a self-declaration that they meet the requirements of the Fit and Proper Persons regulations; and the successful candidate will be required to meet these regulations on a continuing basis.

How to Apply

For questions about the roles, please contact:

Daniel Scheffer
daniel.scheffer@liverpoolft.nhs.uk
07387013 246

Application closing date is 24 November 2023

Please ensure your application includes the following

- A CV which demonstrates how you meet the criteria
- A covering letter highlighting the aspects of the role and Liverpool University Hospitals NHS Foundation Trust and Liverpool Women's NHS Foundation Trust that particularly attract you and outlining why you feel you are right for both Trusts
- Contact details for four referees (who will not be contacted without your permission)
- A contact email address and telephone number
- A completed Equal Opportunities Monitoring Form and Fit and Proper Persons Monitoring Form.

Please send all documentation by email to daniel.scheffer@liverpoolft.nhs.uk.

Key Dates

- Application closing date 24 November 2023
- Longlisting week commencing 27 November 2023
- Shortlisting week commencing 27 November 2023
- Interviews week commencing 11 December 2023

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

More Information

We know that diversity is under-represented in Chair and Non-Executive Director roles. We value and promote diversity and are committed to equality of opportunity for all. Our appointments are made on merit.

We actively encourage and welcome applications from women, people from local black, Asian and minority ethnic communities, older people, people with disabilities/long term health conditions, people from the LGBTQ+ community and people from all protected categories.

Working in Partnership

**Liverpool University Hospitals
NHS Foundation Trust**
Prescot Street
Liverpool
L7 8XP

www.liverpoolft.nhs.uk

**Liverpool Women's
NHS Foundation Trust**
Crown Street
Liverpool
L8 7S

www.liverpoolwomens.nhs.uk