



# Could you help lead the NHS in your area?

**East Midlands Ambulance Service  
NHS Trust**

**Chair**

**Candidate information pack**

**Reference: M3075**



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

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

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



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## 1. The opportunity

NHS England has a specific role in appointing and supporting NHS trust chairs and non-executives. We are looking for an exceptional leader to chair East Midlands Ambulance Service NHS Trust (EMAS). This is a unique opportunity to help shape the future of local services by sharing your talents and expertise to help transform the ambulance service as well as local health services and make a positive difference to your community.

## 2. The person specification

We are looking for candidates who want to use their energy, skills and experience to help drive the delivery of sustainable healthcare services for the people of the East Midlands.

**Required skills, experience and attributes are described in the NHS Leadership Competency Framework for Board Members set out below:**

### 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

### NHS leadership competency framework for board members

Leaders in the NHS help deliver better health and care for patients by setting the tone for their organisation, team culture and performance. We have worked with a wide range of leaders from across the NHS to help describe what we do when we operate at our best.

The competency domains reflect the [NHS values](#) and the following diagram shows how they are aligned:





<b>Working together for patients*</b>	<b>Compassion</b>
Building a trusted relationship with partners and communities	Creating a compassionate, just and positive culture
<b>Respect and dignity</b>	<b>Improving lives</b>
Promoting equality and inclusion and reducing health and workforce inequalities	Setting strategy and delivering long term transformation Driving high quality sustainable outcomes
<b>Commitment to quality of care</b>	<b>Everyone counts</b>
Driving high quality and sustainable outcomes Setting strategy and delivering long term transformation	Promoting equality and inclusion and reducing health and workforce inequalities Creating a compassionate, just and positive culture
Providing robust governance and assurance	

The competency domains are aligned to [Our NHS People Promise](#), [Our Leadership Way](#) and the [Seven Principles of Public Life](#) (Nolan Principles).



## **The six NHS leadership competency domains:**

### **Driving high-quality and sustainable outcomes**

The skills, knowledge and behaviours needed to deliver and bring about high quality and safe care and lasting change and improvement – from ensuring all staff are trained and well led, to fostering improvement and innovation which leads to better health and care outcomes. Candidates will have:

- 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

### **Setting strategy and delivering long-term transformation**

The skills that need to be employed in strategy development and planning, and ensuring a system wide view, along with using intelligence from quality, performance, finance and workforce measures to feed into strategy development. Candidates will have:

- Experience of leading and delivering against long-term vision and strategy
- Experience leading transformational change, managing complex organisations, budgets and people

### **Promoting equality and inclusion, and reducing health and workforce inequalities**

The importance of continually reviewing plans and strategies to ensure their delivery leads to improved services and outcomes for all communities, narrows health and workforce inequalities, and promotes inclusion. Candidates will have:

- A clear commitment towards issues of equality, diversity and inclusion
- Significant experience of engaging with the diverse social, economic and cultural groups served by the organisation

### **Providing robust governance and assurance**

The system of leadership accountability and the behaviours, values and standards that underpin our work as leaders. This domain also covers the principles of evaluation, the significance of evidence and assurance in decision making and



ensuring patient safety, and the vital importance of collaboration on the board to drive delivery and improvement. Candidates will have:

- Prior board experience (any sector, executive or non-executive role)
- Evidence of successfully demonstrating the NHS Leadership competencies in other leadership roles
- An ability to identify and address issues, including underperformance, and to scrutinise and challenge information effectively for assurance

### **Creating a compassionate, just and positive culture**

The skills and behaviours needed to develop great team and organisation cultures. This includes ensuring all staff and service users are listened to and heard, being respectful and challenging inappropriate behaviours. Candidates will have:

- A clear commitment to the NHS and the trust's values and principles
- 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
- Strongly focused on the experience of all staff and patients
- Experience managing conflict, finding compromise and building consensus across varied stakeholder groups with potentially conflicting priorities

### **Building a trusted relationship with partners and communities**

The need to collaborate, consult and co-produce with colleagues in neighbouring teams, providers and systems, people using services, our communities, and our workforce. Strengthening relationships and developing collaborative behaviours are key to the integrated care environment. Candidates will have:

- A desire to engage with the local population and to collaborate with senior stakeholders across the health and care system
- Strong interpersonal, communication and leadership skills

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 local black, Asian and minority ethnic communities, and people with disabilities, who we know are all under-represented in these important roles.



### 3. Role of the NHS Board and Chair

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. They 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, the board has a collective responsibility for the performance of the organisation. The Chair also ensures the Board is focused on improving outcomes in population health and healthcare, and fosters a culture of learning and continuous improvement, with a particular focus on quality, safety, access, patient experience.

The purpose of NHS boards is to govern effectively, and in so doing build patient, 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 and the public can help to shape health services to meet their needs
- that public money is spent in a way that is fair, efficient, effective and economic.

### 4. Role description

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 unitary 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.

#### Responsibilities of the chair

**The Chair has a unique role in leading the NHS trust board.** 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 organisation.





Fundamentally, the chair is responsible for the effective leadership of the board. They are pivotal in creating the conditions necessary for overall board and individual director effectiveness. Central to the chair's role are **the six NHS leadership competency domains**.

## 5. About East Midlands Ambulance Service NHS Trust (EMAS)

EMAS provide emergency and urgent services for around 4.9 million people, covering approximately 6,452 square miles across six counties of Derbyshire, Leicestershire, Lincolnshire, Northamptonshire, Nottinghamshire and Rutland.

EMAS is a Category 1 responding organisation under the Civil Contingencies Act and as such maintains a full Emergency Preparedness, Resilience and Response capability to provide the necessary response to major incidents.

Patient transport is provided in Derbyshire, Lincolnshire and Northamptonshire for patients with routine hospital or clinical appointments (clinical commissioning groups have contracted private organisations to deliver patient transport in the other counties).

A total of 4,522 people are employed at 80 facilities, including ambulance stations and shared emergency services stations, community ambulance stations (smaller facilities, often shared buildings with other organisations allowing our crews to 'stand-by' in strategic locations in-between responses to 999 calls), two Emergency Operations Centres (Nottingham and Lincoln), training and support team offices and fleet workshops.

Frontline accident and emergency ambulance crews represent the largest staff group, and the service operates a fleet of 827 operational vehicles, including emergency ambulances, fast response cars, specialised and driver training vehicles, community first responder vehicles and urgent care and patient transport vehicles.

Every day, on average, EMAS received around 2500 calls from members of the public who rang 999. On average this equates to a new emergency call every 34 seconds and is in addition to the calls received from healthcare professionals booking transport to support patient transfers from one healthcare facility to another.

## EMAS Vision and Values

### Five-year strategy

EMAS launched a new EMAS Strategy 2023 to 2028 in June 2023 following the involvement of Board members to set five draft strategic ambitions for the organisation, and then significant engagement with staff, partners, and the public.

Feedback was used alongside national direction, local integrated care board strategies and our local EMAS context to develop the final strategy. Continuous



oversight of the Board, and engagement with the senior leadership team throughout development has ensured that the document is aligned to the Board aspirations and is deliverable.

## OUR STRATEGY 2023-2028 PLAN ON A PAGE

**OUR VISION**  
**Responding** to patient needs in the right way, **Developing** our organisation to become outstanding for patients and staff and **Collaborating** to improve wider healthcare.

### OUR AMBITIONS

- 1  We will deliver outstanding patient care by developing new, innovative clinical practices and by working in collaboration with our partners and the public.
- 2  We will be an attractive employer of choice, developing and retaining highly skilled, engaged and diverse people reflective of our local communities.
- 3  We will deliver improved outcomes for our patients through the most appropriate equipment, technology, vehicles and facilities.
- 4  We will deliver safe, effective, compassionate care for patients, embedding a culture of compassion, continuous improvement and productivity.
- 5  We will work in partnership to reduce health inequalities and improve the health of our population, and ensure sustainability.



### OUR KEY MEASURES

- ↓ Response times
- ↑ Safe, effective and compassionate care
- 😊 ↑ Staff wellbeing
- ↑ Patient experience and involvement
- ↑ Diverse workforce
- ↑ On scene care
- ↑ Staff training and progression
- ⇒ ↑ Efficiency
- ↑ Continuity of care
- 👍 ↑ Staff satisfaction
- ★ Outstanding CQC
- ★ Improved patient outcomes
- 🔗 Integrated IT
- 🔗 Integrated delivery
- 🚫 ↓ Health inequalities
- 🌱 ↓ Carbon footprint
- 📍 ↓ Variation across the region

**CORE VALUES**  
 Our core values embedded in all we do:

-  **RESPECT**
-  **INTEGRITY**
-  **COMPASSION**
-  **TEAMWORK**
-  **CONTRIBUTION**

## EMAS Vision

EMAS vision is to be "Responding to patient needs in the right way, developing our organisation to become outstanding for patients and staff, and collaborating to improve wider healthcare."

The Big 3: Respond | Develop | Collaborate

- Respond: We will respond to patient needs in the most appropriate way.
- Develop: We will develop our organisation to become outstanding for patients and staff.
- Collaborate: We will collaborate with partners and other organisations to reduce healthcare demand and improve wider healthcare.



## EMAS Ambitions

The strategy sets out five strategic ambitions:



## EMAS Values

EMAS values underpin everything, including the way services are delivered and how colleagues work together. By living these values and supporting others to do the same, we will help to make sure that EMAS is an organisation we can all be proud of.



## 6. Key priorities and challenges

Directed by our 'Big 3' vision and strategic ambitions, our priorities include:-

- Delivering a high-quality service to our patients and continuing to improve patient safety and experience.
- Continuing to develop a positive organisational culture that supports recruitment and retention; wellbeing, equality and inclusion; increased diversity; and positive staff experience, engagement and satisfaction.
- Continued development of education and career opportunities for our staff.
- Use of innovative technological solutions to support service delivery.

- Demonstrating international best practice for our clinical outcomes for patients with cardiac arrest underpinned by our new Clinical Strategy.
- Developing and delivering new ways of treating patients and tackling health inequalities through collaborating with our healthcare partners through the Integrated Care Systems, and the Place Partnerships and Provider Collaboratives.
- Meeting the standards set out in the Ambulance Response Programme and achieving the national Category 2 target.

EMAS, like the wider NHS, is operating in challenging times that are demanding more than ever from our staff and our service. EMAS has several critical challenges over the forthcoming years including:-

- Maintaining and improving safety and quality against the backdrop of system pressures and increased demand. One of the priorities is hospital handover delays which are significantly impacting our ability to provide a timely response to patients awaiting an ambulance response in the community resulting in avoidable patient harm. We will continue to work with system partners to address the root causes which are problems with flow through and out of the acute trusts.
- Delivering more care to more patients with the resources we have, through increasing productivity and efficiency and finding new ways of managing demand on our service.
- Delivery of the Ambulance Response Programme standards.
- Focussing on developing our organisation to be an anchor institution of the East Midlands, and being an outstanding place to work.
- Developing our workforce model, including a focus on our clinical career pathways and a clinically endorsed skill-mix approach to operational staffing in line with our new Clinical Strategy.
- Continuing to build our Emergency Preparedness, Resilience and Response (EPRR) capability, implementing the findings from the Manchester Arena Inquiry.
- Ensuring financial value for money, by continued streamlining of our services and delivering our efficiency plans; and agreeing with system partners appropriate funding to ensure delivery of a safe service.
- Developing and further refining how we add the most value to patients with the NHS Integrated Care System structures, including our delivery model in Place Partnerships and Provider Collaborations.



## Appendix 1: Values and concepts from NHS Leadership Competency Framework

### Our people promise:

- We are compassionate and inclusive
- We are recognised and rewarded
- We each have a voice that counts
- We are safe and healthy
- We are always learning
- We work flexibly
- We are a team

### NHS values

- Working together for patients
- Respect and dignity
- Commitment to quality of care
- Compassion
- Improving lives
- Everyone counts

### Our leadership way

We are compassionate

- We are inclusive, promote equality and diversity, and challenge discrimination
- We are kind and treat people with compassion, courtesy and respect.

We are curious

- We aim for the highest standards and seek to continually improve, harnessing our ingenuity
- We can be trusted to do what we promise

We are collaborative

- We collaborate, forming effective partnerships to achieve our common goals
- We celebrate success and support our people to be the best they can be



## Health and Care Act 2022

- Collaborate with partners to address our shared priorities and have the core aim and duty to improve the health and wellbeing of the people of England.
- Improve the quality, including safety, of services provided.
- Ensure the sustainable, efficient use of resources for the wider system and communities

## Seven principles of public life

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

## Appendix 2: Terms of Appointment

- The current remuneration for this role is £47,100 per annum.
- 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.
- You will have considerable flexibility to decide how you 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 your continuous development.
- Applicants should live in or have strong connections with the area served by the Trust.

Given the significant public profile and responsibility members of NHS Boards hold, it is vital that those appointed inspire confidence of the public, patients and NHS staff at all times. NHS England makes a number of specific background checks to ensure that those we appoint are “fit and proper” people to hold these important roles. More information can be found on our [website](#).

## Appendix 3: More information

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

Other sources of information include:



- Care Quality Commission [website](#).
- ICB
- Twitter
- LinkedIn

Follow the links for more information about:

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

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#### **Appendix 4: Making an application**

For more information, you can get in touch with:

- **East Midlands Ambulance Service NHS Trust** - for an informal and confidential discussion with Richard Henderson, Chief Executive please contact Karen Gregory-Taylor, on 0115 884 5000 or by emailing [Karen.Gregory-Taylor@emas.nhs.uk](mailto:Karen.Gregory-Taylor@emas.nhs.uk)
- **NHS England** – for general process enquiries contact Miriam Walker on 0113 825 0009 or by emailing [miriam.walker@nhs.net](mailto:miriam.walker@nhs.net)

If you wish to be considered for this role please provide:

- a CV that includes your address and contact details, highlighting and explaining any gaps in your employment history
- a supporting statement that highlights your motivation for applying and your understanding of the NHS and the role. You should outline your personal



responsibility and achievement within previous roles and how your experience matches the person specification

- the names, positions, organisations and contact details for three referees. Your referees should be individuals in a line management capacity, and cover your most recent employer, any regulated health or social care activity or where roles involved children or vulnerable adults. Your references may be taken prior to interview and may be shared with the selection panel. In accordance with [NHSE's FPPT framework](#) if appointed your references and other background checks will be shared with the Trust.
- please complete and return the monitoring information form which accompanies this pack
- tell us about any dates when you will not be available

This information should be emailed to [england.chairsandneds@nhs.net](mailto:england.chairsandneds@nhs.net) quoting reference **M3075** in the subject line.

#### Appendix 5: Key dates

- **Closing date for receipt of applications: 24 May 2024 at 12 noon**
- **Stakeholder event:** the shortlisted candidates will be invited to the Trust to meet groups of its key stakeholders prior to the interview date
- **Interview date: 18 June 2024**
- **Proposed start date: from 1 August 2024**

#### NHS England

E: [england.chairsandneds@nhs.net](mailto:england.chairsandneds@nhs.net)

W: [england.nhs.uk](http://england.nhs.uk)

**NHS**  
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