APPOINTMENT OF
CHAIR AND NON-EXECUTIVE DIRECTORS

APPOINTMENT BRIEF
JANUARY 2019
The Norfolk and Norwich University Hospitals NHS Foundation Trust (NNUH) provides acute care for over one million people living in Norfolk and surrounding areas. It provides a full range of acute clinical services, including more specialist services such as oncology and radiotherapy, neonatology, trauma and orthopaedics, plastic surgery, ophthalmology, rheumatology, paediatric medicine and surgery.

NNUH has over 7,500 staff and volunteers working across the main university hospital at Colney Lane in Norwich and at the redeveloped Cromer Hospital. Patients are referred by around 100 local GP practices and also from other acute hospitals and Clinical Commissioning Groups (CCGs) around the country. Most of the Trust's funding (nearly 90%) comes from Norfolk and Suffolk-based Clinical Commissioning Groups.

NNUH works in close partnership with the nearest local district general hospitals; the James Paget University Hospitals NHS Foundation Trust in Great Yarmouth, the Queen Elizabeth Hospital NHS Foundation Trust in Kings Lynn, the West Suffolk Hospital NHS Foundation Trust in Bury St. Edmunds, and The Ipswich Hospital NHS Trust to provide tertiary services to their populations and to support specialist provision at those locations.

Challenges and opportunities for NNUH

The Norfolk and Norwich is a teaching trust with an important voice regionally and nationally. It continues to attract clinical talent, and the Trust's divisional reorganisation has allowed a new stratum of clinical leaders to develop broad sets of skills across the Trust. The opportunities for research and collaboration are already well established, and are increasing at a fast pace.

The operating environment across the NHS is challenging. In common with many hospitals in England, capacity pressure - both on staff and the estate - has caused NNUH to struggle to meet some key access targets. The Trust is addressing these constraints through a raft of strategic initiatives, including plans for an Ambulatory Care and Diagnostic Centre, expanding its paediatric emergency department and developing enhanced services for interventional radiology, cardiac catheter labs and critical care. The Quadram Institute, bringing together clinicians and researchers in gastroenterology and food science, recently opened on the hospital campus and houses one of the largest endoscopy centres in Europe.

Culturally the Trust is deeply committed to serving its community, and to espousing the best qualities of the NHS. As a major employer in the region, this relationship with the patient population is felt more keenly at the NNUH than it is in many teaching hospitals of this size and complexity.

Services

Hospital services are divided managerially into four clinical divisions, each led by a clinical ‘Chief of Division’, supported by a senior operational manager (Divisional Operations Director) and senior nurse (Divisional Nurse Director):

- Medicine
- Surgery
• Women & Children
• Clinical Support Services
Education, Research & Development

Consistent with its role as a teaching hospital, NNUH teaches a wide range of health professionals at both undergraduate and postgraduate level, and shares a key strategic relationship with the University of East Anglia (UEA) which is co-located with the Norfolk & Norwich Hospital on the western fringe of Norwich.

NNUH also hosts the Eastern Clinical Research and Trials network of the NIHR and is one of 15 such hosts nationwide. NNUH is engaged with other major teaching hospitals from outside the area on new collaborations that are tying together research with pioneering new treatments and is in partnership with Cambridge University Hospitals in the Genomics England 100,000 genomes project.

The main site is located at the heart of the Norwich Research Park, home of a number of internationally prestigious institutes addressing the global challenges of climate change and agriculture, food and health. The Biotechnology and Biological Sciences Research Council (BBSRC) has identified the park as a key part of their campus development strategy and NNUH is closely involved in the development of collaborative ventures in the research park with other scientific academic and commercial partners.

The Norwich Research Park is the fourth most highly cited UK location after London, Oxford and Cambridge. There are a number of strategic developments on the park to which NNUH is critical including the Quadram Institute which is a collaboration of the Institute of Food Research (IFR), NNUH, UEA, and the BBSRC. Researchers from IFR, UEA and NNUH have been brought together in the new building, alongside partners from the John Innes Centre and The Genome Analysis Centre to uniquely integrate multidisciplinary bioscience and clinical expertise.

Key Strengths

- A national exemplar of patient safety, having achieved a significant reduction in Hospital Standardised Mortality Ratio (HSMR) over the last year from 115 to 90;
- Engaged and committed workforce that has demonstrated its willingness and ability to learn, to adapt to change, to embrace new methodologies and to work collaboratively for the benefit of our patients and the local community;
- Excellent engagement with our population, situated at the heart of the community, and strong relationships with Primary Care and neighbouring care providers;
- Co-location with the University of East Anglia as part of the Norwich Research Park;
- A proven track record of developing cross-sector partnerships locally, regionally, nationally and internationally;
- Strong governance structures that support strong clinical and corporate leadership, and ensures that there is a clear line of sight from the Board of Directors to each individual member of staff. Issues can quickly be escalated ‘from Ward to Board’ via the sub-Board framework and the divisional structure facilitates a rapid two-way exchange of information and learning between the top and the bottom of the organisation;
- One of 15 Trusts in England to be appointed to run the local National Institute for Health Research (NIHR) Clinical Research Network, which is testament to our strong ethos of research and innovation. Our partnership with other world-class organisations in the adjacent Norwich Research Park means that we have close links with one of the largest concentrations of bio scientists in Europe, which will enable us to build on our proven track record of academic and service innovation.
Performance

CLINICAL
The demand for healthcare is at an unprecedented level. NNUH is one of the busiest hospitals in the country in terms of numbers of patients treated, and emergency admissions account for a particularly high proportion of overall occupied bed days. This is due in part to the patient demographic; the ageing population in Norfolk is reflected in the size of the older people’s admission numbers, which are significantly higher than the national average. The twin issues of increased emergency demand and an increase in complex discharges to other healthcare and social care providers have affected the hospital’s ability to meet targets and put pressure on staff and services. The Care Quality Commission (“CQC”) carried out a comprehensive inspection, published in June 2018, which rates the Trust as ‘Inadequate’ overall, however the Trust was rated as ‘Good’ under the category of caring. The CQC found that staff were overwhelmingly caring in delivering services to patients. NHS Friends and Family Test scores are exemplary; consistently over 97% of our patients recommend NNUH as a place to receive care and treatment.

WORKFORCE
The hospital’s teams lie at the heart of its success in delivering its vision: “to provide every patient with the care we want for those we love the most”. Over two years ago, NNUH developed its PRIDE values, through the involvement and feedback of 2,000 staff and patients to ensure they captured the organisation ‘at its best’ and thus a clear benchmark for standards of behaviour that promote the best environment for all. The Trust continues to embed these into everyday life at the hospital so that they make a tangible difference.

FINANCIAL
NNUH has faced significant financial pressures with the impact of tariff reductions, pay and pension increases, price inflation and other cost pressures mean that significant savings need to be made in common with all NHS Trusts. The review into NHS efficiency carried out by Lord Carter shows that NNUH is one of the most efficient teaching hospitals in the country. From a cost point of view, the review found that when compared with other same treatments at other hospitals, NNUH provides excellent value for money. Despite best efforts the forecast deficit position for 2019/20 is £55m.

Strategy
The Trust is three years into a five year strategy plan and has made substantial progress. As a result, there is stronger clinical leadership and an open and collaborative leadership culture that supports clinical and operational improvement. This progress is recognised across the Trust.

Engagement with the Trust’s strategic objectives has increased significantly. Divisions take ownership for their clinical and operational performance, clinicians feel empowered to take decisions and implement changes, and all staff are encouraged to raise issues, concerns and ideas for improvement. An open and collaborative executive leadership approach and new devolved clinical leadership structures have been a key driver of these improvements.
The overarching strategy is summarised as follows, with twelve objectives aligned with four ‘purpose’ statements:

**NNUH 5 year strategy**

**Our Purpose**

| A provider of high quality healthcare to our local population | The centre for complex and specialist medicine for Norfolk and East Anglia | A recognised centre for excellence in research, education and innovation | A leader in helping redesign our health and care system to better align it to the needs of our population |

**Our Challenges**

- Providing for the changing needs of our population
- Seeing more patients with long-term conditions with multiple needs and more complex arrangements around their discharge from hospital
- The need to innovate to provide new specialist treatments and procedures
- A difficult financial climate
- Challenges in recruiting some staff

**Like most healthcare organisations we face challenges:**

**Our five year objectives**

- Develop a new ambulatory care facility to expand capacity for outpatient, diagnostic and day surgery services
- Introduce an Electronic Patient Record across the organisation
- Develop services at Cromer Hospital
- Support the Divisions to eliminate waste and duplication
- Achieve a 24 hour seven days a week acute hospital service
- Maintain and strengthen our tertiary (region wide) specialist services
- Become a recognised centre of excellence for stroke, heart attack and cancer services
- Improve the capacity of our A&E service and ensure it remains the county’s major emergency and trauma centre
- Develop a stronger research culture and give staff time to pursue research and education
- Strengthen our partnerships within Norwich Research Park, including development of the Quadram Institute
- Work more closely with our Norfolk hospital and community partners, through the Norfolk Provider Partnership
- Develop our work with primary care and social services to improve how we look after patients with long-term conditions, and to reduce delayed discharges and emergency admissions

**What happens next?**

- Designing and developing a new day facility for outpatient appointments, diagnostic and day surgery services
- Improving the capacity of the hospital’s front door including appropriate space for dealing with major emergencies and children’s services
- Investing in our clinical facilities, including cardiology, radiology, stroke and cancer services
- Working with partners in Norfolk to help ensure a better co-ordinated safe and timely discharge of frail older patients from hospital

**Our three year priorities**

Governance

THE BOARD OF DIRECTORS AND THE COUNCIL OF GOVERNORS

The Chair of a foundation trust is a chair of both the Board of Directors and the Council of Governors.

The Board of Directors (The Board) is a unitary Board responsible for the continued success of the Trust. The Board has responsibility for ensuring that the highest standards of clinical care are delivered through effective use of resources, appropriate financial controls and attainment of key performance measures. The Board of Directors is made up of the Chair and up to six other Non-executive Directors, together with seven Executive Directors including the Chief Executive. The Non-executive Directors have the voting majority. The Trust also has other non-voting officers attending Board meetings as and when required to provide operational advice and support. The Board of Directors manages the business of the Foundation Trust and is responsible for its performance and ensuring it meets the standards and targets set by the Care Quality Commission, NHS Improvement and the Department of Health.

Board Committees include:

- Quality and Safety
- Finance and Investments
- People and Culture
- Audit Committee

The Council of Governors has a key role in the development of the Trust. The Council of Governors will influence the Board of Directors on the longer term direction for the Trust so that the Board can effectively determine its policies. It provides a steer on how the Foundation Trust can carry on its business in ways consistent to the needs of the Members and the wider community. This group ensures that the Board conforms to the terms of its authorisation, acting in a trustee role for the welfare of the organisation and ensuring that the population served by the Trust can influence its long term direction.

The Foundation Trust has a membership of approximately 20,000 staff and public members. Its Council of Governors consists of 25 governors, responsible for representing the interests of members, partner organisations and the public in the governance of the Trust. This body ensures that the Trust operates within its Terms of Authorisation. It is consulted on the forward planning of the NNUH and other matters of significance to the Trust’s future plans, but it does not however have any role in the day-to-day management of the Trust. The Council of Governors is responsible for the appointment, removal and remuneration of the Non-executive Directors including the Chair.

The Non-executive Directors are appointed by the Council of Governors with fixed terms of three years. Governors are elected or appointed for fixed terms of three years.

The Board of Directors meets routinely once a month and the Council of Governors once a quarter.

- *Chair: To be appointed (falls vacant in 2019)
- *Chief Executive: Mark Davies
- *Chief Operating Officer: Chris Cobb (acting)
- *Medical Director: Prof Erika Denton
- *Chief Nurse: Prof Nancy Fontaine
- *Director of Workforce: Jeremy Over
- *Chief Financial Officer: John Hennessey
- Chief Information Officer: Anthony Lundrigan
The Opportunity

NNUH is now looking for outstanding individuals to join the Board of Directors: one as Chair and others as non-executive Directors. All will be members of the Board of Directors, which comprises executive and non-executive directors, and collectively is responsible for developing, monitoring and delivering the performance of the Trust, and for ensuring that excellence remains at its core. Working with fellow board directors, the Council of Governors and other stakeholders, these individuals will have the confidence, credibility and sensitivity to engage with a wide range of audiences both within and outside the Trust.

The Chair will lead the Board and Council of Governors by providing inspirational and discerning strategic leadership to the Chief Executive, Board and Governor colleagues. The successful candidate will also grow the increasingly important relationships with external partners and stakeholders. Candidates will have outstanding strategic ability and a track record of non-executive and/or executive leadership experience gained in large and complex organisations. This individual will bring sophisticated governance experience and will most likely have led a large and complex organisation.

NNUH will also be making a number of non-executive appointments over the next few months and is particularly looking for individuals will any of the following skillsets/experience: quality & safety in healthcare; business & finance (with the credentials to chair the Audit Committee); organisational development; legal; audit; and wider healthcare policy.

The successful candidates will be dedicated to serving and improving the health of our community across Norfolk and passionate about excellence in patient care, with a keen enthusiasm and interest in the work of NNUH and its wider partners.

Chair

ROLE SUMMARY
The Chair will lead the Trust’s Board of Directors (the Board) and Council of Governors (the Council) and is a key representative of the Foundation Trust within the local community. The overriding purpose of the role is to ensure the success of the Trust in the delivery of high-quality healthcare.

Candidates for this position will be expected to have the skills, experience and qualifications to fulfil the responsibilities outlined below.

The post holder must be a member of the Foundation Trust through residency in Norfolk or North Suffolk and applicants for the role must be eligible for membership.

Overview of responsibilities

NNUH is seeking to appoint an exceptional individual as Chair for whom the welfare of the Trust and its patients and staff will be paramount. The successful candidate will have a demonstrable track record of achievement, including managing change, ideally gained in a senior leadership role within an organisation with a significant budget and of significant size and complexity in the public, private, voluntary or community sectors.

- To provide leadership to the Board of Directors, Council of Governors and the Trust, whilst recognising the appropriate distinction between the responsibilities of non-executive and executive directors;
- To demonstrate commitment to the role of Chair of the Trust; the estimated time commitment will be in the region of 8-10 days per month but the role necessarily requires flexibility depending on the prevailing circumstances and needs of the Trust;
- Act as an effective and appropriate representative or ‘public face’ of the Trust in the local community and with partner organisations;
- To be approachable to staff, directors and governors and others outside the Trust and ensure provision of accurate, timely and clear information to the Board Directors and Governors;
- To promote the development and implementation of appropriate strategy for the future success of the Trust;
- To ensure that there is appropriate focus in the Trust on developing its role as a University Hospital in collaboration with education and research partner organisations;
- Uphold and promote appropriate values for the Trust and ensure high standards of corporate governance are maintained.
- To act in accordance with and fulfil those duties of the Chair as specified in:
  - the Trust’s Constitution;
  - Terms of Reference of the Board of Directors
  - Code of Conduct of Directors and Governors
  - Monitor’s Code of Governance for Foundation Trusts

Non-executive Directors

Corporate responsibility
Shared with other directors, Non-executive Directors’ corporate responsibility includes:

- setting the corporate strategic aims, ensuring that the necessary financial and human resources and infrastructure are in place for the Trust to meet its objectives, and that performance is effectively monitored and reviewed;
- providing entrepreneurial leadership to the organisation within a framework of prudent and effective controls which enable risk to be assessed and managed; and
- setting the Trust’s values and standards and ensuring that its obligations to its stakeholders and the wider community are understood and met.

**Specific responsibilities**

Specific responsibilities of the Non-executive Directors are to:

- constructively challenge and help develop the Trust’s strategic direction and proposals on individual supporting strategies;
- scrutinise the performance of the organisation in meeting agreed goals and objectives and monitor the reporting of performance;
- satisfy themselves on the integrity of financial information and that financial controls and systems of risk management are robust and defensible;
- determine appropriate levels of remuneration and terms of appointment for executive directors; and
- take an active part in committees established by the Board of Directors to exercise delegated responsibility, taking part in at least one of these.

**PERSON SPECIFICATION**

For this particular vacancy the Council of Governors is looking to appoint a non-executive with a wide variety of experience but are particularly looking for individuals who will bring strong financial and business skills with the ability to chair NNUH’s Audit Committee. As a result, they are particularly interested in individuals with board level financial leadership experience and, ideally, an accountancy qualification.

The Trust is also interested in hearing from applicants with experience gained in a number of settings, including as an executive:

- quality & safety in healthcare;
- business & finance (with the credentials to chair the Audit Committee);
- organisational development;
- legal;
- audit;
- and wider healthcare policy.

This is not an exhaustive list but illustrates the breadth of experience which is considered useful to the Trust in forthcoming non-executive appointments. Candidates will have the ability to empathise with and relate easily to people, both internally within the Trust and externally in the wider community.

Additionally, the new Non-executive Director will have the ability to:

- work at board level and demonstrate an understanding of corporate governance requirements;
- demonstrate a clear understanding of executive and non-executive roles and their boundaries;
- support the Executive Directors in their leadership of the organisation, while monitoring their conduct and seeking to uphold the highest ethical standards of integrity and probity;
• question intelligently, debate constructively, challenge rigorously and reach decisions dispassionately;
• listen sensitively to the views of others, inside and outside the Board, and gain the trust, respect and confidence of a wide range of audiences; and
• promote the highest standards of corporate governance and seek compliance with the Foundation Trust's Provider Licence.

Terms of appointment

Remuneration
Current Chair remuneration is in the range £50-55,000 per annum; Non-executive directors in the range £10-15,000 per annum.

Term of Office
As determined by the Council of Governors in accordance with the Foundation Trust Code of Governance (typically 3 years renewable by agreement for a second term)

Terms and Conditions
The standard Terms and Conditions for Non-Executive Directors. The time commitment is 2-3 days per month for Non-Executive Directors. The Chair will need to be prepared to give a total of 8-10 days a month.

HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/jobs using code TUXM.

Click on the ‘apply’ button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring* form.

The closing date for applications is noon on 5th February 2019.

* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.