

APPOINTMENT OF NON-EXECUTIVE DIRECTORS

APPOINTMENT BRIEF August 2019



Mr David White

Norfolk & Norwich University Hospitals NHS Foundation Trust

August 2019

Dear Candidate,



Appointment of Non-Executive Directors, Norfolk & Norwich University Hospitals NHS Foundation Trust

Thank you for your interest in joining the board of Norfolk & Norwich NHS Foundation Trust.

The Norfolk and Norwich University Hospitals NHS Foundation Trust is one of the busiest Trusts in the country and carries out nearly one million outpatient appointments, day case procedures and inpatient admissions annually across Norfolk and North Suffolk. We also treat referred patients from further afield who come to access our specialist services including: oncology and radiotherapy, neonatology, trauma and orthopaedics and many others.

The Trust's vision is to provide every patient with the care we want for those we love the most and we are three years into a five-year strategy plan that has made much progress. As a result, there is stronger clinical leadership and an open and collaborative leadership culture that supports clinical and operational improvement not just at Norfolk & Norwich University Hospitals but across healthcare services in Norfolk and Waveney.

We still have a long way to go however, and to support this vision we need to have a strategically focussed Board of Directors to provide vision and leadership to our staff and engage effectively with our governors, stakeholders and partner organisations. We are looking for individuals from a breadth of backgrounds to join us, including those who bring clinical experience, who will provide robust support and challenge to our executive team to ensure that we deliver our vision. Recognising that the healthcare challenges of the early 21st century are likely to require system-wide solutions and the integration and streamlining of services rather than an institutional approach, we are keen to appoint individuals who are skilled at forming strong, productive relationships, both within the Trust and with the wider community and stakeholders.

I hope that you feel inspired to join the Board at this exciting time in the Trust's development.

Yours faithfully,

David White

Chairman of Norfolk and Norwich University Hospitals NHS Foundation Trust

NORFOLK AND NORWICH UNIVERSITY HOSPITALS NHS FOUNDATION TRUST

The Norfolk and Norwich University Hospitals NHS Foundation Trust (NNUH) provides acute care for around 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, vascular surgery, robotic surgery, bone marrow transplants, interventional radiology, brachytherapy, specialist cardiology, paediatric medicine and surgery. Many of its services are amongst the largest in the country (for example, the 5th busiest NHS cancer service in England).

NNUH has over 8,000 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 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 a Diagnostic and Assessment Centre, new ward block and an ambitious new estates strategy. Work has recently commenced on a new interventional radiology unit (providing 4 new state of the art labs) plus a fifth cardiac catheter lab. The flagship 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. The Quadram Institute provides the opportunity for the Trust to become a world leader in multimodal diagnostics of the gut.

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 to 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 below 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;
- Co-location with the University of East Anglia as part of the Norwich Research Park;
- Excellent engagement with our population, situated at the heart of the community, and strong relationships with Primary Care and neighbouring care providers;
- Developing Lead Provider models of acute care with neighbouring hospitals, with Pathology already consolidated into the Eastern Pathology Alliance;
- A proven track record of developing cross-sector partnerships locally, regionally, nationally and internationally, including recently being appointed as lead of the regional radiotherapy network and lead provider for the cervical screening service for the East of England;
- 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. Recent demand and capacity work undertaken by the STP shows this position is likely to exacerbate – requiring significant additional inpatient beds - without considerable system wide intervention. 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 rated 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.

In May 2019 the CQC published a further report based on a comprehensive inspection which improved the Trust's rating to 'requires improvement' overall.

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.

Our Values **P**eople focused **R**espect **I**ntegrity **D**edication **E**xcellence

FINANCIAL

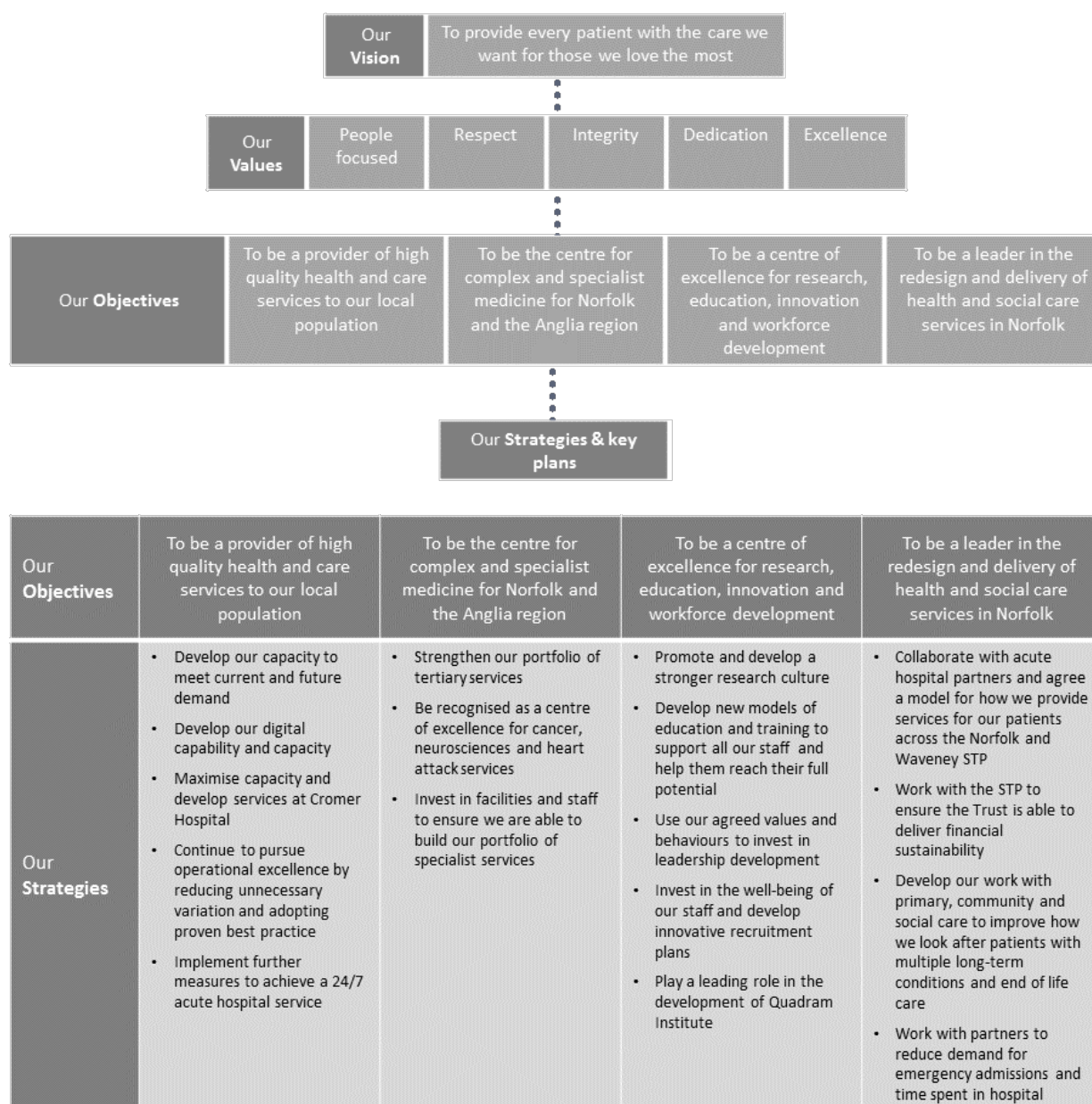
NNUH has faced significant financial pressures with the impact of tariff reductions, pay and pension increases, price inflation and other cost pressures mean that significant savings need to be made in common with all NHS Trusts. The review into NHS efficiency carried out by Lord Carter shows that NNUH 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 year end deficit position for 2019/20 was £58m.

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:



Norfolk and Waveney Sustainability and Transformation Plan

The overarching aim for Norfolk and Waveney Sustainability and Transformation Partnership is to build healthier communities in Norfolk and Waveney for the people it serves. However, to achieve this, our system commissioners and service providers will need to work together differently.

As a system we have come together and set out a series of vision statements to help shape our health and care services for our population. We aim to communicate and adapt this vision further over the coming months.

- Together we will build healthier communities in Norfolk and Waveney
- We will provide high quality and responsive health and care services for Norfolk & Waveney. We will be there for our people when they are vulnerable, regardless of age or ailment
- We will make it easier for people to access our services to enable people to lead happy and healthier lives
- Working in partnership we will provide sustainable services through an empowered workforce

During 2018/19 the STP embarked on some key strategic developments with the review of demand and capacity across the system, the development of the mental health strategy and the review of children and young people's mental health services. In addition there is an ambitious programme of acute service integration underway across a number of clinical specialties.

The overall STP leadership comes from different organisations across Norfolk & Waveney, including representatives from our commissioners, providers and local authorities. It requires collaborative leadership with a clear sense of collective responsibility. The shift from organisational to system leadership represents a change in our ways of working, throughout all levels within the constituent organisations. This has shown recent progress with the full appointment of an Accountable Officer for the five CCGs and the planned implementation of a single management structure for the CCGs.

The Chair of the STP is the Rt Hon Patricia Hewitt, a former MP and health secretary and the lead Executive is Melanie Craig, who is the chief officer for the five CCGs. The entire NNUH executive team play an active role in engaging across the STP, but most notably the current Chief Executive is the lead SRO for the acute services workstream; our Chief Finance Officer (John Hennessey) is the Finance lead; and our Chief Information Officer (Anthony Lundrigan) holds the role of CIO for the STP (50% basis), recognising that digital transformation and integration is best achieved across the whole Norfolk system.

THE OPPORTUNITY

NNUH is now looking for outstanding individuals to join the Board of Directors: one as clinical non-executive and the other as a general non-executive Director. 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, 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 Clinical non-executive will likely have worked at executive board level as a clinician. They will bring experience of clinical governance and the seniority of view to provide guidance on clinical development to the wider board and the Trust's executive clinical leaders. Given NNUH's focus on deepening partnerships across the patch, experience within the acute, community or primary care environments is welcomed. Passion about patient care and public service is a must.

For the other non-executive appointment NNUH will be looking for senior individuals with a breadth of skills to complement those of the wider board, with emphasis on individuals with senior level experience of partnership working at significant scale and organisational complexity. A background in transforming customer experience and staff engagement would be particularly beneficial. This is likely to have been gained in a customer facing business within the commercial, voluntary or public service sector.

The successful candidates will be dedicated to serving and improving the health of the 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.

NON-EXECUTIVE DIRECTORS

ROLE SUMMARY

Non-Executive Directors have a key role in providing leadership inside the trust and being external ambassadors for the trust. They make an important contribution to the effective running of the trust through helping to develop strategy, providing effective oversight of the agreed trust plan, and scrutinising performance. In carrying out that role, it is important that Non-Executive Directors promote the highest standards of corporate governance. A Non-Executive Director should have the independence and the skills to offer constructive challenge and thorough scrutiny.

The Board functions as a corporate decision-making body. Non-Executive Directors and Executive Directors are full and equal members. Their role as members of the Board of Directors is to consider the key strategic and managerial issues facing the trust in carrying out its statutory and other functions in accordance with the constitution. Non-Executive Directors are held individually and collectively to account for the performance of the Board of Directors by the Council of Governors. This includes ensuring the Board of Directors acts so that the foundation trust does not breach the conditions of its licence.

As a unitary Board, all directors:

- set values and standards and ensure that the trust's obligations to its patients, staff, members and the public are understood and met;
- provide entrepreneurial leadership within a framework of prudent and effective control arrangements which enable risk to be assessed and managed;
- set strategic aims, ensure that the necessary financial and human resources are in place to meet objectives, and regularly review management's performance;

- ensure that the trust promotes equality and recognises diversity in its dealings with patients, staff and stakeholders;
- develop a constructive relationship with the Governing Body;
- consult with the Governing Body on the annual plan of the trust to ensure that the local and wider health needs of the population served by the Trust are considered.

In addition, Non-Executive Directors will:

- provide support and constructive challenge to ensure that the proposed decisions of the board are made on well-founded information and having undertaken appropriate due diligence;
- support a positive culture throughout the foundation trust and adopt behaviours in the boardroom and elsewhere that exemplify the corporate culture;
- hold executive directors to account for the effective management and delivery of key targets and strategic objectives;
- commit to working to and encouraging within the trust the high standards of corporate and personal conduct as stated in the 'Nolan' principles of standards of conduct in public life and uphold the highest ethical standards of integrity and probity;
- provide independent judgement on, and help to shape, strategy and vision and ensure the Executive Team develop and implement proposals for the trust's strategy and vision;
- chair and participate in relevant committees established by the Board of Directors to exercise delegated responsibility;
- bring independent judgement and expertise based on previous experience and apply this for the benefit of the trust, its stakeholders and its wider community;
- scrutinise the performance of management in meeting agreed goals and objectives and regularly review performance;
- determine appropriate levels of remuneration of executive directors and for the appointment of the chief executive and other executive directors, ensuring that the appropriate recruitment process is followed;
- demonstrate independence in character and judgement and have an enquiring mind; have a broad understanding of the wider NHS and the external environment in which it operates, and be able to develop a strong command of issues relevant to NNUH;
- engage positively and collaboratively in Board discussion of agenda items and acts as an ambassador for the trust in engaging with stakeholders including the local community;
- support executives in their leadership of the trust whilst monitoring their performance;
- question intelligently, debate constructively, challenge rigorously and decide dispassionately;
- listen sensitively to the views of others;
- promote openness and trust in relationships with all Board members.

PERSON SPECIFICATION

Experience:

Essential

- Substantial senior or board level experience (director or partner level) and a track record of executive leadership gained in a complex organisation, whether private, public or voluntary sector
- Evidence of providing effective strategic direction supported by knowledge of governance and how boards should add value
- Experience of strategic large-scale change in complex organisations

Desirable

- Other relevant NED experience

Skills, Ability and Knowledge:

Essential

- A high level of commitment to patients, carers and the community, especially to disadvantage groups
- The determination and communications skills to contribute to the constant dynamic change within the Trust itself, the NHS and the communities served by the Trust
- The ability to work constructively with clinicians, managers, other professionals and staff, the Council of Governors and a wide range of external stakeholders
- The skill to chair a sub-committee of the Board
- The ability to analyse and understand complex information and situations before reaching an objective conclusion. The ability to think clearly and creatively
- The ability to work as a member of a team to meet common goals
- Willing to maintain and uphold accountability of self and others. A high level of probity, integrity, discretion and fairness and commitment to the Nolan principles
- Strong communication skills and an ability to listen

Other

Essential

- Ability to meet relevant time commitment
- Candidates should be resident in Norfolk
- Demonstrates clear knowledge of the NNUH health economy and strategic links with its partner organisations
- Have extensive senior experience of operating as a clinician in acute, community or primary care, or for the other non-executive director role have a background in transforming customer experience and staff engagement, whether this is gained in the commercial, voluntary or public service sector.

Terms of appointment

Remuneration	Non-executive directors in the range of £12,942 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 will be up to 4 days per month for Non-Executive Directors.

HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to Norfolk and Norwich University Hospitals NHS Foundation Trust on this appointment.

Candidates should apply for this role through our website at **www.saxbam.com/appointments**, using code **TUXND**.

Click on the '**apply**' button and follow the instructions to upload a CV and cover letter.

The closing date for applications is noon on **13th September**.

Final interviews will take place **Tuesday 15th October**.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please **do not** include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

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.