



University Hospital Southampton
NHS Foundation Trust

APPOINTMENT OF NON-EXECUTIVE DIRECTOR

APPOINTMENT BRIEF
AUGUST 2019



AN INTRODUCTION



University Hospital Southampton NHS Foundation Trust (UHS) is a large teaching hospital providing acute services to around 1.9 million people living in Southampton and south Hampshire as well as specialist services to more than 3.7 million people in central southern England and the Channel Islands including neurosciences, cardiac and specialist children's services. The Trust is one of the largest in the country and one of the area's biggest employers, with a turnover last year of more than £878m and 11,900 staff.

Many individual areas were recognised as 'outstanding' by the Care Quality Commission (CQC), with an overall rating of 'good'. Staff survey results saw UHS ranked as the second highest acute trust for staff satisfaction, fifth highest for staff recommending the Trust as a place to work and receive treatment, and the third best university teaching hospital for staff engagement overall.

The mission of the Trust is to provide excellent clinical care, educate current and future healthcare professionals, and undertake research to improve healthcare for the future. The Trust is a centre of excellence for training the doctors, nurses and other healthcare professionals of the future, as well as a leading research hub. The Trust collaborates with the University of Southampton to contribute to the development of treatments for tomorrow's patients, and to educate and develop staff at all levels, including a large apprenticeship programme, undergraduate and post-graduate education. This work distinguishes UHS as a hospital that works at the cutting edge of healthcare developments in the NHS and internationally. Particularly noteworthy is their nationally-leading research into cancer, respiratory disease, nutrition, cardiovascular disease, bone and joint conditions and complex immune system problems.

UHS operates across multiple sites including:

Southampton General Hospital: The Trust's largest location, with a great number of specialist services based there, ranging from neurosciences and oncology to pathology and cardiology. Emergency and critical care is provided in the hospital's special intensive care units, operating theatres, acute medicine unit and emergency department (A&E), as well as the dedicated eye casualty. Southampton General also hosts outpatient clinics, diagnostic and treatment work, surgery, research, education and training, as well as providing day beds and longer stay wards for hundreds of patients.

The Princess Anne Hospital: Located on Coxford Road in Southampton, just across the road from Southampton General Hospital. The Princess Anne is a centre of excellence for maternity care providing a comprehensive service, including home birth, for about 5,000 women each year. As a regional centre for foetal and maternal medicine, the hospital provides specialist care for women with medical problems during pregnancy, and for those whose baby needs extra care before or around birth. Other services provided at the Princess Anne Hospital include genetics and breast screening.

The Royal South Hants Hospital: Located near the centre of Southampton. Ownership of the site was transferred to NHS Southampton City in 2007 but a small number of UHS outpatient services, such as audiology, are provided at this location.

The New Forest Birth Centre: At Ashurst on the edge of the New Forest. Birth centres are suitable for women having a healthy pregnancy and those expecting to have a straightforward birth.

Royal Lyminster Hospital: UHS provides all routine surgical activity at Lyminster New Forest Hospital and its satellite clinics in Romsey and Hythe. This includes inpatient, day care and outpatient care.

ACHIEVEMENTS AND FOCUS FOR THE FUTURE

Quality of Care

“Our inspectors found a strong patient-centred culture with staff committed to keeping their people safe, and encouraging them to be independent. Patients’ needs came first and staff worked hard to deliver the best possible care with compassion and respect. Inspectors saw many areas of outstanding practice, with care delivered by compassionate and knowledgeable staff. Several teams led by example with a continuous focus on quality improvement. The Trust did face some challenges especially with the ageing estates. Some patient environments were showing significant signs of wear and tear – but again staff were doing their utmost to deliver compassionate care”

- **Dr Nigel Acheson Deputy chief inspector of hospitals (South)**

Key achievements found by the CQC report, published in April 2019 and which rated the Trust as ‘Good’ overall found that:

- The Trust had a vision to deliver excellence and value in patient care, teaching and research within a culture of compassion and integrity.
- The Trust’s strategy, vision and values underpinned a culture which was patient-centred. Local managers across the service promoted a positive culture that supported and valued staff.
- Managers in the Trust had the right skills and abilities to run a service providing high-quality sustainable care.
- The Trust used a systematic approach to continually improve the quality of its services and safeguarding high standards of care.
- The services engaged well with patients, staff, the public and local organisations to plan and manage appropriate services, and collaborated with partner organisations effectively.
- The services were committed to improving services promoting training, research and innovation.
- The staff survey results for 2017/18 which showed Trust staff engagement had remained consistently high (3.95) compared to the NHS average (3.79). The Trust was rated second in good communication between senior managers and staff (reviewed prior to publication of 2018/19 staff survey results).
- The Trust was recognised as one of 16 Global Digital exemplar acute trusts in England.

Education

UHS provides education and learning for doctors, nurses, midwives, allied health professionals, healthcare scientists and the teams of healthcare and other staff who work at the Trust, as well as students who are training here. They also offer services such as training and multimedia to external individuals and organisations. UHS also aims to support staff to positively embrace personal, developmental and organisational change and also to help ensure that all staff are fit to practice in order to provide safe, effective, high quality patient care.

Key priorities for education at UHS include continuing to attract the best staff by offering them a better deal and the best place to work; investing in education and training opportunities for staff including leadership development; ensuring that leaders and staff understand and deliver the equality and diversity agenda; prioritising excellent communication that allows the voices of staff to be heard and acted on; developing their education and training capability for clinical and non-clinical staff to better prioritise the staff of the future.

In medical education there has been a year on year increase in overall satisfaction on the General Medical Council (GMC) survey of post medical trainees. UHS was ranked 44th in 2015, 11th in 2017, and 6th in 2018 for acute hospital trusts. This result has been supported by a culture of listening to trainees and actively seeking their views.



Research

Research is at the heart of the UHS mission to improve people's lives and health through world-leading clinical research studies and trials across most medical specialties. As a result, patients at UHS have some of the best access in the country to the latest medical advances, diagnoses, therapies and treatments.

Over the last year UHS has secured over £20 million of external funding to support and expand on their research with the University of Southampton. With over 850 studies active at any one time, research is embedded across all clinical services at UHS.

Especially noteworthy is the research delivered through the NIHR Southampton Biomedical Research Centre, which specialises in respiratory medicine, critical care, nutrition, microbial science, data science and behavioural science, and the NIHR Southampton Clinical Research Facility (CRF), a dedicated centre for experimental medicine. Delivering pioneering research 2018/19 saw a number of significant discoveries recorded across many clinical areas, multiple world-first studies, and new and innovative technologies – pushing the boundaries of research and helping us improve how we treat conditions and shape the future of healthcare.

UHS continues to invest in a strategy for information technology and has been recognised in a programme of 16 digital exemplar trusts. The future focus of this continued investment is to enhance accessibility and improve both patient and staff experience. This year alone digital initiatives have garnered attention from central government and revolutionised certain areas of care. A pertinent example is Dr John Paisey, consultant cardiologist, and his team who were among the first in the world to implant and programme a pacemaker using Bluetooth technology. They performed four of the first five procedures in the world.

Alongside these impressive advancements UHS also approved one of the largest capital investments in their history with the updating and expansion of their general intensive care unit, further demonstrating their commitment to invest not only not just in the digital environment of the Trust but its physical environment too.

[For more information on the Trust's key priorities and vision please see their most recent annual report.](#)

The Board

NON-EXECUTIVE DIRECTORS



Peter Hollins, Chair. Peter graduated in chemistry from Oxford. In 1973 he joined Imperial Chemical Industries (ICI) where he undertook a series of increasingly senior roles in marketing and then general management. Following three years in the Netherlands as general manager of ICI Resins BV, he was appointed chief operating officer of EVC in Brussels, a joint venture between ICI and Enichem of Italy, in 1992. He played a key role in the flotation of the company in 1994, before returning to the UK in 1998 as chief executive officer of British Energy where he remained until 2001. From

2001 onwards he held various chairmanships and non-executive directorships. In 2003 he decided to return to an executive role as chief executive of the British Heart Foundation, where he remained in post until retirement in March 2013.



Dr Mike Sadler. Mike joined UHS as a clinical non-executive director from the same position at Southern Health NHS Foundation Trust. He works for the CQC as a specialist adviser in primary care and works as an advisor and consultant on health and social care services. He has previously been a non-executive director at a NHS Foundation Trust providing mental health, learning disability and community services. Mike was a GP principal in Hampshire before moving into public health medicine. Having achieved MSc with distinction at the London School of Hygiene and Tropical Medicine, he joined

Portsmouth and South East Hampshire Health Authority, holding the joint posts of deputy director of public health, and medical adviser. He has since held a series of senior clinical leadership roles in national organisations in both the public and private sector, including as chief operating officer at NHS Direct and Serco's health division. His last full-time role, up until July 2013 when he commenced his portfolio career, was as director of health and social care at West Sussex County Council.



Jenni Douglas-Todd. Jenni is a former chief executive of Hampshire Police Authority and the office of the Hampshire Police and Crime Commissioner. After beginning her career in the probation service, she was head hunted into the civil service, at the Home Office, where she spent four years before becoming director of policy and research for the Independent Police Complaints Commission. In the latter role she was responsible for establishing governance of the new police complaints system. She then spent two and a half years as a resident twinning adviser for the UK, based in Turkey to help set-up a

law enforcement complaints system before taking up the role of chief executive of the county's police authority. During her three years in the post, she supported the authority in developing effective governance processes to increase accountability and transparency while also helping the organisation deliver cost-savings whilst still improving performance and develop closer working relations with neighbouring forces. In 2012, she became chief executive and monitoring officer for the Hampshire Police and Crime Commissioner, where she led the development of the office's vision, mission, values and organisational strategy. She took on the role of investigating committee chair for the General Dental Council in 2014 and, in April that year, founded the Diversa Consultancy, which supports organisations with changes in business, culture and behaviour. She is also a member of the Judicial Conduct Investigating Office, a public appointment.



Professor Cyrus Cooper is professor of rheumatology and director of the MRC Lifecourse Epidemiology Unit. He's also vice-dean of the faculty of medicine at the University of Southampton and professor of epidemiology at the Nuffield Department of Orthopaedics (rheumatology and musculoskeletal sciences, University of Oxford). He leads an internationally competitive programme of research into the epidemiology of musculoskeletal disorders, most notably osteoporosis. He is president of the International Osteoporosis Foundation, chair of the BHF Project Grants Committee, an emeritus NIHR

senior investigator, and associate editor of Osteoporosis International. He has previously served as chairman of the Scientific Advisors Committee (International Osteoporosis Foundation), the MRC Population Health Sciences Research Network and the National Osteoporosis Society of Great Britain. He has also been president of the

Bone Research Society of Great Britain and has worked on numerous Department of Health, European Community and World Health Organisation committees and working groups. Prof Cyrus has published extensively (over 900 research papers) on osteoporosis and rheumatic disorders and pioneered clinical studies on the developmental origins of peak bone mass. In 2015, he was awarded an OBE for services to medical research.



Jane Bailey. In 1985, Jane joined the pharmaceutical company Glaxo as a management trainee, having graduated from London University with a degree in environmental science and pharmacology. Here she rose to senior commercial vice president, gaining experience of a broad range of disease areas across different regions of the world. She specialised in leading global research and development teams in the formation of strategies to bring new medicines to patients. She also worked to ensure that the medicines developed were supported by robust evidence demonstrating their clinical and cost effectiveness. In delivering this she gained extensive experience of leading large diverse teams across a complex global organisation. For five years, Jane ran her own strategy development consultancy, working across a breadth of healthcare organisations. In 2017 Jane gained an MSc in public health, with distinction, at King's College, London University. Her studies focused on how to ensure the public are engaged in development of healthcare services and how social theories can help inform effective disease prevention and management. She is a director of Healthwatch Portsmouth.

OUTGOING NON-EXECUTIVE DIRECTOR



Simon Porter, Senior Independent Director and Deputy Chair. Simon was born and educated in Southampton and then Oxford, graduating with a degree in modern languages (Italian and French). He is a qualified chartered accountant, having spent most of his career with the London office of Ernst & Young, where he specialised first in audit, then in transactions and finally risk management. He was a partner with Ernst & Young from 1994 to 2010. He joined the Trust Board on 1 January 2011 as a designate non-executive director and became non-executive director and co-chair of the audit and assurance committee from 1 June 2011. He has chaired the quality and performance committee since it was established in January 2014. He also holds non-executive board positions in the social housing sector.

EXECUTIVE DIRECTORS



Paula Head, Chief Executive. Paula joined the Trust as chief executive in September 2018, having been chief executive at the Royal Surrey County NHS Foundation Trust in Guildford and before that at Sussex Community NHS Foundation Trust. She began her career as a pharmacist working in the community, hospitals and at health authorities before moving into general management and her first board position at Kingston Hospital. Since then she has spent time on the boards of commissioners and providers, including director of transformation at Frimley Park Hospital NHS FT. Paula lives in Hampshire and has a daughter studying medicine at the University of Southampton.



David French, Deputy CEO and Chief Financial Officer. David joined the Trust in February 2016 as chief financial officer and served as interim chief executive from April to September 2018. He read economics and social policy at the University of London before joining ICI plc, where he qualified as a chartered management accountant. David has extensive healthcare experience from the pharmaceutical industry, mostly Eli Lilly and Company where he held many commercial and financial roles in the UK and overseas. He joined the NHS in 2010 as chief financial officer of Hampshire Hospitals NHS Foundation Trust. He also serves as a non-executive director for VIVID Housing Limited, a Hampshire-based social housing provider.



Dr Caroline Marshall, Chief Operating Officer. Caroline joined the Trust in 1997 as a consultant hepatobiliary and neuroanaesthetist. She has held the posts of college tutor for the Royal College of Anaesthetists and UHS mentoring and coaching lead. In 2008, she became clinical service director for critical care before holding the position of divisional clinical director between 2010 and 2013. Caroline served as interim chief operating officer before being appointed in December 2014.



Gail Byrne, Director of Nursing and Organisational Development. Gail joined the Trust in 2010 as deputy director of nursing and head of patient safety. Prior to this, she has worked at the Strategic Health Authority as head of patient safety, and director of clinical services at Portsmouth Hospital. Gail has also worked in Brisbane, Australia as a hospital Macmillan nurse, and as general manager of a special purpose vehicle company for the private finance initiative at South Manchester Hospitals.



Dr Derek Sandeman, Medical Director. Derek was appointed to the Trust as a consultant physician in 1993 and went on to develop a regional endocrine service. Throughout his career he has had extensive clinical leadership experience, most recently serving eight years as clinical director. Derek's leadership roles have also included programme director for postgraduate education and the Wessex Endocrine Royal College representative. He has a strong history of wider system engagement, working collaboratively with partners to improve systems resilience and pathways.



Jane Hayward, Director of Transformation. Jane joined the Trust in 2000 as clinical services manager for the cardiothoracic directorate after spending two years in Hertfordshire as director of performance and 11 years at Barts and the London Hospitals in various roles including planning, finance and commissioning. Jane has led on human resources, information management and technology, improvement and modernisation and has been chief operating officer. Jane joined the Trust Board in February 2008 and became director of transformation and improvement in January 2014.

THE OPPORTUNITY

FINANCE NED

This is a unique and exciting opportunity to join the Board of UHS, succeeding Simon Porter. Following the progress the Trust has made not just in terms of their CQC rating but also in education, clinical research and in capital building projects this is an opportunity to take on a significant non-executive leadership role at a critical point in the Trust's development. Despite this progress, this is not a time for the Trust to stand still.

Demand for the Trust's services remains high and is likely to grow, so the Trust must continue to focus on innovation and excellence in all that it does. The need for exceptionally capable leadership of UHS over the next few years is paramount to making further improvements and achieving its future goals around the culture of the organisation, further investment, research and education to ensure the Trust is always improving. As the Chair of Audit & Risk this individual will bring strategic financial leadership skills to ensure the financial success of the Trust, working very closely with other non-executive directors, the Strategy and Finance committee, the CFO David French and his team.

At Board and Council level, the Chair Peter Hollins has been reconfirmed in post for the next three years, working alongside a new Lead Governor. Each Non-Executive must share the Trust's culture of putting patients' needs first, actively reaching out into the community, and facilitating a creative and innovative approach to improvement.

KEY ACCOUNTABILITIES

AUDIT AND RISK COMMITTEE

The audit and risk committee is a committee of the Trust Board responsible for oversight of financial reporting, including the financial statements included those provided in this annual report, and the systems of internal control and risk management operated by the Trust. It approves and oversees the programme of work carried out by our internal auditors PwC and reviews the findings of the external audit work carried out by KPMG. Major topics considered by the committee during the year included:

- Regular reviews of the Trust's approach to risk management, including the board assurance framework (BAF) and operational risk registers. It conducted in-depth reviews of BAF topics including risks around the hospital estate, promoting better patient flow through the hospital and the challenge of balancing capacity with rising demand.
- The preparation for and implementation of a new framework for data protection legislation (known as GDPR) introduced in May 2018. Data protection is a standing item on the committee's agenda.
- An internal assessment of data quality in the many systems used to report operational performance to the Board, including against national standards such as treatment times for emergency care, elective waiting times and the delivery of diagnostics and cancer care.
- Business continuity management and major incident planning.
- The application of accounting policies (such as income recognition, finance leases and valuation of assets) and significant areas of estimation or judgement including valuation of land and buildings, and receivables.

KEY RESPONSIBILITIES

The Trust is looking for a NED who will bring accountancy experience and a good strategic understanding of financial controls and risk, strong stakeholder management skills, and a track record of leadership at Board level. It will be important for potential candidates to have previous experience working in organisations with complex governance structures and scale, to draw on this experience and operate as an effective member of the Board.

As such the Trust is looking to appoint an individual who is a qualified accountant with private sector experience at director/senior level with responsibility for the finance/commercial function of a large complex organisation or senior experience in an accountancy firm with experience of working with a range of clients.

PERSON SPECIFICATION

As members of the Board of University Hospital Southampton NHS Foundation Trust, all directors are required to:

- provide entrepreneurial leadership within a framework of prudent and effective controls 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 review management's performance.
- set values and standards and ensure that the Trust's obligations to its service users and others are understood and met.
- ensure that the Trust promotes equality and diversity in its dealings with patients, staff and other stakeholders.
- focus on ensuring effective compliance of clinical, corporate, legal and financial elements of the organisation.
- contribute to the Trust's over-arching commitment to a patient focused culture.

Non-executive directors should seek to establish and maintain confidence in the foundation trust. They should be independent in judgment and have an enquiring mind. To be effective, non-executive directors will need to have an understanding of the wider NHS and the external environment in which it operates and become well-informed about the Trust and develop a good knowledge of issues relevant to the Trust. Non-executive directors should seek continually to develop and refresh their knowledge and skills to ensure that their contribution to the Board remains informed and relevant.

Non-executive directors must:

- act as an objective, critical friend.
- uphold the highest of ethical standards of integrity and probity.
- support executives in their leadership of the Trust.
- question intelligently, debate and challenge constructively and thoughtfully and determine outcomes fairly and wherever possible seek to develop an evidence-based practice to inform the board, governors and the general public.
- act with integrity, objectivity, honesty and openness
- listen sensitively to the views of others, inside and outside the Board.
- promote openness and trust in relationships with all Board members.
- demonstrate high standards of corporate and personal conduct as stated in the Nolan principles of standards of conduct in public life.
- be prepared to act as an ambassador for the Trust.
- work within and towards the Principles of the Trust.

The successful candidate for this appointment will be a senior financial leader, and will bring:

Essential

- recent and relevant leadership experience of financial and strategic issues and a demonstrable understanding of how these would add value to UHS.
- a deep understanding of Audit and Risk, and experience sitting on or with Audit committees.
- The ability to conceive of and work towards big picture objectives.
- sound knowledge of corporate governance.
- the ability to assimilate and assess significant issues in a large and complex organisation.
- substantial business or commercial background in an organisation of scale and complexity.
- evidence of leadership, resilience in the face of challenge and ability to inspire confidence and enthusiasm.
- experience/knowledge of financial and management accounting.
- Empathy to the values of the Trust:



Patients and families will be at the heart of what we do and their experience within the hospital, and their perception of the Trust, will be our measure of success.



Our clinical teams will provide services to patients and are crucial to our success. We have launched a leadership strategy that ensures our clinical management teams are engaged in the day-to-day management and governance of the Trust.



Our growing reputation in research and development and our approach to education and training will continue to incorporate new ideas, technologies and greater efficiencies in the services we provide

Desirable

This person will bring:

- an interest in understanding the NHS and its statutory requirements, governance and principles.
- clear understanding and acceptance of the legal duties, liabilities and responsibilities of non-executive directors.
- some understanding of working with healthcare, service industries and/or with regulators.

Personal Characteristics

Your supporting statement should also demonstrate that you can use your experience to:

- lead as a non-executive director at Board level.
- work effectively with partners in the local health economy.
- engage pro-actively with the Trust's long term priorities and work towards 'big picture' goals.
- work as an effective member of a unitary board where all are jointly responsible for its decisions.
- work in a constructive way, communicating effectively and listening sensitively to the views of others, and gain the trust, confidence and respect of a range of audiences.
- bring independent judgement, external perspectives, skills and challenge to the development of strategy.
- understand the needs of the patients and local community that we serve.

TERMS OF APPOINTMENT

Remuneration is as determined by the Governors' Nomination Committee (GNC) and approved by the Council of Governors.

Remuneration is taxable under Schedule E and subject to Class I National Insurance contributions. It is not pensionable.

The remuneration package for this Non-Executive Director and Chair of the Audit & Risk Committee will be **£16,500** per annum, which includes travel to and from the hospital.

The NED is appointed for an initial period of three years, subject to satisfactory appraisal. The appointment may be renewed for a second three-year term (without selection process), subject to the approval of the Council of Governors. An uncontested third term will only be considered in exceptional circumstances, but the NED will be eligible to reapply for a further term of three years in open competition. The NED may be removed from office by Monitor or the Council of Governors, in accordance with the Constitution.

This post is a public appointment or statutory office and is not subject to the provisions of employment law. The NED is an appointee not an employee. To ensure that public service values are maintained at the heart of the NHS, all Directors are required, on appointment, to agree to and abide by the Code of Conduct for the Trust's Board of Directors.

The Board meets once a month in public, with the exception of the months of August and December. Additional private meetings with only the Board present are held as required. Other committees of the Board include: remuneration and appointment committee; audit and risk committee, strategy and finance committee; quality committee and charitable funds committee. The audit and risk committee meets five times a year and quality committee meets six-weekly. The remuneration and appointment committee meets at least four times per year, with additional meetings held as required. The strategy and finance committee meets monthly. The appointed Non-Executive will be expected to commit 3 - 4 days a month to UHS.

HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to University Hospital Southampton on this appointment.

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

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

The closing date for applications is noon on **19th September 2019**.

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.