

Candidate brief for Non-executive Directors West Suffolk NHS Foundation Trust

April 2024 | ZBLWC



About West Suffolk NHS Foundation Trust (WSFT)

- WSFT provides hospital and community healthcare services to people mainly in the west of Suffolk and is a member organisation of the Suffolk and North East Essex Integrated Care Board. We are also an associate teaching hospital of the University of Cambridge.
- We serve a predominantly rural geographical area of roughly 600 square miles with a population of 280,000. The main catchment area extends to Thetford in the north, Sudbury in the south, Newmarket to the west and Stowmarket to the east.
- Whilst mainly serving the population of Suffolk, WSFT also provides care for parts of the neighbouring counties of Essex, Cambridgeshire and Norfolk.
- As part of this we provide community services in the west of Suffolk, but also some specialist community services across the county. This includes the delivery of care in a variety of settings including people's own homes, care homes, community hospital inpatient units and clinics (including Newmarket Hospital), day centres, schools, GP surgeries and health centres.
- At the main site, the 430 bed West Suffolk Hospital, there is a purpose-built Macmillan Unit for the care of people with cancer, a dedicated eye treatment centre and a day surgery unit. Access to specialist services is offered to local residents by networking with tertiary centres, notably Cambridge University Hospitals.
- We are one of the largest employers in Suffolk, with over 5,000 staff.

“Our vision is to deliver the best quality and safest care for our community”

By putting our patients at the heart of our services, working as part of the Suffolk and North East Essex Integrated Care System we can make the greatest possible contribution to prevent ill health, increase well-being and reduce health inequalities. This is our vision because:

- that is what our community needs and expects from us
- our staff want to deliver the highest quality care
- if we focus on quality and safety, then everything else will follow

Our Strategy

To achieve our vision, our strategy is focused on three key ambitions:

- First for patients
- First for staff
- First for the future



Our values

Our 'First' Values are powering our vision and ambitions.

Our First Values are the guiding principles and behaviours which run through our organisation and will help us deliver our vision and ambitions in the right way.

We will use them to always strive to improve the services we provide to our community and the way that we work as a team and with our partners.

To reflect our journey over recent years, we have updated these values to reflect the evolution of the organisation and the culture we are striving to create across all of our teams:

Fairness – We value fairness and treat each other appropriately and justly.

Inclusivity – We are inclusive, appreciating the diversity and unique contribution everyone brings to the organisation.

Respect – We respect and are kind to one another and to patients. We seek to understand each other's perspectives so that we all feel able to express ourselves.

Safety – We put safety first for patients and staff. We seek to learn when things go wrong and create a culture of learning and improvement.

Teamwork – We work and communicate as a team. We support one another, collaborate and drive quality improvements across the Trust and wider local health system.



Our priorities, achievements and opportunities

We employ around 5,500 staff in both hospital and community healthcare settings and what they have achieved over the past few years has been truly inspiring. The challenges of working in the NHS through a pandemic, while dealing with the restrictions we have all faced, has made doing all we can to support staff well-being more important than ever.

We are now two years into the delivery of the West Suffolk NHS Foundation Trust strategy, 'First for our patients, staff and the future', which set the direction of the organisation from 2021 to 2026. To help us take action that will allow us to deliver the aims of our strategy, the Trust Board identified these strategic priorities for 2023-2024:

- Deliver transformative service pathway changes.
- Give a strong priority to equality, diversity and inclusion (EDI).
- Focus on line management development.
- Step change in delivery on prevention and proactive care.
- Development of transformation capacity and capability.

One of the Trust's strengths lies in the breadth and scale of services it provides as an integrated organisation, across acute and community services in the county. That integration is progressing all the time, allowing provision of care that meets people's individual needs and takes all their circumstances and lived experience into account.

WSFT is committed to strengthening the collaborative relationships that have been developed across the system, which bring mutual aid provided through alliance working. This goes beyond the excellent work that has been done in recent years to overcome obstacles and bring professionals from partner organisations together in multidisciplinary teams. For example, the clinical education team's partnership with the West Suffolk College is helping to develop the future NHS workforce as well as allowing existing WSFT staff to achieve their full potential. Working with Abbeycroft Leisure, pathways have been developed to help patients regain independence, and support people to make better choices, preventing future ill-health.

Teams across the Trust are achieving great things every day, striving to improve quality, safety and productivity, and participating in both Getting it Right First Time and the Patient Safety Incident Response Framework initiatives. It has been rewarding to see national recognition for the outstanding results achieved by the stroke service and orthopaedic team; and the pulmonary rehabilitation team receiving national accreditation. The services these teams provide exemplify the Trust's priority to support patients to achieve greater independence and the best quality of life possible.

All this work goes on despite the enormous challenges facing this Trust and the whole NHS, and all our services facing ever-increasing demands. The emergency department (ED) faces continuing and often extreme pressures, but there has been a huge amount of work around achieving the nationally mandated target of seeing 76% of patients in our ED within four hours by 31 March 2024. We have seen month-on-month improvements since December 2023 and in March 2024 we achieved 74% patients seen within the timeframe.

It has been heartening to see the enormous amount of work that has been done and the efforts under way to reduce the time people are having to wait for care or treatment. With repeated episodes of industrial action in 2023, and more than 10 days of action having taken place since the start of 2024, there has been an impact on our elective recovery, which made it more difficult for us to meet the Trust's 2023/24 elective recovery objectives. There has been continued improvement for patients waiting more

than 62 days on the cancer pathway, which has reduced from 189 in September 2023 to 68 at the end of March 2024. Achievement of the 28-day faster cancer diagnosis standard has increased from 54% in September 2023 to 77% in February 2024, which is the latest data available. While there is still a great deal of work to do, these improved results are testament to the commitment of our teams.

Another key strategic priority is ensuring our staff feel valued in their working lives, so that they can provide services that achieve the standard of quality and safety our patients rightly expect. As part of the sustained and genuine effort to look after staff, we have introduced an expanded organisational development and learning team, which is already delivering on support for managers; improving the culture of the organisation, and driving change informed by listening to staff.

There is a new Freedom to Speak Up (FTSU) Guardian, more FTSU and wellbeing champions have been trained; and a programme of Schwartz Rounds launched, all aimed at improving the culture of the organisation. Four staff networks have also been launched and developed, a vital part of the Trust's commitment to being an inclusive place to work. Efforts are under way to improve the size of our substantive workforce, building and developing on what has been learned from colleagues. When issues are raised or incidents occur, it is a priority to share the learning that arises, helping the Trust and its services to improve.

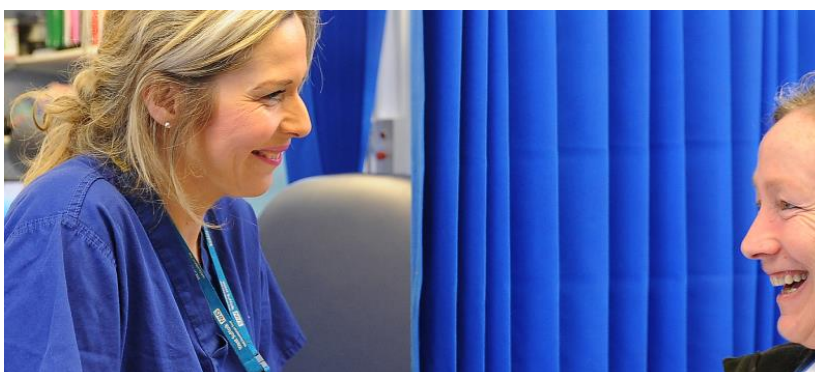
National awards have been won by the team who support, develop and care for the hundreds of our staff who have come to our Trust from overseas, and who make up one in five of our workforce. The Trust-wide focus on equality, diversity and inclusion is a commitment to listen, learn and take action to show everyone who works at WSFT that they are valued and have the right to feel safe and supported.

This year the problems caused by RAAC came to a head in the media, in relation to schools built with this form of concrete, as much of the West Suffolk Hospital was 50 years ago. Thanks to the sustained and expert work of the estates team, the Trust had the opportunity to provide reassurance across the public sector. Teamwork has also been evident in the fantastic response across the Trust to tackling the financial challenges.

A huge amount of hard work has meant we have delivered significant progress against our cost improvement programme. However, there is no room for complacency and as we move into the next financial year, we have further significant efficiencies to deliver.

The Trust's strategic priorities are being developed with a focus on transformation: improving clinical pathways, productivity and sustainability; and looking at encouraging better life choices that can prevent future ill-health. Providing personalised care closer to home is supported by increased digital capability, which is enabling the development of community care through the expansion of the virtual ward. Later in 2024, patients will be able to have a variety of diagnostic tests carried out at a community diagnostic centre at Newmarket Community Hospital, where building is under way.

As this year ends, the Trust is preparing to mark 50 years since the West Suffolk Hospital was fully opened. The focus will be on the part the hospital, and the wider Trust, plays in the heart of west Suffolk and beyond, underlining its importance to our community. The story of the West Suffolk Hospital is a story of service and commitment from thousands of staff, and their story continues as we look to the next 50 years.



New healthcare facility (Future System Programme)

In September 2019, the Government announced its New Hospital Programme, which aims to deliver a long-term programme of investment in health infrastructure, including funding for 40 new hospitals which we are proud to be one of.

As part of our plan to develop a new healthcare facility, we have purchased the Hardwick Manor site (adjacent to the current acute hospital site) and have begun the process of planning and co-production. In the meantime, our estates team continues to work incredibly hard to make sure our current hospital remains fit for purpose until we can move into the healthcare facility. The current West Suffolk Hospital has now exceeded its intended lifespan and, in addition to the work to design and deliver our new facility, a significant work programme is underway to ensure our current building remains fit for purpose. Specifically, this relates to the use of RAAC planks in the original construction and reinforcing this structure at points of potential vulnerability.

The Future System Programme is an exciting opportunity to change the way healthcare is delivered across the west of Suffolk. We want to create a state-of-the-art healthcare facility that provides modern care that is fit for future generations; makes the best use of digital technology throughout the building and in delivering better clinical care; and reduces our impact on the environment. This will be better for our patients, community, staff, and partners.

The Trust and its partners within the local integrated care system (ICS) and West Suffolk Alliance want to involve as many people as possible in the design and planning of the new healthcare facility – so it is a hospital designed by the people for the people.

The Future System team continues its work to prepare for the building of a new healthcare facility and meeting future healthcare needs throughout our locality. There is a sense of enormous progress through the year and the pace that has been brought to the work. The Trust is now at the head of the queue for West Suffolk Hospital to be rebuilt and it's a question of when, not if, West Suffolk will have its new hospital. There is an enormous amount of work still to do, the next stages include developing a business case that will achieve regional and national approval.

Suffolk and North East Essex Integrated Care Board (SNEE)

WSFT is a member organisation of SNEE. The system is genuinely 'Can Do' in the way that we work together as a local health and care system. That means that we are committed to delivering tangible outcomes for the people that we serve and we are ambitious about what we can achieve for our population – our Higher Ambitions.

Since becoming an ICS in 2018, we have continued to move away from using performance targets as the measure of our system success, towards a far more powerful context that places families and communities at the heart of what we do. We believe that the markers of how well our system is working should be 'whole system', for example school readiness or preventing teenagers from developing eating disorders; protecting adults who are at risk of homelessness; supporting our elderly from being alone or becoming isolated.

We believe that as a system we also need to work positively on the wider determinants of health, whether that is social issues, deprivation, inequalities or mental health, for example. One-off interventions by specialists are no longer enough, we need to enable people to effectively manage their own lives and

health and to help each other. We know that this means moving beyond individual health and care organisations working alone, to working together in an integrated way because that is the best route to helping people to thrive.

Together we are passionate in our conviction that we must encourage and develop leadership across our system to deliver genuinely integrated care in our communities. It is in this way that we will enable people to have the courage and imagination to think differently and make a positive impact for everyone. Our system is underpinned by increasingly strong and positive relationships between local health and care leaders, courageous joint action to address problems when they emerge and a genuine 'Can Do' attitude that enables meaningful partnership and integrated thinking and working at every level of our local health and care system.

We work as a genuinely equal partnership across:

NHS providers

- East Suffolk and North Essex NHS Foundation Trust
- West Suffolk NHS Foundation Trust
- Norfolk and Suffolk NHS Foundation Trust
- Essex Partnership University NHS Foundation Trust
- East of England Ambulance Service NHS Trust

Primary Care

- Suffolk Local Medical Committee (LMC)
- Essex Local Medical Committee (LMC)
- Suffolk GP Federation
- GP Primary Choice Ltd.
- Local Professional Networks – pharmacy, dentistry and optometry

NHS England

- NHS England and NHS Improvement – East of England

Local Government

- Suffolk County Council
- Essex County Council
- District and Borough Councils
- Social Care – adults and children
- Public Health

Voluntary, Community and Social Enterprise Sector (VCSE) Organisations

- VCSE Sector Providers
- Hospices
- Healthwatch
- CVS and Infrastructure Organisations
- Community Funders including Community Foundations, the National Lottery

Our three local Alliances in 'North East Essex', 'West Suffolk' and 'Ipswich and East Suffolk', are local 'place-based' systems of care involve multiple partnerships, including NHS organisations and the local government, working together to provide integrated care across organisational boundaries to improve the health and wellbeing of their populations. The Alliances provide the focus for planning and delivering meaningful integrated care and services to the local population with partners working closely with the voluntary and community sector, independent sector organisations and communities.

Links to Key Publications and resources

- Annual Reports <https://www.wsh.nhs.uk/Corporate-information/Information-we-publish/Annual-reports.aspx>
- SNEE Website <https://suffolkandnortheastsex.icb.nhs.uk/>
- Visions & Values <https://www.wsh.nhs.uk/Corporate-information/Our-vision-and-values/Our-vision-and-values.aspx>
- Our strategy [WSFT Strategy – First for our patients, staff and the future \(wsh.nhs.uk\)](https://www.wsh.nhs.uk/Corporate-information/Our-strategy)
- Most recent Board pack <https://www.wsh.nhs.uk/CMS-Documents/Trust-board/2024/Trust-open-board-meeting-pack-22-March-2024.pdf>
- CQC Rating <https://www.cqc.org.uk/provider/RGR?referer=widget3>
- Executives & Non-Executive Directors <https://www.wsh.nhs.uk/Corporate-information/How-we-are-run/Trust-Board/Members-of-the-Trust-Board.aspx>



Job description

Accountable to: Chair and Council of Governors

To carry out their role effectively, the Non-executive Director (NED) must cultivate a strong, collaborative relationship with the Chair. Many responsibilities in this role description will be discharged in partnership with the Chair and other NEDs. The NED will support the Chair and Chief Executive in 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 NED

This detailed description of the NED role has been aligned with NHSE competency framework's key domains. While each set of responsibilities has been aligned with the competency domain most relevant to discharging that element of the role, a good NED will demonstrate competence in all domains across all their responsibilities, maintaining, for example, outcomes focus while discharging their role as a board member.

1. Strategic

1.1. In their strategic leadership role, the NED should contribute towards:

- developing and determining the Trust's vision, values, strategy and overall objectives to deliver organisational purpose and sustainability having regard to the council of governors' views.
- ensuring the Trust's strategy aligns with the principles guiding the NHS and the NHS values.
- ensuring the board identifies the key risks the Trust faces in implementing its strategy; determines its approach and attitude to providing effective oversight of those risks and ensures there are prudent controls to assist in managing risk.
- holding the Executive Directors to account for delivering the strategy and performance.

2. People

2.1. In their role of contributing towards shaping organisational culture and setting the right tone at the top, the NED should:

- support the development of a healthy, open and transparent patient-centred culture for the organisation where all staff have equality of opportunity to progress, the freedom to speak up is encouraged, and ensuring that this culture is reflected and modelled in their own and in the board's behaviour and decision making.
- support a constructive dynamic within the board, participating in grounded debate with all other directors.
- promote the highest standards of ethics, integrity, probity and corporate governance throughout the organisation and particularly of the board.
- demonstrate visible ethical, compassionate and inclusive personal behaviour.
- support constructive relationships based on candour, trust and mutual respect between executive and non-executive directors, between elected and appointed members of the council of governors and between the board and the council.
- develop effective working relationships with all the board directors, providing support, guidance and advice.

3. Partnerships

3.1. In their role in supporting relationships and partnership working, the NED should:

- understand the board's role, and the role of non-executive and executive directors
- support the promotion of collaborative, system working through engagement with:

- patients and the public
- members and governors
- all staff
- key partners across public, private and voluntary sectors
- regulators
- other NEDs in the system and the wider NHS provider community, where appropriate support the council of governors’ work on member engagement, so the governors can carry out their statutory duty to represent the interests of Trust members and the general public to the Trust.

4. Professional acumen

4.1. In their role a NED should:

- contribute to the effective operation of the board and understand its accountability and compliance with its approved procedures – for example, meeting statutory duties relating to annual reporting.
- personally do the right thing, ethically and in line with the NHS values.
- contribute to the board in establishing effective and ethical decision-making processes.
- ensure that the board/council receives accurate, high quality, timely and clear information, that the related assurance systems are fit for purpose and that there is a good flow of information between the board, its committees, the council and senior management.
- support the board in being accountable to governors and support the council in holding the board to account.

4.2. In their role a NED should:

- support the provision of an environment for agile debate that considers the big picture.
- support the board/council collectively and individually in applying sufficient challenge, balancing the ability to seize opportunities while retaining robust and transparent decision-making.
- liaising with and consulting the senior independent director.

5. Outcomes focus

5.1. In supporting change, a NED should:

- ensure they are well briefed on external context – e.g. policy, integration, partnerships and societal trends.
- foster a culture of innovation and learning, by being outward-looking, supporting innovation, technology and transformation through the board/council’s business and debate.
- support academic excellence and research as a means of taking health and care services forward.
- ensure performance is accurately measured against constitutional and Care Quality Commission ‘well-led’ standards.
- ensure performance on equality, diversity and inclusion for all patients and staff is accurately measured and progressed against national frameworks, including WRES, WDES and EDS.
- maintain an ongoing interest in and focus on the continuous improvement and self-assessment of patient safety, experience and clinical outcomes.

6. Nolan principals

6.1. The post holder must adhere to the seven Nolan principals:

- Selflessness - holders of public office should act solely in terms of the public interest.
- Integrity - holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

- Objectivity - holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
- Accountability - holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
- Openness - holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
- Honesty - holders of public office should be truthful.
- Leadership - holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Person Specification

Eligibility Criteria

- Candidates must currently reside within the Trust's membership area which includes Suffolk, Cambridgeshire, Norfolk and Essex.
- Candidates must meet the NHS 'Fit and Proper Persons' criteria.

In addition to the essential experience and qualities, the Trust is particularly looking for individuals who will bring the following experience:

- finance, audit and control,
- technology and digital,
- major capital projects,
- large-scale organisational transformation and/or
- clinical expertise.

The Trust may also choose to appoint additional individuals as Associate Non-executive Directors. This is an opportunity to gain first-hand experience as a NED. The Associate Non-executive Director will be involved in all aspects of the Trust's work and contribute to the Trust's business in the same way as other non-executives. We are looking for individuals who have the talent and ability to succeed in a NED level role and who can bring an additional perspective to the discussions.

Although a non-voting member of the Board, an Associate NED will attend all meetings of the Board and participate in these, helping to set the strategic direction of the Trust, ensuring effective governance and compliance and meeting performance targets required by NHS England, the Care Quality Commission and other statutory bodies. The post will report to the Chair and the Associate Non-Executive Director can expect to have accountability to the Trust's Council of Governors as would be the case with a non-executive director role. The Associate Non-Executive Director role is intended to attract potential non-executive director candidates who do not yet have sufficient non-executive to contribute fully in a NED capacity but do have the ability to succeed as a non-executive director with the Trust. The introduction of the Associate Non-Executive Director role will support succession planning for the Board.

Essential experience and qualities

Values

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

Strategic

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

People

- Strong interpersonal, communication and leadership skills.
- Experience of building effective teams, encouraging change and innovation and shaping an open, inclusive and compassionate culture through setting the right tone at the top and championing diversity at, and across, all levels.

- Strongly focused on the experience of all staff and patients.
- Fully attentive towards issues of equality, diversity and inclusion.

Professional acumen

- Prior board level experience (any sector, executive or non-executive role).
- Significant understanding and knowledge of financial governance and risk.
- Accountancy qualification CCAB or equivalent (desirable but not essential).
- High degree of commercial acumen and sound judgement in relation to opportunities for growth or divestment for the long-term benefit and sustainability of the Trust.
- Evidence of successfully demonstrating the NHS provider competencies in other leadership roles.
- An ability to identify and address issues, including underperformance, and to scrutinise and challenge information effectively for assurance.

Outcomes focus

- A demonstrable interest in health and social care and a strong desire to achieve the best sustainable outcomes for all patients and service users through encouraging continuous improvement, clinical excellence and value for money.
- Strong understanding of financial management, with the ability to balance the competing objectives of quality, operational performance and finance.
- An appreciation of constitutional and regulatory NHS standards.

Terms of appointment

Remuneration will be determined by the Governors' Nominations, Appointments & Remuneration Committee and approved by the Council of Governors but is currently set at £14,500. Remuneration is taxable under Schedule E and subject to Class I National Insurance contributions. It is not pensionable.

The time commitment is currently 3 days per month (on average). This may be during the working day or in the evening. All members of the Board of Directors are expected to attend the meetings of the Board alongside committee meetings as appropriate.

How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to West Suffolk NHS Foundation Trust on this appointment.

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

Click on the 'apply' button and follow the instructions to upload a CV, Cover Letter and complete the online equal opportunities monitoring* form.

The closing date for applications is noon on **Wednesday 8th May 2024**.

** 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.*

[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.