

Could you help lead the NHS in your area?

Herefordshire and Worcestershire
Health and Care NHS Trust

Chair

Candidate information pack

Reference: M2309



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

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

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

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1. Welcome from the Trust

Dear applicant

I am delighted you are interested in considering applying for the role of Chair of Herefordshire and Worcestershire Health and Care NHS Trust and through this pack you can find further information about the opportunity and our organisation.

We are a well performing, values based and progressive NHS Trust with a key role to play across the communities of Herefordshire and Worcestershire. Our diverse range of services include running Worcestershire's community hospitals, neighbourhood teams and community nursing services, working in partnership with other teams and organisations to keep people well at home for as long as possible, as well being the main providers of mental health and learning disability services in Herefordshire and Worcestershire. We provide services for people of all ages, across a range of settings, supporting their mental health conditions and promoting good physical health.

We are proud to be selected as a Global Digital Exemplar, and are transforming the way digital and technology supports patients and staff throughout the Trust. We are also leaders in a number of other national pilots, such as: an Early Implementer of Mental Health Transformation, Mental Health in Schools.

As a reflection of the great work of our committed teams, were recently rated Good overall by the Care Quality Commission (CQC) which highlighted examples of Outstanding services and have consistently met all our financial targets since we were formed in 2011.

We are highly ambitious for the future and I look forward to the opportunity to meet you through the process

Sarah Dugan, Chief Executive

2. The opportunity

NHS England / NHS Improvement has a specific role in appointing and supporting NHS trust chairs and non-executives. We are looking for an exceptional leader to chair Herefordshire and Worcestershire Health and Care NHS Trust. This is a unique opportunity to help shape the future of local services by sharing your talents and expertise to help transform the Trust and make a positive difference to your community.

3. The person specification

We are looking for candidates who are motivated to use their energy, skills and experience to help drive the delivery of sustainable healthcare services for the people of Herefordshire & Worcestershire, and some surrounding areas.

Required skills, experience and attributes:

Values

- A clear commitment to the NHS and the trust's CARES 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 experience (executive or non-executive role)

- Evidence of successfully demonstrating the NHS provider chair competencies, referenced in section 5, 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
- Fully attentive towards issues of equality, diversity and inclusion

Partnerships

- A desire to engage with the local population and to collaborate with senior stakeholders across the health and care system
- Experience managing conflict, finding compromise and building consensus across varied stakeholder groups with potentially conflicting priorities

Desirable experience

- Prior experience as a non-executive director (any sector)
- Prior experience on an NHS board (executive, non-executive or associate role)
- Professional qualification or equivalent experience
- Prior senior experience of complex organisations outside the NHS, i.e. private, voluntary or other public sector providers of similar scale

Applications will be assessed on merit, as part of a fair and open process, from the widest possible pool of candidates. The information provided by applicants will be relied on to assess whether sufficient personal responsibility and achievement have been demonstrated in previous/other roles, to satisfy the experience being sought.

The best boards are those that reflect the workforce and communities they serve. We particularly welcome applications from women, people from local black, Asian and minority ethnic communities, and people with disabilities, who we know are all under-represented in these important roles.

4. Role of the NHS Board and Chair

NHS boards play a key role in shaping the strategy, vision and purpose of an organisation. They hold the organisation to account for the delivery of strategy and ensure value for money. They are also responsible for assuring that risks to the organisation and the public are managed and mitigated effectively. Led by an independent chair and composed of a mixture of both executive and independent non-executive members, the board has a collective responsibility for the performance of the organisation.

The purpose of NHS boards is to govern effectively, and in so doing build patient, public and stakeholder confidence that their health and healthcare is in safe hands. This fundamental accountability to the public and stakeholders is delivered by building confidence:

- in the quality and safety of health services
- that resources are invested in a way that delivers optimal health outcomes
- in the accessibility and responsiveness of health services
- that patients and the public can help to shape health services to meet their needs
- that public money is spent in a way that is fair, efficient, effective and economic.

5. Role description

To carry out their role effectively, the chair must cultivate a strong, collaborative relationship with the chief executive. Many responsibilities in this role description will be discharged in partnership with the chief executive. It is important the chair and the chief executive are clear about their individual and shared roles, and their respective responsibilities towards the unitary board.

Together, the chair and the chief executive set the tone for the whole organisation. They are ultimately responsible for ensuring that the population the trust serves and the wider system in which the organisation sits receive the best possible care in a sustainable way.

Responsibilities of the chair

The chair has a unique role in leading the NHS trust board. The role combines the duty to lead effective governance, consistent with the Nolan principles and NHS values, with securing a long-term vision and strategy for the organisation.

Fundamentally, the chair is responsible for the effective leadership of the board. They are pivotal in creating the conditions necessary for overall board and individual director effectiveness. Central to the chair's role are five key responsibilities:

Strategic

In their **strategic leadership** role, the trust chair is responsible for:

- ensuring the whole board of directors plays a full part in developing and determining the **trust's vision, values, strategy and overall objectives** to deliver organisational purpose and sustainability
- 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 chief executive to account for delivering the strategy and performance.
- working with partners as part of our integrated care development across Herefordshire and Worcestershire.

People

In their role **shaping organisational culture** and setting the right tone at the top, the trust chair is responsible for:

- providing visible leadership in developing 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
- leading and supporting a **constructive dynamic** within the board, enabling grounded debate with contributions from all directors
- promoting the highest standards of **ethics, integrity, probity and corporate governance** throughout the organisation and particularly on the board
- demonstrating **visible ethical, compassionate and inclusive personal leadership** by modelling the highest standards of personal behaviour and ensuring the board follows this example
- ensuring that **constructive relationships based on candour, trust and mutual respect** exist between executive and non-executive directors
- developing **effective working relationships** with all the board directors, particularly the chief executive, providing support, guidance and advice.

In their role **developing the board's capacity and capability**, the trust chair is responsible for:

- ensuring the board sees itself as a team, has the **right balance and diversity of skills, knowledge and perspectives**, and the confidence to challenge on all aspects of clinical and organisational planning; this includes:
 - regularly **reviewing the board's composition and sustainability** with the chief executive and the nominations committee
 - considering **succession planning** for the board, including attracting and developing future talent
 - considering the **suitability and diversity** of non-executive directors who are assigned as chairs and members of the board's committees, such that as far as possible they reflect the workforce and respective communities served by the board
 - where necessary, leading in seeking the removal of non-executive directors and giving counsel in the removal of executive directors
- leading on **continual director development** of skills, knowledge and familiarity with the organisation and health and social care system, to enable them to carry out their role on the board effectively, including through:
 - induction programmes for new directors

- ensuring **annual evaluation** of the board performance, the board's committees, and the directors in respect of their board contribution and development needs, **acting on the results** of these evaluations and supporting personal development planning
- taking account of their **own development needs** through, for example, personal reflection, peer learning and mentoring/reverse mentoring as part of the wider NHS provider chair community
- developing a board that is genuinely connected to and assured about staff and patient experience, as demonstrated by appropriate feedback and other measures, including the Workforce Race Equality Standard (WRES); Workforce Disability Equality Standard (WDES); and Equality Delivery System (EDS).

Partnerships

In their role as an **ambassador**, leading in developing **relationships** and **partnership working**, the chair is responsible for:

- promoting an **understanding of the board's role**, and the role of non-executive and executive directors
- representing the organisation externally, developing and facilitating strong partnerships, and promoting **collaborative, whole-system working** through engagement with:
 - patients and the public
 - all staff
 - key partners across public, private and voluntary sectors
 - regulators
 - other chairs in the system and the wider NHS provider chair community, including where appropriate, through:
 - integrating with other care providers
 - identifying, managing and sharing risks
 - ensuring decisions benefit the local population, prioritising the needs of the citizens served by the organisation at a system level
- ensuring that **effective communication with stakeholders** creates board debate encompassing diverse views, and giving sufficient time and consideration to **complex, contentious or sensitive issues**

Professional acumen

In their role as **governance lead** for the board, the chair is responsible for:

- making sure the board operates effectively and understands its own **accountability** and compliance with its approved procedures – for example, meeting statutory duties relating to annual reporting
- personally **doing the right thing**, ethically and in line with the NHS values, demonstrating this to and expecting the same behaviour from the board
- leading the board in **establishing effective and ethical decision-making processes**
- **setting an integrated board agenda** relevant to the trust's current operating environment and taking full account of the **important strategic issues and key risks** it faces
- ensuring that the board 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
- ensuring board committees are properly constituted and effective

In their role as **facilitator** of the board, the chair is responsible for:

- providing the environment for agile debate that considers the big picture
- ensuring the board collectively and individually applies **sufficient challenge**, balancing the ability to seize opportunities while retaining robust and transparent decision-making
- facilitating the **effective contribution** of all members of the board, drawing on their individual skills, experience and knowledge and in the case of non-executive directors, their independence
- working with and supporting the **trust board secretary** in establishing and maintaining the board's annual cycle of business

Outcomes focus

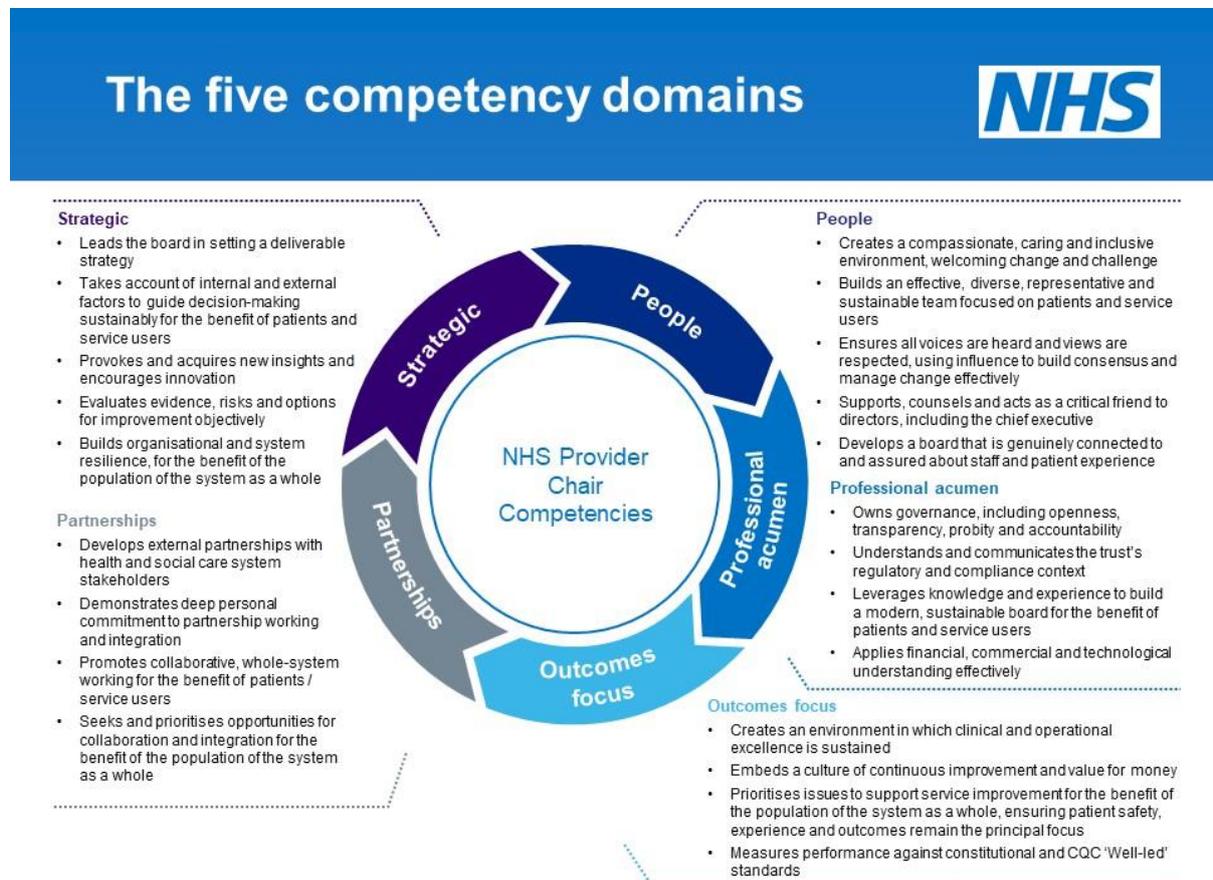
In their role as a **catalyst for change**, the chair is responsible for:

- ensuring all board members are well briefed on **external context** – e.g. policy, integration, partnerships and societal trends – and this is reflected in board debate
- fostering a **culture of innovation and learning**, by being outward-looking, promoting and embedding innovation, technology and transformation through the board business and debate

- promoting **academic excellence and research** as a means of taking health and care services forward
- ensuring performance is accurately measured against constitutional and Care Quality Commission 'well-led' standards
- ensuring performance on equality, diversity and inclusion for all patients and staff is accurately measured and progressed against national frameworks, including WRES, WDES and EDS
- above all, ensuring the board maintains an unrelenting interest in and focus on the continuous improvement and self-assessment of patient safety, experience and clinical outcomes.

6. Chair competencies

The competency framework describes the core competencies required in the NHS provider chair's role, in the context of the NHS principles and values in the NHS Constitution. We envisage that the competency framework will be used to recruit and appraise chairs. The figure below shows this and detail the associated requirements under each competency.



7. About Herefordshire and Worcestershire Health and Care NHS Trust

The Trust is the main provider of community and mental health services in Worcestershire, as well as delivering mental health and learning disability services in Herefordshire. Delivering a wide range of services in a variety of settings, including in people's homes, care homes, schools, community centres and their inpatient facilities, including their seven community hospitals.

Herefordshire and Worcestershire Health and Care NHS Trust provide services to people across all age groups, from Health Visitor services for new born babies and their families through to services which support older people with complex physical and mental health needs, as well as specialist end of life services.

The Trust serves a population of approximately 740,000 across an area of approximately 1,500 square miles, with a relatively high proportion of residents aged 65 and above. Urban areas include the towns of Worcester, Bromsgrove, Hereford, Kidderminster, Redditch, Droitwich, Evesham, and Malvern. It is in these areas that the majority of the population live.

The Trust's services are mainly commissioned by the Herefordshire and Worcestershire Clinical Commissioning Group, although a number of their services are commissioned by Worcestershire County Council through their public health responsibilities.

2020 has been a very different year due to COVID, the Trust's staff has responded with tremendous effort and commitment to ensure that they continue to deliver safe and responsive services to their most vulnerable patients.

The Trust's operational services are split into 4 service delivery units, although they are currently reviewing this structure:

- Adult Mental Health and Learning Disability
- Children, Young People & Families and Specialist Primary Care
- Countywide Community Services
- Integrated Community Services

CORE FACTS & FIGURES



We operate from over **100** sites across Worcestershire and Herefordshire



We employ **4,500** staff working across both counties



We deliver a range of community services as well as being the lead provider of mental health care across Herefordshire and Worcestershire



Serving a population of around **780,000**

WHAT WE'RE PROUD OF

Supporting Children, Young People & Families



CQC report 2019 - Outstanding Children's Mental Health Service and Outstanding Dental 'care'



Starting Well Partnership: Working with Barnardo's, Action for Children and Redditch Council to improve support for children and families



Refurbishment of Osborne Court to enhance overnight short breaks support for children with disabilities and/or life limiting conditions



Opened a new purpose built sexual health clinic in Worcester

Supporting People's Mental Health



Now We're Talking campaign: increasing self-referrals into our Healthy Minds team



Transforming Community Services project launched to transform primary care mental health services



National accreditation for our Mental Health Liaison Team, and opened county's first Mental Health Crisis Assessment Suite



Continue to be a national leader in minimising the number of patients requiring inpatient support outside of Worcestershire

Supporting People with Learning Disabilities



Developed a breast care pathway to improve uptake of the national breast screening programme among women with a learning disability learning disability.



National leader for delivery of Transforming Care programme



Developed a training programme for care providers to raise their awareness of dementia and to provide them with skills and knowledge of supporting people with LD with a diagnosis of dementia

Supporting Older People



Neighbourhood Teams: Reducing avoidable admissions to hospital by approximately 15 per day,



Launched public conversation about development opportunities for our community hospitals



Launched new Onward Care Team to support discharge from Acute hospitals to more appropriate setting



Dementia ambassadors and forums in place in each community hospital and older adult mental health ward

8. Key achievements and challenges

The Trust is rated Good overall by Care Quality Commission with some services rated outstanding (Child and Adolescent Mental Health services overall, Dental in Well Led domain and Long stay rehabilitation units).

In line with the Trust's strategic and transformation partnership, their strategic priorities are to be effective and efficient, to focus on prevention, to provide integrated care with partners and to provide sustainable pathways for specialist services.

Whilst the majority of their services are rated as good or outstanding by Care Quality Commission, the Trust's acute community mental health services were rated as inadequate following an inspection in late 2019. A comprehensive and detailed action plan is in place and they are working hard to address the concerns identified and optimistic that when re-inspected this rating will be significantly improved

At the current time, in accordance with the rest of the NHS, the Trust is working hard to continue to deliver necessary services to their patients during the COVID19 pandemic. They are working with partners to help deliver the COVID19 vaccination programme.

Staff are the Trust's most important asset. In order to ensure that they have a workforce fit for the future, they are currently focussing on all aspects of their relationship with staff, prior to recruitment through to them leaving the Trust, through their ARISE action plan (attraction, recruitment, induction, support and exit.) As part of their commitment to their staff, the Trust is currently recruiting a new Board level Director of People post to drive forward this agenda.

The Trust is working closely with primary care, to deliver improved and more resilient services for their communities, supporting their mental and physical health and wellbeing. As well as establishing some new services, this is involving different ways of working and creating new roles.

From April 2020, the Trust has started to deliver mental health and learning disability services in Herefordshire, those services having previously been delivered by Gloucestershire Health and Care NHS Foundation Trust. Over 400 staff transferred across to the Trust and they are working hard to ensure that safe services continue to be delivered and they take the best from their existing services and those new services to learn and incorporate into how they do things going forward.

From April 2020, the Trust started to deliver a new contract for their 0 – 19 Public Health nursing service, working closely with a number of partners to ensure that they deliver integrated care, across all partners with governance being managed by themselves.

The Trust is playing an important role with partners across their STP in working towards an integrated care system and it will be a key role of the Chair to lead their participation going forwards.

The Trust has achieved all of their key financial metrics each year since their establishment as a Trust. However, continuing to deliver financial savings year on year is becoming more challenging. In addition, the Trust is working more closely with partners in their local health and social care economy to identify their joint priorities for investment and savings going forwards. As their health economy is financially challenged this is a significant area of focus over the coming months.

The Trust meets the majority of their key performance indicators, which are monitored through their performance management framework, reported to each of their public Board meetings and overseen through their main Committee meetings.

The Trust Board has been stable, with their Chairman, Chief Executive and Deputy Chief Executive in post since their establishment as a Trust in July 2011. With the retirement of their Chairman in March 2021, they are seeking an inclusive, talented and dynamic individual to lead their Trust Board, work collaboratively with partners as well as provide appropriate support and challenge to their wider organisation. The post will commence 1 April 2021.

Appendix 1: Terms of appointment

- The remuneration for this role will be £40,000 per annum. Thereafter the remuneration will be applied in line with the framework for chairs and non-executive directors. On this basis the successful candidate will receive future increases, as follows:

Effective Date	Annual Remuneration
1 April 2021	£40,000
1 April 2022	£43,000

- The initial appointment will be for a period of up to four years, after which you may be considered for further terms of office, subject to the needs of the organisation and a good performance in the role.
- You will have considerable flexibility to decide how you manage the time needed to undertake this role. On average, it will require 2 to 3 days a week, including preparation time away from the Trust, the occasional evening engagement and events designed to support your continuous development.
- Applicants should live in or have strong connections with the communities served by our Trust, i.e. Herefordshire or Worcestershire.

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

Appendix 2: More information

For information about Herefordshire & Worcestershire Health and Care NHS Trust, such as business plans, annual reports, and services, visit the Trust’s [website](#). Other sources of information include:

- [Care Quality Commission](#):
- [Sustainability & Transformation Plan](#):
- [Twitter](#)
- [LinkedIn](#)

Follow the links for more information about:

- **Support to prepare candidates to apply for a non-executive vacancy including:**
 - Building your application

- Sources of information and useful reading
- Eligibility and disqualification criteria
- Terms and conditions of chair and non-executive director appointments
- How we will handle your application and information
- **View all current chair and non-executive vacancies**
- **Sign up to receive email alerts on the latest vacancies**
- **Contact details for the Non-executive Appointments Team**

NHS England / NHS Improvement respects your privacy and is committed to protecting your personal data. We will only use personal data where we have your consent or where we need to comply with a legal or statutory obligation. It is important that you read [this information](#) together with our [privacy notice](#) so that you are fully aware of how and why we are using your data.

Appendix 3: Making an application

For more information, you can get in touch with:

- **Alumni Harvey Nash** are helping us to identify potential candidates, if you would like a confidential discussion about the role contact Thomas Patterson, Director, or Johnny Townson, Principal Researcher on thomas.patterson@harveynash.com / johnny.townson@harveynash.com or 07811 229322.
- **Herefordshire & Worcestershire Health and Care NHS Trust** - for an informal and confidential discussion with Sarah Dugan, Chief Executive please contact Rachel Godby, PA on 01905 681667 or by emailing Rachel.godby@nhs.net to arrange a mutually convenient discussion.
- If you would like to speak to our current Chairman, Chris Burdon please contact Rachel Godby, PA on 01905 681667, or by emailing Rachel.godby@nhs.net to arrange a mutually convenient discussion.
- If you would like to speak to Gill Harrad, Company Secretary please contact her direct on 07701287203 or gill.harrad@nhs.net
- **NHS England / NHS Improvement** – for general enquiries please contact Miriam Walker on 0300 123 2059 or by emailing miriam.walker@nhs.net.
- If you would like to discuss with Julie Grant, Locality Director of Strategic Transformation at **NHSE/I**, contact her PAs Gemma Parfitt / Fiona Phipps to arrange a convenient time for discussion on nhsi.strategictransformationpas@nhs.net

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

- a CV that includes your address and contact details, highlighting and explaining any gaps in your employment history
- a supporting statement that highlights your motivation for applying and your understanding of the NHS and the role. You should outline your personal responsibility and achievement within previous roles and how your experience matches the person specification
- the names, positions, organisations and contact details for three referees. Your referees should be individuals in a line management capacity, and cover your most recent employer, any regulated health or social care activity or where roles involved children or vulnerable adults. Your references will be taken prior to interview and may be shared with the selection panel
- please complete and return the monitoring information form which accompanies this pack
- tell us about any dates when you will not be available
- confirm your preferred email and telephone contact details

This information should be emailed to NHSI.Chairsandneds@nhs.net quoting reference [M2309](#) in the subject line.

Appendix 4: Key dates

- **Closing date for receipt of applications: 15 January 2021 at 12 noon**
- **Preliminary interviews:** Long-listed candidates will be invited for a preliminary interview with Thomas Patterson, Director from Alumni Harvey Nash. To facilitate this, we will share your application with Alumni Harvey Nash. Feedback from these interviews will be given to the panel
- **Shortlisting date:** the panel will agree a shortlist of candidates on **25/26 January 2021**
- **Stakeholder event:** the shortlisted candidates will be invited to the Trust to meet groups of its key stakeholders on **1 February 2021**
- **Interview date: 9 February 2021**
- **Proposed start date: 1 April 2021**

NHS England / NHS Improvement

Non-executive Appointments Team

Room 1W06

Quarry House

Leeds LS2 7UE

E: NHSI.Chairsandneds@nhs.net

W: england.nhs.uk

NHS England

NHS Improvement

