

We are caring
one team
listening to understand
open and honest
always improving
inclusive



University Hospitals Dorset
NHS Foundation Trust



Non-Executive Directors

Candidate briefing pack

May 2024

Welcome

Hello and thank you for your interest in the role of Non-Executive Director at University Hospitals Dorset NHS Foundation Trust (UHD). All of us at Team UHD are committed to our Patient First Improvement System and we share the same five core objectives: to see our patients sooner; to be a great place to work; to improve patient experience; to save lives and improve patient safety and; to use every NHS pound wisely.



We have an exciting future ahead as we work to Transform Care Together. This year sees us embedding our Patient First methodology and investing in significant energy reduction to achieve our target of 80% decarbonisation by 2030. Next year we will be opening the BEACH building, creating a major emergency care hospital; and by 2026 we will have created the largest planned care hospital in England and embedded an electronic health record across the whole of Dorset and into Somerset.

None of this can be achieved in isolation - we work best when we work collaboratively, both outside the Trust with partners from other health and care organisations across our Dorset ICB, and internally with our 10,000+ committed and fabulous colleagues. We are now looking for two new colleagues to join our Board as Non-Executive Directors and help steer us through this year of transition to achieve our vision of providing excellent healthcare for our patients and wider community and be a great place to work, now and for future generations.

We are looking for clever, thoughtful and curious NEDs, people who can bring diversity of thought, experience and professional background to our collegiate and lively Board team. In terms of professional background, we are keen to ensure that we are a “team of all the talents” and are particularly keen to bring in individuals with strong financial and commercial skills. How you use those skills will be equally important to us and new colleagues will also need to demonstrate a clear commitment to our values and our purpose.

If this sounds like you and you would like to learn more please contact Jenny Adrian at our recruitment partners Hunter Healthcare on 07939 250362 or by email: jadrian@hunter-healthcare.com.

Yours sincerely,

Rob Whiteman CBE

Chair

University Hospitals Dorset

NHS Foundation Trust

About University Hospitals Dorset NHS Foundation Trust

University Hospitals Dorset (UHD) comprises three hospitals: the Royal Bournemouth, Poole and Christchurch Hospitals which provide services to around 750,000 people across Bournemouth, Poole, Christchurch, east Dorset, Purbeck and parts of the New Forest.

Beyond the walls of the hospitals we provide specialist services such as Oncology, Neurology and Cardiac across the whole of Dorset, South Wiltshire and parts of Hampshire and we also provide services in many community settings, including patients' homes. Our population is one of the oldest in the UK and there are some very significant health inequalities.

250,000
people who receive
our health and
care services



75.2%
(including Minor Injuries
Units) of A&E patients
seen within four hours



Over
9,700
staff

57,000
Day Case
Treatments



Rated as one
of the best Trusts
in the National
Inpatient Survey

524,000
outpatient
attendances



90+%
average satisfaction with
our services on the Friends
and Family Test



Rated 'Good'
by the CQC

Vision, Mission, Values and Strategy

Our Vision

To positively transform our health and care services as part of the Dorset Integrated Care System.

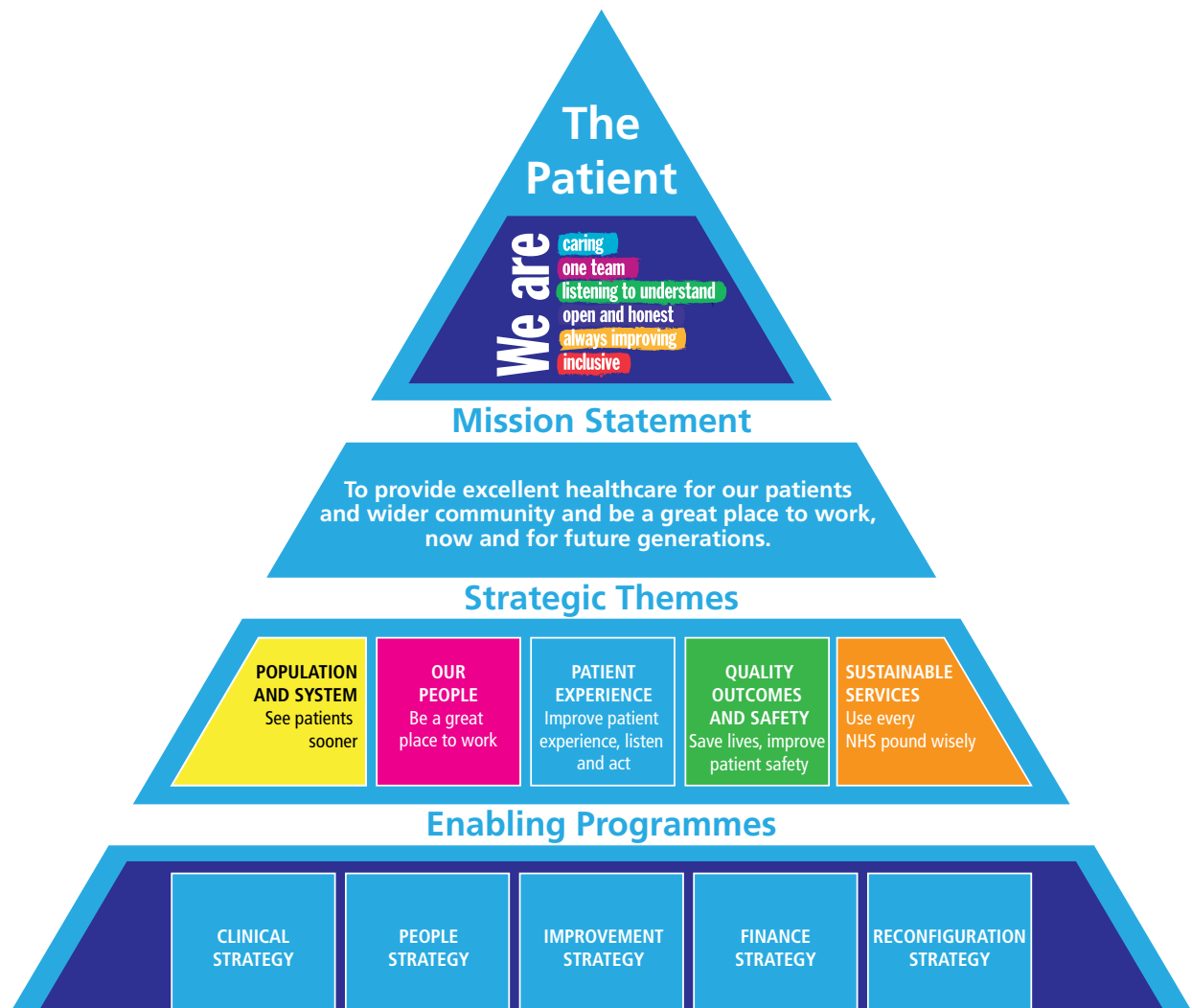
Our Mission

To provide excellent healthcare for our patients and wider community and be a great place to work, now and for future generations.

Our Strategy

Patient First is the overarching strategy for UHD. It is our guiding principle at the heart of everything that we do. It's also the long term approach we take to transforming health services.

It sets out that our True North is the 'patient first and foremost'. This is supported by our values of compassion, teamwork, communication, respect, continuous improvement and inclusion.



Enabling Future Success

UHD has an exciting future ahead and we have a number of enabling strategies planned for the immediate future to help us achieve our “True North” mission of excellent care and a great place to work.

These include:

- Creation of the largest planned care hospital in England by 2026.
 - Creation of the major emergency care hospital, starting with the opening of the BEACH building in 2025.
 - A digital future, including an integrated electronic health record across Dorset and Somerset by 2026.
 - A green and sustainable future, including 80% decarbonisation by 2030 and other targets set out in our Green UHD Strategy, including significant energy reduction investment in 2024.
- A workforce strategy, which has seen significant achievements already, including cutting our vacancies from 9% to 6%, and improvements across the board in our staff survey.
 - A patient experience strategy agreed in 2024 which maps out improving our partnership with patients and listening to improve.
 - Our clinical strategy, based upon the Clinical Services Review and creation of planned / emergency separation. This will be updated in 2024/2025 as part of our work to set our ambitions, by service, for the next ten years.



Our Dorset Integrated Care System

Everyone in Dorset deserves to live well. That's why our NHS organisations, councils, public services and voluntary and community partners are working together as an integrated health and care system: NHS Dorset.

We want Dorset to be a healthy place where you can live your best life. This means taking care of our bodies and minds to stay well. The way we provide services is changing to meet people's changing needs: we will still need to give medical help when its needed, but we also want to work with people to focus on preventing illness and promoting well-being. When we improve our physical and mental health, our communities become healthier places. NHS Dorset's goal is towards together locally with all health and care providers across Dorset to:

- improve outcomes in population health and healthcare
- tackle inequalities in outcome and access
- enhance productivity and value for money
- help the NHS deliver broader social and economic development

NHS Dorset exists to listen to people and communities across Dorset, see things from their perspective, and co-design the services that people really need going forward, supporting people to live healthy and happy lives from cradle to old age. To deliver on this promise, NHS Dorset has published a **Joint Forward Plan**, which details five areas of focus and five key outcomes:



We will **improve** the lives of **100,000** people impacted by poor **mental health**.



We will prevent **55,000 children** from becoming **overweight** by 2040.



We will **reduce the gap** in healthy life expectancy from 19 years to **15 years** by 2043.



We will **increase** the percentage of older people living well and **independently** in Dorset.



We will add **100,000 healthy life years** to the people of Dorset by 2033.



Job Description

Non-Executive Directors fulfil a vital role in the leadership of the Trust. They work alongside the Chair and the Board to determine the overall strategic direction of the Trust and to provide active leadership within a framework of prudent and effective controls.

This includes ensuring the Trust meets its aims, internal and external performance targets and regulatory requirements. Non-Executive Directors bring specific skills and experience to ensure that the Board acts in the best interests of patients, the community and the wider public.

Accountable to the Chair of the Trust and the Membership Council (Governors), Non-Executive Directors are expected to devote around 3-4 days per month to the role. Non-Executive Directors must be members of the Trust and join the Trust through a simple process.

Key Responsibilities

- Provide proactive effective leadership within a framework of processes, procedures and controls.
- Set the Trust's vision, strategic aims, values and standards of conduct and ensure that its obligations to its members, patients and other stakeholders are understood, clearly communicated and met.
- Ensure compliance with the Trust's terms of authorisation, its constitution, mandatory guidance issued by NHS England and relevant statutory requirements and contractual obligations.
- In accordance with agreed Board procedures, monitor the performance and conduct of management in meeting agreed goals and objectives and statutory responsibilities, including the preparation of annual reports and annual accounts and other statutory duties.
- Ensure that the organisation values diversity in its workforce and demonstrates equality of opportunity in its treatment of staff and patients and in all aspects of its business.
- Ensure that the Trust exercises its functions effectively, efficiently and economically.
- Work alongside other non-executives and executive directors as an equal member of the Board and share responsibility with the other directors for the decisions made by the Board and for success of the organisation in leading the local improvement of healthcare services for patients and acting in the best interests of patients and the public.
- Provide visible leadership in developing a healthy culture so that staff believe Non-Executive Directors provide a safe point of access to the Board for raising concerns. Champion an open, honest and transparent culture within the organisation.
- As a member of Board committees, appoint, remove, support, encourage and where appropriate 'mentor' senior executives.
- Commit to working to, and encouraging within the Trust, the highest standards of probity, integrity and governance and contribute to ensuring that the Trust's internal governance arrangements conform with best practice and statutory requirements.
- Ensure that financial information is accurate, that financial controls and risk management systems are robust and defensible, and that the Board is kept fully informed through timely and relevant information.
- Provide analysis and constructive challenge to information on organisational and operational performance.
- Show commitment to working with key partners as part of the Integrated Care System in order to drive improvement in health outcomes and tackle health inequalities.
- Act as an ambassador for the Trust in engagement with stakeholders including patients and the community, dealing with the media when appropriate.
- Declare annually that they are a fit and proper person and able to fulfil these responsibilities.

Person Specification

A Non-Executive Director should seek to establish and maintain confidence in the Trust. They should be independent in judgement and have an enquiring mind.

To be an effective Non-Executive Director, they will need to develop an understanding of the wider NHS and the external environment in which it operates and become well-informed about the Trust. A Non-Executive Director should seek continually to develop and refresh his/her knowledge and skills to ensure that their contribution to the Board remains informed and relevant.

We are looking to appoint two new Non-Executive Directors to join our Board. In particular, we are looking for backgrounds that support the future growth and long-term sustainability of the organisation and

consequently we are looking to bring in at least one NED with a strong finance background and one with a background in commercial operational management.

We are always keen to improve the diversity of the Board and are particularly inviting applications from all sections of the community regardless of race, religion, disability, gender, sexual orientation or age.

All candidates should bring independent judgement, external perspectives and advice on issues of strategy, vision, performance, resources and standards of conduct and be able to challenge constructively, influence and help the executive board develop proposals on such strategies to enable the organisation to fulfil its leadership responsibilities to patients, for the healthcare of the community.

Candidates should demonstrate the following capabilities, skills and experience:

Finance – Operational/ Corporate Restructuring

- Financial director experience gained in a large and complex organisation, handling large business portfolios
- Proven track record in managing major financial transactions and experience of large scale mergers/ transactions
- Qualified accountant
- Experience of evaluating, appraising and approving complex and large scale financial proposals
- Proven track record of applying entrepreneurial vision to the financial management of the Trust
- Experiencing of chairing committees (highly desirable would be Finance committees)
- Understanding and experience of audit and compliance
- Track record in managing performance in a contractual environment
- Ability to transfer commercial principles to NHS environment

Commercial Operational Management

- Experience of working in a senior operational role, encompassing an entrepreneurial flair in a complex organisation
- Experience of delivering an organisation through large scale and complex change, transformation, merger or acquisition
- Experience of critically appraising business options and a track record in managing the implementation of new business opportunities
- Experience of delivering cultural alignment within an organisation going through change
- Knowledge and understanding of the tension between delivering quality and profitability
- Experience of delivering performance management systems and processes in large complex organisations
- Ability to understand and consider commercial operating best practice in the context of the NHS
- Experience of critically appraising and managing operational performance against quality and financial indicators
- Experience of managing the implementation of new business opportunities
- Understanding of the key change drivers and how they impact on the organisation
- Experience of partnership/ partnering in a commercial or industrial sector during a period of significant organisational change, transformation or through merger processes

How to apply

The closing date for applications is **8 July 2024**.

Applications should include:

- A covering letter explaining why the appointment interests you, how you meet the appointment criteria and what you specifically would bring to the post.
- A Curriculum Vitae (CV) with education and professional qualifications and full employment history. Please include daytime and evening telephone contact numbers and email addresses. The CV should include names and contact details of three referees. References will not be taken without your permission.
- A completed **Diversity Monitoring Form** and **Fit and Proper Person Monitoring Form**.

Please note that the information you provide will be treated as confidential and is for monitoring purposes only. It will not form part of the application process.

All applications should be sent to: applications@hunter-healthcare.com. All applications will be acknowledged.

If you would like to have an initial conversation, please contact Jenny Adrian at our recruitment partners Hunter Healthcare on 07939 250362 or by email: jadrian@hunter-healthcare.com.

KEY DATES:

Application Deadline	8 July 2024
Longlisting	w/c 15 July 2024
Shortlisting	c. 8 August 2024
Interview	w/c 2 September 2024



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NHS

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