



THREE NON-EXECUTIVE DIRECTORS

Candidate information pack

October 2026

WELCOME FROM THE CHAIR

Thank you for your interest in joining the Board of University Hospital Southampton NHS Foundation Trust (UHS) as a Non-Executive Director (NED). We are looking to appoint three new NEDs at a pivotal moment for the Trust, and I am delighted that you are considering playing a part in our next chapter.



UHS is one of the largest acute teaching trusts in England. We employ 13,000 people and provide hospital care for 1.9 million people across southern Hampshire, as well as specialist services for more than 3.7 million people across central southern England and the Channel Islands. We are a major trauma centre, home to Southampton Children's Hospital, and one of the most research-active trusts in the country.

This is an important time to join us. In October, Dr Trevor Smith takes up the role of Chief Executive, and we are launching a new strategy built on our shared vision of outstanding care delivered by outstanding people. At the same time, the NHS is changing rapidly. NHS organisations in our region are finding new ways to work together and share services, so that our patients are being seen in the right place at the right time. This collaboration will be crucial in achieving the best outcomes for our communities given the increasing demand on our services and complexity of our patients. The Board's role in setting direction, asking searching questions and supporting our executive team through this period has never mattered more.

Building a more diverse Board is one of my highest priorities as Chair, as it must reflect the communities we serve. This matters for two reasons. First, it is a matter of fairness: those who make decisions about public services should reflect the public those services exist for. Second, Boards that bring together people with different backgrounds, identities and life experiences make better decisions and earn greater trust from patients and staff.

I want this campaign to reach people who may never have pictured themselves on an NHS board, and I want you to know that we are serious about welcoming you.

At UHS, executive and non-executive directors sit together on one Board and share responsibility for every decision we make. Our three new NEDs will contribute across the full breadth of the Board's work, including the quality and safety of care, our finances and performance, our people, our research and our partnerships. Each will also bring particular experience that will strengthen the Board as a whole:

- **Clinical experience:** we want one of our new NEDs to bring substantial experience from medicine, nursing, midwifery or another health profession, bringing insight into the quality and safety of care and helping the Board see clearly what is happening in our services.
- **People and culture:** a second NED should bring significant experience of workforce, organisational development or culture change, whether gained in the public, private, voluntary or community sector. You will help us deliver our ambition for every colleague to thrive, excel and belong.
- **Commercial experience:** our third new NED should demonstrate substantial commercial, strategic or transformation experience, helping us make the most of our opportunities in research, innovation and digital technology while keeping a firm focus on long-term sustainability.

Above all, we are looking for independence of mind, genuine curiosity, a willingness to ask difficult questions and a commitment to serving the public. You do not need previous board or NHS experience.

We will provide a thorough induction and ongoing support so that every new member can contribute fully from the start. The role is paid (£14,000 a year) and involves around two and a half days a month, including monthly Board meetings in Southampton.

We particularly encourage applications from people from ethnic minority backgrounds, disabled people, LGBTQ+ people, younger people, carers, neurodivergent people, people from a wide range of socio-economic backgrounds and those with lived experience of our services.

This list is not exhaustive. If anything about the process could be made more accessible for you, please contact Helen Howard at Hunter Healthcare on hhoward@hunter-healthcare.com, and we will make adjustments. This pack is available in alternative formats, including large print, audio and Easy Read, on request. [Add Disability Confident guaranteed interview wording] If you are unsure whether you have the right experience, please speak with our recruitment partners at Hunter Healthcare before deciding. We would genuinely rather hear from you than have you rule yourself out.

If you share our values and our ambition, I would be delighted to receive your application.

Jenni Douglas Todd
Chair

OUR SERVICES

UHS NHS Foundation Trust is one of the largest acute teaching trusts in England with a turnover of £1.5 billion in 2024/25.

Each year our 13,000-strong workforce treats around 166,000 inpatients and day patients, sees over 770,000 people at outpatient appointments and deals with around 155,000 cases in our emergency department.

UHS is based on the coast in southeast England and provides hospital services for 1.9 million people living in southern Hampshire, and specialist services – including neurosciences, respiratory medicine, cancer, cardiovascular, obstetrics and specialist children's services – to more than 3.7 million people in central southern England and the Channel Islands.

The Trust provides most of its services from the following locations:

- **Southampton General Hospital** – the Trust's largest location, where a great number of specialist services are based, alongside emergency and critical care and which includes Southampton Children's Hospital.
- **Princess Anne Hospital** – located across the road from Southampton General Hospital, it provides maternity care and specialist care for women with medical problems during pregnancy, throughout their lives and for babies who need extra care around birth across the region.
- **Royal South Hants Hospital** – although the Trust does not operate this site near the centre of Southampton, we run both outpatients and operating theatres from this location.
- **New Forest Birth Centre** – located at Ashurst on the edge of the New Forest, it is run by experienced midwives and support staff and serves as a community midwifery hub.
- **Lymington New Forest Hospital** – a community hospital located in Lymington and managed by Hampshire and Isle of Wight Healthcare.



The Trust is also a designated major trauma centre, one of only two places in the south of England to offer adults and children full major trauma care provision. As a leading centre for teaching and research, the Trust has close working relationships with the University of Southampton, the Medical Research Council, National Institute for Health and Care Research (NIHR), Wellcome Trust and Cancer Research UK.

We host a new NIHR-supported Wessex Commercial Research Delivery Centre (WCRDC), widening access to cutting-edge trials across Hampshire, Dorset and the Isle of Wight, and UHS is consistently one of the UK's highest recruiting trusts of patients to clinical trials and one of the top nationally for research study volumes as ranked by the NIHR Clinical Research Network.

We also deliver specialist children's services from Southampton Children's Hospital, one of the top three paediatric treatment centres in the UK where we deliver transformative healthcare through pioneering treatment and research.

UHS has set out its response to the challenge of the NHS becoming the world's first health service to reach carbon net zero, with the launch of our Green Plan. Our plan sets out the scale of the challenge, our commitment to reducing the impact on the environment and the steps we will collectively take to achieve this. As the largest employer in Southampton, UHS recognises the influence it has on impacting the environment and population we serve. We are taking a proactive role in lessening our impact and believe that by being a leading influence in our community we can help tackle health inequalities and preventable illness.



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)

OUR STRATEGY

Our new NEDs will be joining our organisation at an exciting time as we launch our new strategic framework. This forward-looking strategy will provide a strong foundation for our next phase of evolution and comprises our vision, strategic themes and values.

At its core are four strategic pillars. **Outstanding patient-centred care** focuses on consistently delivering safe, compassionate and high-quality services that improve access and outcomes for every patient and family we support. **Outstanding people** reflects our commitment to nurturing an inclusive culture where colleagues feel valued, supported, and empowered to thrive.

Pioneering research and innovation ensures we remain at the forefront of discovery that delivers the best possible research-led treatments and care for our patients.

Finally, **Foundations for the future** ensures we provide the environment in which we can deliver high-quality, efficient and integrated care, through digital enablement, investment in our estate development and sustainable financial stewardship.

A central theme running through each pillar is improvement through transformation that will require clear direction and resilient leadership. Our new NEDs will play a pivotal role in shaping how our strategy is delivered, inspiring our clinical teams, and driving forward improvements that are ambitious, collaborative and sustainable for our patients and communities.

OPPORTUNITIES AND CHALLENGES

UHS enters the next phase of its development with strong foundations and clear strategic ambition, yet within a system facing rapid reform and significant operational pressure.

The Trust has continued to deliver high performance in core areas alongside sustained improvement in cancer pathways and long-wait reduction. At the same time, demand for urgent and emergency care continues to grow, with daily attendances frequently above 400 and rising acuity placing pressure across wards and discharge pathways.

There are substantial opportunities for UHS to lead and influence across our wider system and we, with our partners, have committed to a single electronic patient record across the four acute trusts in Hampshire and the Isle of Wight.

This is a major digital transformation programme that will underpin safer, more seamless and more efficient care across the region. The Trust will also play an important role in the expansion of elective hubs through the Hampshire and Isle of Wight (HIOW) Acute Provider Collaborative, designed to increase planned care capacity and sustain progress in reducing long waits.

UHS is exceptionally well positioned to drive research-led improvement. As host of the Wessex Commercial Research Delivery Centre, the Trust will expand access to early-phase and commercial trials across Hampshire, Dorset and the Isle of Wight and with this comes the opportunity to scale innovation, attract investment and embed new models of care in community settings.



EMBEDDING THE STRATEGY

OUR STRATEGY WILL ONLY SUCCEED IF IT IS FULLY EMBEDDED FROM BOARD TO WARD



OUR VALUES

- **Patients First** – Patients, their families and carers are at the heart of what we do. Their experience of our services will be our measure of success.
- **Working Together** – Partnership between clinicians, patients and carers is critical to achieving our vision, both within hospital teams and extending across organisational boundaries in the NHS, social care and the third sector.
- **Always Improving** – We will ensure we are always improving services for patients through research, education, clinical effectiveness and quality improvement. We will continue to incorporate new ideas, technologies and create greater efficiencies in the services we provide.

The Trust has made significant progress in improving emergency department waiting times in the second half of the year. In quarter four so far, the Trust ranks in the top quartile when compared to 20 peer teaching hospitals across the country for four-hour performance.

UHS continues to develop its estate and to invest in its digital infrastructure and clinical environment. This represented £96m of capital expenditure during the past year. That investment has resulted in the completion of a new aseptics and sterile services building at Adanac Park, along with the opening of brand-new neonatal facilities, in addition to increasing theatre capacity.

The Trust has also invested £17m in decarbonisation projects through external grant funding as part of the Public Sector Decarbonisation Scheme.



A close-up portrait of a middle-aged man with grey hair and glasses, smiling. He is wearing a blue and white checkered shirt. The image is partially obscured by a large, stylized purple graphic element that resembles a folded piece of paper or a series of overlapping triangles, extending from the top left towards the center of the page.

OUR PARTNERSHIPS

Working together, both within the Trust and across organisational boundaries, remains one of our core values.

As the lead partner member for Acute Hospital Services on the Hampshire and Isle of Wight Integrated Care Board, we are proactively working with other trusts and healthcare providers in the region to improve the health of the community we serve. The Trust is a member of a number of specific partnership groups for particular services, including the Central and South Genomics Medicine Service, the Children's Hospital Alliance and the Southern Counties Pathology Network.

INNOVATION AND TECHNOLOGY

The Trust continues to drive better health and care through research and innovation, much of it through strategic partnerships with the University of Southampton and Wessex Health Partners. Life-changing treatments have entered the NHS over the past year, developed through pivotal studies based at UHS. UHS innovations have gained more patents in the last two years than in the previous 20. This is in large part due to the UHS International Development Centre (IDC), launched in 2023. This now engages with over 35 NHS trusts to advance innovations. In addition, the Trust has a mature digital team having been one of the 16 NHS Global Digital Exemplars.

UHS has built up an ecosystem of home-grown digital systems which have allowed us to customise our tools to best support the needs of our clinicians and users. We are proud to have commercialised this innovation so that other NHS organisations can benefit from our award winning software.

SYSTEM LEADERSHIP

UHS is an active partner in the HIOW Integrated Care System. The HIOW Integrated Care Board (ICB) sets strategy and allocates resources through four place partnerships, with providers leading transformation through collaboratives at system and place.

The broader NHS landscape is changing at pace. National reforms require ICBs to reduce running and programme costs, prompting widespread clustering arrangements across England to achieve economies of scale. In the South East, HIOW ICB is navigating these changes while maintaining stable leadership and responding to ongoing system reform. For UHS, this means working within a system that is consolidating functions, redefining commissioning responsibilities and reshaping clinical and financial flows across the region.



For more information on the Trust's key priorities and vision please see our most recent **ANNUAL REPORT**.

OUR PEOPLE STRATEGY

At UHS our ambition is to nurture our people in an environment where our staff feel they THRIVE, EXCEL and BELONG.

- **Thrive** by looking to the future to plan, attract and retain great people and to ensure every area is resourced to meet demand.
- **Excel** within an organisation where forward-thinking people practices are delivered at the right time and where team structures, culture, and environment are all designed to support well-being and develop potential.
- **Belong** in a compassionate, inclusive and welcoming environment that values and supports every individual, both personally and professionally.

BELONGING AND INCLUSION

At UHS, we proudly champion individuality, recognising that outstanding care is only possible with a diverse, inclusive team. We're committed to creating an anti-racist, anti-discriminatory environment where everyone feels valued, safe and empowered to make a meaningful impact in their roles.

We welcome applicants from all communities, backgrounds and experiences to join us in building an organisation where everyone can thrive, excel and belong.

- **Our UHS People Strategy 2022-2026**
- **UHS Inclusion and Belonging Strategy**

THE ROLES

Post Title:	Non-Executive Director x 3
Responsible to:	Chair
Work base:	Trust Headquarters, Southampton
Time Commitment:	This is currently 2½ days per month (on average). This may be during the working day or in the evening in Southampton.

JOB SUMMARY

Non-Executive Directors (NEDs) work alongside the Chair and the Board of Directors of University Hospital Southampton NHS Foundation Trust. They will be required to contribute to setting the strategic direction of the Trust, effectively participate in the Board, ensure effective governance and compliance and that performance targets are met as required by NHS England, the Care Quality Commission and other statutory bodies.

Our new NEDs will need to ensure that the Board acts in the best interests of patients, the community and wider public, and delivers in line with the Trust's 'Forward Vision'.

The NEDs will report to the Chair and have accountability to the Trust's Council of Governors.

KEY FUNCTIONS AND RESPONSIBILITIES

As members of the Board of UHS 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.





In addition to these requirements for all directors the role of the non-executive has the following key elements:

- Helping to plan for the future to improve healthcare services;
- Making sure that the management team meets its performance targets;
- Making sure that the finances of the organisation are managed properly with accurate information;
- Helping the Board to be sure that it is working in the public interest and keeps its patients and the public properly informed;
- Ensuring good two-way communications between the Board and front-line staff at the hospital;
- Serving on important Board Committees - this will include determining executive director remuneration and participation in the appointment of the Chief Executive and other executive directors ensuring the appropriate process is followed in their recruitment and retention.

NEDs 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, NEDs 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. NEDs should seek continually to develop and refresh their knowledge and skills to ensure that their contribution to the Board remains informed and relevant.

NEDs play a key role in ensuring that the Trust complies with its statutory and regulatory obligations, including in relation to the annual accounts, fraud prevention, accounting and treasury policies, and compliance in areas such as information governance and conflicts of interest.

**NEDs must:**

- Act as an objective, critical friend;
- Uphold the highest 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 Foundation Trust.



REMUNERATION

Remuneration is £14,000 pa based on £13k NED fee and a £1,000 uplift as an alternative to travel and expenses. We pay one £2,000 supplement in connection with chairing committees/acting as SID or Deputy Chair.

TIME COMMITMENT

This is currently 2½ 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 monthly meetings of the Board and monthly study sessions. Board meetings are in person in Southampton and there is a requirement for NEDs to meet regularly at the Trust.

APPOINTMENT, TENURE AND TERMINATION OF OFFICE

All NEDs are appointed for an initial period of three years, subject to satisfactory appraisal. Appointments may be renewed for a second three-year term, subject to the approval of the Council of Governors. An uncontested third term will only be considered in exceptional circumstances, but NEDs will be eligible to reapply for a further term of three years in open competition. NEDs may be removed from office by NHS England or the Council of Governors, in accordance with the Constitution.

These posts are public appointments or statutory office and are not subject to the provisions of employment law. NEDs are appointees not employees. 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.

PERSON SPECIFICATION

EQUITY, DIVERSITY AND INCLUSION

At University Hospitals Southampton we know that the best Boards are those that bring together voices and experiences from across a wide and diverse range of personal and professional backgrounds. We are particularly keen to ensure that our Board reflects the rich diversity of both the communities we serve and the staff we employ. Consequently we are actively seeking individuals from ethnic minority backgrounds, people living with a disability or long-term condition, LGBTQ+ people, younger people, those with caring responsibilities, neurodivergent people, people from a wide range of socio-economic backgrounds and those with lived experience of our services.

ESSENTIAL EXPERIENCE

- **Clinical experience:** we want one of our new NEDs to bring substantial experience from medicine, nursing, midwifery or another health profession, bringing insight into the quality and safety of care and helping the Board see clearly what is happening in our services.
- **People and culture:** a second NED should bring significant experience of workforce, organisational development or culture change, whether gained in the public, private, voluntary or community sector. You will help us deliver our ambition for every colleague to thrive, excel and belong.
- **Commercial experience:** our third new NED should demonstrate substantial commercial, strategic or transformation experience, helping us make the most of our opportunities in research, innovation and digital technology while keeping a firm focus on long-term sustainability.

KNOWLEDGE

- An understanding of public service values and accountability;
- Knowledge and exposure to delivering improvements in equality and diversity within organisations;
- Links to the area and a general understanding of the local and health needs of the community.

SKILLS

- Ability to work as an effective member of the Board and to contribute to a continued patient-focused culture;
- The ability to understand and absorb complex data and information and reach informed judgement;
- Ability to chair a sub-committee of the Board;
- Ability to demonstrate how to work across boundaries creating networks which facilitate high levels of collaboration within and across organisations and sectors;
- Good understanding of risk management and finance, budgeting and control.

VALUES AND PERSONAL QUALITIES

- Demonstrable commitment to the Trust's values and the principles of the NHS;
- Knowledge of public service values and the ability to understand their relevance to Foundation Trusts;
- Real enthusiasm to help the Trust deal with the challenge of providing high-quality healthcare with increasing efficiency;
- High level of work organisation, self-motivation and drive for performance.



EMOTIONAL INTELLIGENCE AND RESILIENCE

- Ability to inspire Board colleagues;
- Ability to demonstrate personal insight into his/her actions, experience and behaviours that illustrate awareness and appreciation and empathy of issues relating to equality, diversity and inclusion;
- Ability to work effectively, constructively challenge and collaborate with Board colleagues and the Council of Governors;
- Personal integrity and commitment to openness, inclusiveness and high standards;
- Self-Awareness – understands own emotions, strengths and limitations;
- Independence of mind;
- Able to meet the Fit and Proper Persons requirements for NHS directors.



HOW TO APPLY

The closing date for applications is 29 October 2026.

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 (**ideally no more than two pages**).
- A **Curriculum Vitae (CV; ideally no more than three pages)** 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.
- You will need the following reference code: **UHS-NEDS-1026**

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

For an informal conversation about the post, please contact Rhiannon Smith or Jenny Adrian at our recruitment partners, Hunter Healthcare by email: **jadrian@hunter-healthcare.com** or phone: 07939 250362

[CLICK HERE TO APPLY ONLINE](#) ➔

KEY DATES

Closing date	29 October 2026
Shortlisting	c.16 November 2026
Stakeholder sessions (virtual)	27 and 30 November 2026
Interview panels	7 and 14 December 2026

IMPORTANT: WEBINAR

There will be a **webinar** on 15 October at 4-5pm. This will be a chance to hear from the Chair, Jenni Douglas Todd, and other key members of the team about what's going on at the Trust and what it would feel like to be an NED on their board. To register for this please contact Helen Howard at Hunter Healthcare by email **hhoward@hunter-healthcare.com** or phone: 07947 946530



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