

Could you help lead the NHS in your area?

**East Lancashire Hospitals NHS Trust
Chair**

Candidate information pack

Reference: N2714



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. The opportunity

NHS England has a specific role in appointing and supporting NHS Trust Chairs and Non-Executives. We are looking for an exceptional leader to chair East Lancashire Hospitals NHS Trust (ELHT). This is a unique opportunity to help shape the future of local services, not just within the Trust, but across Lancashire and South Cumbria as an active part of both the Integrated Care Board (ICB) and Provider Collaboration Board (PCB), as well as within the wider health and social care system with local partners in Pennine Lancashire. The right candidate will be comfortable sharing their talents and expertise to help transform both hospital and community settings and pathways to make a positive difference to the community.

2. The person specification

We are looking for candidates who want to use their energy, skills and experience to help drive the delivery of sustainable healthcare services for the people of East Lancashire and surrounding areas, including across Lancashire and South Cumbria, working with providers to ensure access to equitable services.

Required skills, experience and attributes:

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 experience (any sector, Executive or Non-Executive role)
- Evidence of successfully demonstrating the NHS provider Chair 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

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.

3. 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.

4. 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.

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

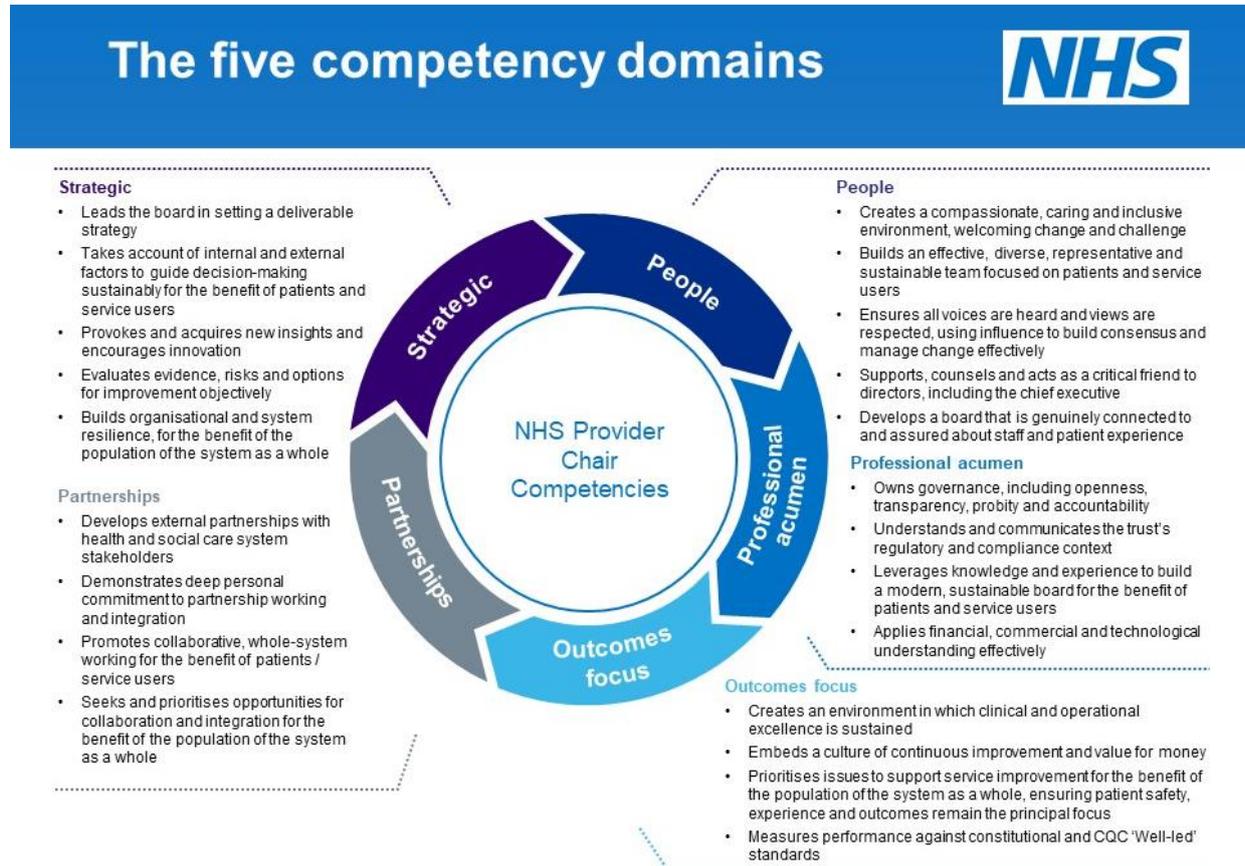
Outcomes focus

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.

5. 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.



6. About East Lancashire Hospitals NHS Trust

East Lancashire Hospitals NHS Trust (ELHT) was established in 2003. It is a large, integrated healthcare organisation, providing acute secondary healthcare in hospital and care within the community.

The Trust's geographical area includes some of the most socially deprived areas of England. East Lancashire was among the worst hit parts of the country during the COVID-19 pandemic and the Trust continues to focus on reducing waiting lists for elective procedures whilst managing very high pressures, specifically through its urgent and emergency care pathways.

Quality and safety are firmly at the heart of the Trust's approach and the aim to provide safe, personal and effective care is widely known, recognised and adopted by colleagues to guide activity across the organisation day to day.

As a result, the Trust is performing well and holds a positive reputation among NHS colleagues regionally and nationally, as well as with more local partners and communities.

As the only provider rated as good with areas of outstanding by the Care Quality Commission, and within the second tier of the Standard Operating Framework (SOF2), in the Lancashire and South Cumbria system, the Trust is a key member of the local health and social care system, sharing expertise and learning with colleagues at every opportunity.

ELHT is committed to providing harm-free care to patients who remain the Trust's top priority at all times and are central to the values expected of all staff:

- *put patients first*
- *respect the individual*
- *act with integrity*
- *serve the community*
- *promote positive change*

As a large employer in Pennine Lancashire and an important 'anchor institution' in the area, the Trust employs in excess of 9,500 staff, some of whom are award winning and internationally renowned for their work and achievements. High quality healthcare services are offered across five hospital sites with a total of 1,041 beds across the settings in Blackburn, Burnley, Pendle, Accrington and Clitheroe. It treats over 700,000 patients every year using state-of-the-art equipment and facilities, providing a full

range of acute hospital and adult community services as well as a specialist centre for hepatobiliary, vascular, head and neck and urological cancer services.

In addition, the Trust provides specialist cardiology services and is a network provider of Level 3 Neonatal Intensive Care.

Existing strategy centres around neighbourhoods, where an effective, integrated health and social care service is delivered in collaboration with the wider health and care economy working together.

ELHT's vision is for services to be delivered as close as possible to people's homes and in the community, ensuring hospital-based services are high quality, of sufficient capacity and sustainable, ensuring the population can access strong, local, specialist services.

It recognises that education underpins progress towards this vision. Royal Blackburn Teaching Hospital and Burnley General Teaching Hospital are progressing towards 'University Hospital' status.

The Trust has growing links with the medical schools at both the University of Central Lancashire (UCLan) and Lancaster University, as well as with local schools and further education colleges. It has just established a new Education Directorate and Multi-Professional Strategy Board to enable it to transform the workforce in preparation for the challenges ahead. Twenty-two colleagues are Honorary Professors and Senior Clinical Lecturers at UCLan.

Strategic Framework

Our Vision

To be widely recognised for providing safe, personal and effective care

Our Values

- We put patients first
- We respect the individual
- We act with integrity
- We serve the community
- We promote positive change

Our Behaviours

- Taking responsibility
- Building trust and respect
- Working together
- Excellence
- Keeping it simple

Our Goals

Deliver safe, high quality care
Secure COVID recovery and resilience
Compassionate and inclusive culture
Improve health and tackle inequalities in our community
Healthy, diverse and highly motivated people
Drive sustainability

System Working

SPE+ Improvement Practice

Delivery Programmes

Supporting Strategies

Clinical Strategy
Quality Strategy
People Plan
Green Plan

Enabling strategies (Estates/Digital/Finance/Education, Research and Innovation)

7. Key challenges

Performance across the Trust is generally good, and the Trust is rated with the CQC as Good with areas of Outstanding. The Pennine Lancashire area was hit hard by the COVID-19 pandemic with the 7th highest prevalence of COVID nationally. The Trust has refreshed its Strategic Framework and goals for 2022-23 and implemented Key Delivery Programmes to support delivery against these goals. The key challenges the Trust faces are:

- Workforce:
 - addressing workforce shortages through recruitment, retention and workforce transformation to reduce reliance on bank and agency
 - Continuing to support a fatigued workforce, through further developing an already well-developed health and well-being offer
- Performance:
 - Whilst they perform well on elective pathway performance there is further work to do on outpatient transformation which has been identified as a key opportunity in their refreshed clinical strategy
 - Performance on Cancer needs to be improved, particularly in respect of the Cancer 62-day standard where the Trust is currently part of Tier One monitoring arrangements
 - Whilst they continually work to improvement their urgent and emergency care services and have had real successes with development of their community services they continue to work with partners to reduce unnecessary attendances/admissions, reduce length of stay and improve our discharge rates in order to meet ever increasing demands
- Quality:
 - Their recently refreshed Quality Strategy sets out their quality ambitions for the next 3 years. They continue to redesign pathways using their SPE+ Improvement Practice and need to continue to maximise the opportunities identified through GIRFT reviews
 - They continue their journey to prepare for implementation of their Electronic Patient Record in early 2023 as part of their wider eLancs Digital Programme
- Finance:
 - They have a highly ambitious Waste Reduction Programme in place to meet increasingly challenging financial efficiency requirements and are again seeking to embed their SPE+ Improvement Practice to enable staff to identify and act on opportunities to improve quality, performance, patient and staff experience whilst reducing costs and removing waste

Alongside this the Trust continues to work actively with partners at Place, the Provider Collaborative Board and Integrated Care Board. They have a comprehensive programme of workstreams in which they both lead and participate which continue to evolve as the new organisational and place-based partnership arrangements are developing.

Appendix 1: Terms of appointment

- The current remuneration for this role is £55,000 per annum.
- 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 area served by the Trust.

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 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 the Trust, such as business plans, annual reports, and services, visit their [website](#). Other sources of information include:

- [East Lancashire Hospitals NHS Trust - Overview - Care Quality Commission \(cqc.org.uk\)](#)
- [Lancashire and South Cumbria Integrated Care Board :: Home \(icb.nhs.uk\)](#)
- [Profile / Twitter](#)
- [East Lancashire Hospitals NHS Trust: Overview | 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](#)

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Appendix 3: Making an application

For more information, you can get in touch with:

- **East Lancashire Hospitals NHS Trust** - for an informal and confidential discussion with Martin Hodgson, Chief Executive please contact Michelle Connolly, Executive Manager on 01254 732801 or by emailing michelle.connolly@elht.nhs.uk
- **NHS England** – for general enquiries contact Miriam Walker on 0113 825 0009 or by emailing miriam.walker@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 england.chairsandneds@nhs.net quoting reference **N2714** in the subject line.

Appendix 4: Key dates

- **Closing date for receipt of applications: 22 September 2022 at 12 noon**
- **Stakeholder event:** the shortlisted candidates will be invited to the Trust to meet groups of its key stakeholders during **17 or 18 October 2022 (tbc)**
- **Interview date: 19 October 2022** at the Trust HQ
- **Proposed start date: end 2022 (tbc)**

NHS England

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East Lancashire Hospitals
NHS Trust
A University Teaching Trust