



HUNTER

Executive talent for the healthcare sector



University Hospitals
of Leicester
NHS Trust

Non Executive Directors

Candidate information pack

September 2021



NHS England and NHS Improvement



Welcome

Hello and thank you for your interest in becoming an NED on the Board of University Hospitals Leicester (UHL). You would be joining us at a challenging but exciting time for the Trust as we proceed at full steam with our plans to invest millions in the transformation of our hospitals, while also continuing to make progress on returning to a sustainable financial position.



The last 18 months have been testing times for the NHS nationally and here at UHL we have often felt as if we were in the eye of the storm created by the Covid-19 pandemic but I am immensely proud of the way our teams throughout the organisation have pulled together – responding swiftly and effectively to the emergency, delivering a radical and rapid reorganisation of our services and ensuring that we have been able to continue running the hospital safely. We are not yet out of the woods, but, working with partners across the Leicestershire health and care system, we are confident in our ability to continue to manage the on-going pandemic while also restarting services, taking the very best of the learning and innovation from this time and using it – and the appointment of our new CEO, Richard Mitchell, as a chance to reset how we do things.

We are looking for some specific professional backgrounds in our new NEDs – finance, healthcare operations, clinical and digital expertise. However, beyond these specific skills, we want candidates who can bring different insights and perspectives, really challenging our thinking and helping us to do more with and for our population and staff. We aspire to be a Trust that celebrates diversity and are committed to creating an inclusive environment for all our employees. We recognise the value of diversity in leadership and so we would particularly welcome applications from people from groups that are currently under-represented at Board level.

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**

John Macdonald
Chair

Who are we?

Our patients are the most important thing to us and we are constantly striving to improve the care they receive, through looking at the ways we work, ensuring our staff are highly trained and encouraging research which allows us to offer our patients the latest technologies, techniques and medicines – and attract and retain our enviable team of more than 15,000 highly skilled staff.

We are one of the biggest and busiest NHS Trusts in the country, serving the one million residents of Leicester, Leicestershire and Rutland – and increasingly specialist services over a much wider area. Our nationally and internationally renowned specialist treatment and services in cardio-respiratory diseases, ECMO, cancer and renal disorders reach a further two to three million patients from the rest of the country.

Spread over the General, Glenfield and Royal Infirmary Hospitals, we also have our very own Children's Hospital and work closely with partners at the University of Leicester and De Montfort University providing world-class teaching to nurture and develop the next generation of doctors, nurses and other healthcare professionals, many of whom go on to spend their working lives with us.

Leicester is one of the UK's most multicultural cities; in 2011 it was identified as the first city in the UK where the majority of residents identify as BAME British; over 70 languages are spoken across the city and at least 14 different faiths are practised. UHL itself is a diverse and inclusive environment and our staff are as multicultural as the city which we all call home.

We continue to work with many different organisations throughout the world to push the boundaries of research and new surgical procedures for the benefit of our patients, with around 1,000 clinical trials taking place every year. We are now home to an NIHR Biomedical Research Centre which supports key research including lifestyle, diabetes, and cardio-respiratory diseases and, for the first time, we have been successfully designated as an

NIHR Clinical Research Facility. We are also extremely proud that we have an Experimental Cancer Medicine Centre and our HOPE Unit is an instrumental factor in delivering clinical trials of new cancer treatments, and is generously supported by the locally based charity Hope Against Cancer.

We are providing access to cutting-edge genetic medicine for our patients by participating in the 100,000 Genomes Project. All of this means that thousands of our patients are amongst the first to try the latest medicines and techniques.

Our heart centre at the Glenfield hospital continues to lead the way in developing new and innovative research and techniques, such as surgery with a Robotic Arm, TAVI (Trans-Catheter Aortic Valve Insertion) and the use of the sutureless valve in heart surgery. It has also become one of the world's busiest ECMO (extra corporeal membrane oxygenation) centres and the only hospital in the UK to provide ECMO therapy for both adults and children.

We have one of the best vascular services nationally, with more patients surviving longer after following an aneurysm repair (to fix a life-threatening bulge in a blood vessel). And we are proud to continue to have some of the lowest rates of hospital-acquired infections, such as C.Difficile and MRSA, in the country.

Here are our CQC inspection ratings:

Overall rating for this trust

Good ●

Are services safe?

Requires improvement ●

Are services effective?

Good ●

Are services caring?

Good ●

Are services responsive?

Good ●

Are services well-led?

Good ●

A DAY IN THE LIFE OF THE TRUST:

WE TREAT

4,543

PATIENTS

WE BRING

28

BABIES INTO
THE WORLD

WE SEE

601

PATIENTS IN A&E OR
OUR URGENT CARE CENTRE

WE ADMIT

221

PATIENTS TO OUR WARDS
AS AN EMERGENCY

WE CARRY OUT

297

OPERATIONS

WE DELIVER

807

PHYSIOTHERAPY
APPOINTMENTS

WE TAKE

750

X-RAYS

MORE THAN

4,000

STAFF ON DUTY
EACH DAY

Our forward view/strategy

BECOMING THE BEST, OUR QUALITY STRATEGY

In 2019, we developed our Quality Strategy for 2019-2022, looking at how we can become an 'Outstanding' organisation, and how we can ensure that we deliver **Caring at its best for every patient, every time.**

'Becoming the Best' provides a framework for conversations across the Trust. These conversations are important in harnessing the collective expertise of everyone in our organisation, not least because it is most often the people doing the job who know best about how to improve it.

There are six core elements which frame these conversations:

UNDERSTANDING WHAT IS HAPPENING IN OUR SERVICES

The cornerstone of our new approach to Quality Improvement (QI) is to properly investigate and understand the nature of the things we want to change before we set about thinking about how to change them.

CLEAR PRIORITIES AND PLANS FOR IMPROVEMENT

Our priorities for improvements in the quality and safety of our services have previously been set out in our Quality Commitment, whilst other priority schemes were captured in our 'Annual Priorities'. We have changed that approach in favour of a unified set of priorities all of which are all designed to improve quality and safety, either directly or in a supporting way.

THE RIGHT KIND OF LEADERSHIP

The CQC report 'Quality Improvement in Hospital Trusts' states that "the most important determinant of quality of care is leadership. Leaders must model appropriate improvement-focused leadership behaviours and a visible, hands-on approach."

EMBEDDING AN EMPOWERED CULTURE OF HIGH QUALITY CARE (INCLUDING PATIENT EMPOWERMENT)

Successful, sustained improvement requires not only the right skills/methodology, but also the right culture. Changing and sustaining a renewed culture takes time, energy and effort but is central to the success of the Quality Strategy.

GIVING PEOPLE THE SKILLS TO ENABLE IMPROVEMENT

Improvement in healthcare can be complex, involving lots of moving parts, so upskilling staff to take part in, or lead, improvement work means we have to equip them with tools that enable them to deal with both operational complexity and the equally complex nature of human relationships.

WORKING EFFECTIVELY WITH THE WIDER SYSTEM

Within our local system there have been, and continue to be, good examples of collaborative, cross-boundary, improvement work. Recognising that there is little that we do in hospital that does not have an impact on other players in the system, we expect all of our QI activity to have considered and included the implications for the system in the work.

Our Values

Our purpose is to provide 'Caring at its best' by living a set of values created by our staff that embody who we are and what we are here to do. They are:

WE FOCUS ON WHAT MATTERS MOST

- We talk to patients, the public and colleagues about what matters most to them and we do not assume that we know best
- We do not put off making difficult decisions if they are the right decisions
- We use money and resources responsibly

WE TREAT OTHERS HOW WE WOULD LIKE TO BE TREATED

- We listen to our patients and to our colleagues, we always treat them with dignity and we respect their views and opinions
- We are always polite, honest and friendly
- We are here to help and we make sure that our patients and colleagues feel valued

WE ARE PASSIONATE AND CREATIVE IN OUR WORK

- We encourage and value other people's ideas
- We seek inventive solutions to problems
- We recognise people's achievements and celebrate success

WE DO WHAT WE SAY WE ARE GOING TO DO

- When we talk to patients and their relatives, we are clear about what is happening
- When we talk to colleagues, we are clear about what is expected
- We make the time to care
- If we cannot do something, we will explain why

WE ARE ONE TEAM AND WE ARE BEST WHEN WE WORK TOGETHER

- We are professional at all times
- We set common goals and we take responsibility for our part in achieving them
- We give clear feedback and make sure that we communicate with one another effectively

Our patients are at the heart of all we do and we believe that 'Caring at its best' is not just about the treatments and services we provide, but about giving our patients the best possible experience. That is why we are proud to be part of the NHS and we are proud to be Leicester's Hospitals.

Working in Partnership

Leicester, Leicestershire & Rutland (LLR)'s Sustainability and Transformation Partnership (STP) is known as **Better Care Together.**

The partnership includes the six NHS organisations working alongside the three principal local authorities in Leicester, Leicestershire and Rutland and a range of other independent, voluntary and community sector providers. Formed in 2014, they combine to look after a population of more than one million people.

Better Care Together aims to reshape the provision of health services in LLR by integrating the activities of NHS organisations and local authorities to improve outcomes for patients, to deliver care more efficiently, and to improve services, making them sustainable for future generations.

The partnership currently operates in clinical workstreams, which focus on different aspects of care and services. Supporting these workstreams are enabling groups. They are led by a representative of a local NHS trust, CCG or council, senior clinician and social care expert.

In LLR, NHS organisations and local authorities will work more closely together as we become an Integrated Care System (ICS) in 2022, including coordination at the most senior level to control spending against the total available budget for local health and social care, bringing together 'back office' operations to save money and training and integrating staff to work in joint teams, reducing duplication between providers.

BETTER CARE TOGETHER AIMS TO:

- Keep more people well and out of hospital
- Move care closer to home
- Provide care in a crisis
- Deliver high-quality specialist care

OUR BETTER CARE TOGETHER PARTNERS:

- Derbyshire Health United Health Care
- East Leicestershire and Rutland CCG
- East Midlands Ambulance Service (EMAS)
- Leicester City CCG
- Leicester City Council
- Leicestershire County Council
- Leicestershire Partnership Trust
- NHS England and NHS Improvement
- Rutland County Council
- University Hospitals of Leicester
- Voluntary and Community Services (VCS)
- West Leicestershire CCG

Role description

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.

University Hospitals of Leicester NHS Trust are looking for three new Non-Executive directors to help shape and influence its future strategic direction whilst supporting and challenging executive directors during on-going pandemic recovery, reduction of waiting lists and financial recovery; in addition an Associate NED with expertise in Digital. Non-Executive Directors will work with the Chair and other Executive and Non-Executive colleagues as voting members of the Board. This is an exceptional opportunity to share your talents and expertise to make a positive difference to the lives of people served by the Trust.

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. You will need to have a genuine commitment to patients and the delivery of high quality care to all service users. You will be someone who is passionate about representing the needs of our diverse communities.

All non-executive directors must champion the standards of public life – by upholding the highest standards of conduct and displaying the principles of selflessness, integrity, objectivity, accountability, openness, honesty, and leadership. As a future NHS leader, the successful candidate will be able to demonstrate the range of behaviours required to contribute effectively in this board level role. These are outlined in the NHS Leadership Academy's Healthcare Leadership Model.



WHAT WE NEED

You will need to have a genuine commitment to patients and the promotion of excellent health care services. You will have senior level clinical and patient safety expertise gained from medical, nursing, allied disciplines, or social care experience at a senior level in an academic, research, regulatory or clinically focused role. You will need to be able to demonstrate you can use your experience to:

- work alongside other non-executives and executive colleagues as an equal member of the board
- bring independence, external perspectives, skills and challenge to strategy development
- hold the executive to account by providing purposeful, constructive scrutiny and challenge
- shape and actively support a healthy culture for the trust

The time commitment is expected, between 3 and 4 days per month. In return we offer:

- Annual remuneration of £13,000
- Full re-imbursement of travelling and subsistence expenses
- Ongoing training and development
- An initial three year term with extensions thereafter subject to satisfactory performance and governing body approval. This may be subject to amendment dependent on current organisation transactional plans.

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.



Person Specification

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We are particularly looking for NEDs who possess at least one or more of the following:

- Finance with strong commercial awareness. Strong preference for experience in/exposure to the public sector. Qualified accountant would be preferable but candidates with strong commercial expertise would also be considered. Track record of reducing cost and adding value.
- Experience and understanding of how acute hospitals operate, considerable experience of transformation of health services and organisational and leadership development. An understanding of system working in the health and care sector would be an advantage.
- Experience of wider system working outside of the acute sector, preferably a clinician or other professional.

In addition we would like to recruit an Associate NED with expertise and knowledge of digital and information in the NHS or wider public sector including introducing new technologies into a service organisation.



HOW TO APPLY

- Hunter Healthcare are helping us to identify potential candidates, if you would like a confidential discussion about the role contact Rhiannon Smith at rsmith@hunter-healthcare.com and Jenny Adrian at jadrian@hunter-healthcare.com or 07939 250362
- NHS England / NHS Improvement – for general enquiries contact Helen Barlow on 0300 123 2038 or by emailing helen.barlow2@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 may 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 and is available for download
- tell us about any dates when you will not be available



KEY DATES

- Closing date for receipt of applications: 25 October 2021.
- Please forward your completed application to NHSI.Chairsandneds@nhs.net
- Longlisting meeting w/c 25 October
- Long-listed candidates may be invited for a preliminary interview with Hunter Healthcare. To facilitate this, we will share your application with them. Feedback from these interviews will be given to the panel
- Shortlisting meeting w/c 8 November
- Interview date: 25 November



APPENDIX 1: MORE INFORMATION

For information about the Trust, such as business plans, annual reports, and services, visit their [website](#). 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.

NHS England / NHS Improvement
Non-executive Appointments Team
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