

#CaretoJoinus!



Southern Health
NHS Foundation Trust

Non-Executive Director Application Pack



Welcome from the Chair Lynne Hunt

Hello and thank you for your interest in our Non-Executive Director roles.

Southern Health NHS Foundation Trust is one of the largest providers of mental health, learning disability and community services in the country. Although the past few years have been challenging for the Trust, there are now strong foundations to build on and we have a very real opportunity to move forward in a different way from the past.

In the last 12 months, the senior leadership team at the Trust has been strengthened and transformed. A new Chair, Chief Executive, Non-Executive and Executive Directors have all been appointed. This leadership team now incorporates greater clinical leadership, mental health expertise, and includes leaders who have joined us from outstanding NHS organisations.

To support us on this next stage of our journey, we are seeking experienced Non-Executives to provide leadership during a critical period of transition and transformation.

We know that the way ahead will not be easy, but you will be working with dedicated, focused and engaged staff at all levels of the organisation. Beyond the Trust, our partners in the wider health and social care economy have a strong appetite for change, which provides a fertile ground for true system-wide leadership.

We are looking for exceptional individuals, with a broad range of strategic skills and significant experience of building successful teams and bringing about change in complex organisations. We want board colleagues whose capacity to constructively challenge can inspire, motivate and influence – both internally and externally – and who can communicate effectively with all types of audience.

Beyond this, they will need a deep understanding of mental health services and learning disabilities, and a true passion for supporting patients, service users, their families and their carers.

To learn more, please contact Paul Draycott, Director of Workforce, Organisational Development & Communications (paul.draycott@southernhealth.nhs.uk) or Anna Williams Company Secretary (anna.williams@southernhealth.nhs.uk). We very much look forward to hearing from you.



About the Trust

Formed in April 2011, following the merger of Hampshire Partnership NHS Foundation Trust and Hampshire Community Healthcare NHS Trust, Southern Health NHS Foundation Trust provides mental health, learning disability and community health services across Hampshire. Employing 6,000 staff, and with funding of £309m, we are one of the larger providers of these types of services.

 X **286,811** INDIVIDUAL PEOPLE CARED FOR EACH YEAR 



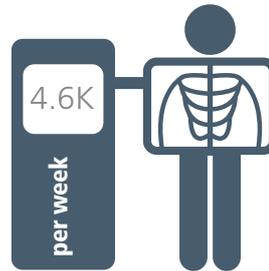
 **£309 million** FUNDING

6,000 STAFF



99,738

OUTPATIENT APPOINTMENTS EACH WEEK

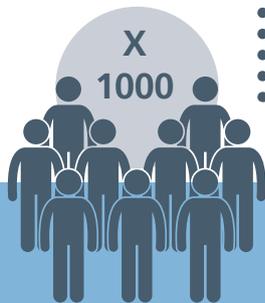


SERVING A POPULATION OF (inc Southampton)



1.5million

9,000 + PUBLIC MEMBERS



PATIENTS RECEIVED CARE IN OUR HOSPITAL BEDS FOR A TOTAL OF

260,000 days in 2017/18



1,379,450

CONTACTS WITH PEOPLE IN THE COMMUNITY EACH YEAR

CQC Rating:

Requires Improvement (2014);

Currently awaiting the outcome from the 2018 inspection

Annual Report:

www.southernhealth.nhs.uk/about/performance/annual-report/

Board papers:

www.southernhealth.nhs.uk/about/who/board/board-meetings/

Non-Executive Director Application Pack

Our vision for a sustainable, person-centred health and care system continues to be the key driver for our clinical strategies across all services.

Within this overall vision, Southern Health's mission is to achieve excellent health and care outcomes for the population we serve and remain committed to the Institute of Healthcare's 'Triple Aim' – Improving patient and user experience, improving outcomes for patients and users and reducing our costs.

Our vision:

To provide high quality, safe services which improve the health and wellbeing, independence and confidence of the people we serve*

Our strategic priorities

Quality

- Achieve a minimum rating of 'Good' by our regulator, the Care Quality Commission (CQC)
- Be ranked in the top 20% of similar NHS trusts for involvement of people who use or rely on our services
- Improve access to care, meeting all our targets
- Increase understanding and involvement of patients, families and the public in decisions about care
- Support staff across the trust to do quality improvement in a consistent and proven way

Transformation

- Transform mental health services in line with our clinical services strategy and Hampshire-wide health and care plans
- Develop secure and specialised mental health services in partnership with commissioners
- Transform community physical health care through expansion of Extended Primary Care Teams across Hampshire
- Work more closely with primary, acute and social care partners

People

- Increase recruitment and retention of staff, leading to a more stable workforce
- Achieve a rating of 'Good' from our regulator, the Care Quality Commission, in the Well-led category
- Be ranked in the top 20% of similar NHS Trusts for staff engagement (motivation, advocacy and involvement)
- Develop our workforce to meet current and future needs of our patients

Money

- Make every penny count towards patient care and service improvement
- Balance our books for 2018/19, meeting our financial targets from the regulator NHS Improvement
- Increase financial sustainability through shrewd planning for the future

OUR VALUES



Patients & people first



Partnership



Respect

*Please note, we will be refreshing our vision in 2018/19, in partnership with staff, patients and carers, to better reflect the aspirations we have for the future.

In pursuit of these goals, the Trust will focus on four principal strategic priorities:

We are committed to an organisational-wide approach to Quality Improvement. The Trust has partnered with Northumberland, Tyne & Wear NHS Foundation Trust, an organisation rated "Outstanding" by the CQC, to develop and implement a quality improvement methodology across the organisation. This involves training colleagues in proven quality improvement approaches who can then work with front line teams and support services to increase efficiency, quality and consistency of care. We are confident that this approach will lead to improved services, better patient experience and outcomes, and further improve the culture within the Trust.

About the role

Our Non-Executive Directors are responsible for providing appropriate oversight, governance and leadership to the Trust in pursuit of its strategies to provide effective and high quality healthcare services.

We are looking to appoint two further Non-Executive Directors with a range of specific skills and experience as outlined below. Of particular importance are emotional intelligence, sound judgement and the ability to work effectively in collaboration with internal and external stakeholders.

In terms of specific experience we are seeking individuals with a strong background in one of the following disciplines:

- Strategic management / strategy
- Digital
- Legal



Job Description

1. Role summary

- 1.1. Uphold the values of the Trust and ensure that the Trust promotes equality and diversity for all its patients, services users and other stakeholders
- 1.2. Ensure the Trust complies with all the Constitution and any other applicable legislation and regulations at all times
- 1.3. Oversee Trust financial information to ensure its accuracy and that financial controls and risk management systems are robust and defensible, in accordance with the requirements set out by NHS Improvement
- 1.4. Ensure the Trust operates within the highest standards of probity, value for money and governance at all times
- 1.5. Provide independent judgement and advice on issues of strategy, vision, performance, resources and standards of conduct and constructively challenge, influence and support the Board
- 1.6. Support, and challenge where appropriate, the Chief Executive and other Board Directors to ensure the Board conforms to the highest standards of corporate governance.

1.7. Candidates should also demonstrate:

- 1.7.1. A record of significant change management, including embedding cultural change, gained at board or senior executive level in an organisation of similar size and complexity
- 1.7.2. A good understanding of governance and accountability; of the importance of using data to drive effective decision making; and of the role of the non-executive director within a unitary board
- 1.7.3. The ability to question intelligently; debate and challenge constructively, thoughtfully and sensitively; and to determine outcomes fairly
- 1.7.4. Excellent interpersonal skills, including the ability to remain calm under pressure, develop creative solutions, manage a variety of situations and ensure that outcomes are in the best interest of the population we serve rather than self
- 1.7.5. The ability to respond to and reconcile the differing needs and perspectives of multiple stakeholders whilst driving for the best possible outcomes for staff, service users and carers
- 1.7.6. Courage when listening, bravery when challenging and calculated risk taking in decision making to help drive up performance and contribute to the creation of an engaged workforce
- 1.7.7. Commitment to the vision and strategic aims of Southern Health and to the population we serve
- 1.7.8. The ability to think clearly and creatively, remain calm under pressure and at all times to act with integrity and candour, in accordance with the Nolan principles
- 1.7.9. A commitment to the principles of the NHS and public benefit

Person Specification

Main Duties and Responsibilities

Background and experience

- A record of achievement at board/senior executive level in an organisation of similar size and complexity whether private, public or voluntary sector
- Commercially and financially astute with experience of the overview of complex budgets
- Evidence of providing effective strategic direction supported by knowledge of governance and how boards should add value
- Experience of building successful alliances and working relationships with a capability to influence a complex range of stakeholders
- Evidence of exercising independence of judgement
- Experience of holding senior management teams to account and, in turn, accustomed to a high level of accountability
- Experience of leading or managing significant change

Skills and attributes

- Politically astute, able to grasp relevant issues and understand the relationships between interested parties
- Appreciation of the difference between governance and management
- Excellent engagement and communication skills with a wide range of audiences: staff, public, the media and other stakeholders
- Sound knowledge of corporate governance
- Ability to demonstrate an appreciation of service user issues and to maintain a balanced perspective across the organisation
- Strong interpersonal and influencing skills

Personal attributes

- Impartial, fair and objective
- Able to engender respect from others and ensure board member views are listened to and considered. A good listener and disciplined speaker, able to weigh up arguments and summarise for others
- Effective team member
- Intellectual calibre to grasp complexity
- Able to demonstrate a high level of commitment to patients, carers, service users and the community
- Evidence of commitment to Southern Health's values

Compliance with the NHS Foundation

Trust Code of Governance

- Non-Executive Directors must meet the independence criteria as set out in the NHS Foundation Trust Code of Governance. In addition, all other significant commitments must be declared prior to appointment, e.g. other Chair and Executive or Non – Executive directorships. All other significant commitments must be disclosed to the Council of Governors prior to appointment.

How to apply

We want to try to make this process as easy as possible and therefore we ask that you provide the following:

- A CV that includes your address and contact details, highlighting and explaining any gaps in your employment history
- A supporting statement that highlights why you are applying and your understanding of the NHS and the role. It would also be helpful if you could 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 four referees. At least one of your referees should be an individual in a line management capacity, and cover your most recent employer. Your references will be taken prior to interview and may be shared with the selection panel
- Shortlisted candidates will be expected to meet the Fit and Proper Persons Test – further information can be found by searching our policies at www.southernhealth.nhs.uk/about/policies/
- Dates when you will not be available for interview on the dates detailed above

Your application including the details requested above should be emailed to trustboard@southernhealth.nhs.uk by no later than noon on Friday 17 August 2018.

If you want to know more about the role or selection process, please contact our Lynne Hunt, Chair, via Anna Williams, Trust Secretary on anna.williams@southernhealth.nhs.uk or 023 8087 4557.

We will only use personal data where we have your consent or where we need to comply with a legal or statutory obligation. For more information about our privacy policy, please see our new privacy notice. We understand that protecting your privacy is essential to building a lasting relationship with you, and we're committed to doing the right thing with the information you've shared with us. If you have any queries or feedback, or wish to withdraw your consent at any time please get in touch by emailing.

We positively encourage applications from all sections of the community and we are committed to developing a workforce fully representative of our communities at all levels. 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.

Date	Event
By 17.08.2018	Applications close
By 24.08.2018	Shortlisting
Week commencing 03.09.2018	Stakeholder events and panel interviews
11.09.2018	Extraordinary meeting of the Council of Governors to approve appointments
