



Could you help lead the NHS in your area?

**Shropshire Community Health NHS
Trust and The Shrewsbury and
Telford Hospital NHS Trust**

Chair in Common

Candidate information pack

Reference: M2673/M3084



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 for NHS Provider Trusts 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 both Shropshire Community Health NHS Trust (SCH) and The Shrewsbury and Telford Hospital NHS Trust (SaTH). This is a unique opportunity to help shape the future of local services by sharing your talents and expertise to help transform the hospitals and the services they provide, and to make a positive difference to the communities they serve.

Since 2022/23 much of the trusts' focus has been on partnership working with partners in the Shropshire Telford and Wrekin System, including with the establishment of a Committees in Common arrangement across the three NHS providers of services within Shropshire, Telford and Wrekin, in Autumn 2023.

The Chair in Common will have vision and scope to help shape and build on strong existing collaboration and relationships with the Trusts' local communities and their system partners in the Shropshire Telford and Wrekin Integrated Care System. Candidates will be system players and have leadership experience in a complex organisation and a record of driving a strategic vision and transformation.

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 Shropshire, Telford and Wrekin and those surrounding areas for whom the trusts provide services.

Required skills, experience and attributes are described in the NHS Leadership Competency Framework for Board Members set out in the sections below:

- Prior experience as a Board Member or Non-executive Director (any sector)
- Proven track record of strategic leadership

Desirable experience

- Prior experience on an NHS board or the healthcare sector (executive or non-executive)
- Prior experience as a Chair (or similar) any sector
- Professional qualification or equivalent, evidenced experience
- Potential, prior senior experience of complex organisations outside the NHS, i.e. private, voluntary or other public sector providers of similar scale
- Experience of successful partnership working to deliver improvement and transformation of services



- Prior experience of overseeing quality, operational and financial improvement plans to improve clinical and financial sustainability.

NHS leadership competency framework for board members

Leaders in the NHS help deliver better health and care for patients by setting the tone for their organisation, team culture and performance. We have worked with a wide range of leaders from across the NHS to help describe what we do when we operate at our best.

The competency domains reflect the [NHS values](#) and the following diagram shows how they are aligned:

Working together for patients*	Compassion
Building a trusted relationship with partners and communities	Creating a compassionate, just and positive culture
Respect and dignity	Improving lives
Promoting equality and inclusion and reducing health and workforce inequalities	Setting strategy and delivering long term transformation Driving high quality sustainable outcomes
Commitment to quality of care	Everyone counts
Driving high quality and sustainable outcomes Setting strategy and delivering long term transformation	Promoting equality and inclusion and reducing health and workforce inequalities Creating a compassionate, just and positive culture
Providing robust governance and assurance	

The competency domains are aligned to [Our NHS People Promise](#), [Our Leadership Way](#) and the [Seven Principles of Public Life](#) (Nolan Principles).



The six NHS leadership competency domains:



Driving high-quality and sustainable outcomes

The skills, knowledge and behaviours needed to deliver and bring about high quality and safe care and lasting change and improvement – from ensuring all staff are trained and well led, to fostering improvement and innovation which leads to better health and care outcomes. Candidates will have:

- 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

Setting strategy and delivering long-term transformation

The skills that need to be employed in strategy development and planning, and ensuring a system wide view, along with using intelligence from quality, performance, finance and workforce measures to feed into strategy development. Candidates will have:

- Experience of leading and delivering against long-term vision and strategy
- Experience leading transformational change, managing complex organisations, budgets and people



Promoting equality and inclusion, and reducing health and workforce inequalities

The importance of continually reviewing plans and strategies to ensure their delivery leads to improved services and outcomes for all communities, narrows health and workforce inequalities, and promotes inclusion. Candidates will have:

- A clear commitment towards issues of equality, diversity and inclusion
- Significant experience of engaging with the diverse social, economic and cultural groups served by the organisation

Providing robust governance and assurance

The system of leadership accountability and the behaviours, values and standards that underpin our work as leaders. This domain also covers the principles of evaluation, the significance of evidence and assurance in decision making and ensuring patient safety, and the vital importance of collaboration on the board to drive delivery and improvement. Candidates will have:

- Prior board experience (any sector, executive or non-executive role)
- Evidence of successfully demonstrating the NHS Leadership competencies in other leadership roles
- An ability to identify and address issues, including underperformance, and to scrutinise and challenge information effectively for assurance

Creating a compassionate, just and positive culture

The skills and behaviours needed to develop great team and organisation cultures. This includes ensuring all staff and service users are listened to and heard, being respectful and challenging inappropriate behaviours. Candidates will have:

- A clear commitment to the NHS and the trust's values and principles
- 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
- Experience managing conflict, finding compromise and building consensus across varied stakeholder groups with potentially conflicting priorities

Building a trusted relationship with partners and communities

The need to collaborate, consult and co-produce with colleagues in neighbouring teams, providers and systems, people using services, our communities, and our



workforce. Strengthening relationships and developing collaborative behaviours are key to the integrated care environment. Candidates will have:

- A desire to engage with the local population and to collaborate with senior stakeholders across the health and care system
- Strong interpersonal, communication and leadership skills

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. Whilst the chair leads the board and non-executive directors, the chief executive leads the executive and the organisation. Led by an independent chair and composed of a mixture of both executive and independent non-executive members, the board of directors has a collective responsibility for the performance of the organisation. The Chair also ensures the Board is focused on improving outcomes in population health and healthcare, and fosters a culture of learning and continuous improvement, with a particular focus on quality, safety, access and patient experience.

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 healthcare 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 executives. Many responsibilities in this role description will be discharged in partnership with the chief executives. It is important the chair and the chief executives are clear about their individual and shared roles, and their respective responsibilities towards their unitary boards.

Together, the chair and the chief executives set the tone for the whole organisation. They are ultimately responsible for ensuring that the population served by the trusts receives the best possible care in a sustainable way.

Responsibilities of the chair

The Chair in Common has a unique role in leading the two NHS trust boards. 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 organisations.

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 **the six NHS leadership competency domains**.



5. Shropshire, Telford and Wrekin System

The NHS Shropshire, Telford and Wrekin Integrated Care Board (ICB) is responsible for planning and buying a wide range of health and care services for the whole of Shropshire, Telford and Wrekin. These include GP and primary care services, hospital care, community healthcare and mental health services.

They work across the 1,347 square miles of Shropshire, Telford and Wrekin, serving around 500,000 people and include:

- Two acute hospitals, less than 20 miles apart in Telford and Shrewsbury. These are run by one acute trust, the Shrewsbury and Telford Hospitals NHS Trust (SaTH)
- A specialist orthopaedic hospital, Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust (RJAH), which provides elective orthopaedic surgery, in the northwest of the county
- A community trust, Shropshire Community Health NHS Trust
- A mental health trust, Midlands Partnership NHS Foundation Trust (which covers Shropshire and Staffordshire)
- An ambulance service, West Midlands Ambulance Service University NHS Foundation Trust

They also have two unitary authorities, Shropshire Council and Telford & Wrekin Council. The rest of the area is covered by Telford & Wrekin Council.

Being on the Welsh-English border, the ICB provide some hospital services for people from the Welsh health system who live outside of the area. Some residents in mid-Wales rely on their services particularly at the two acute hospitals, the Royal Shrewsbury and the Princess Royal Hospitals, and RJAH.

The four key providers (excluding WMAS) established a Committees in Common arrangement in Autumn 2023 and have a collaborative programme of shared priorities to support improvement and transformation within the system.

The new Chair in Common will have a non-voting seat on the ICB and will be asked to Chair one the ICB's Committees.

The creation of role is an important step towards greater organisational integration and the successful applicant will be expected to take a leading role in this journey.



6. About Shropshire Community Health NHS Trust

Shropshire Community Health NHS Trust (SHCT) provides community-based health services for adults and children in Shropshire, Telford and Wrekin, and some services in surrounding areas too.

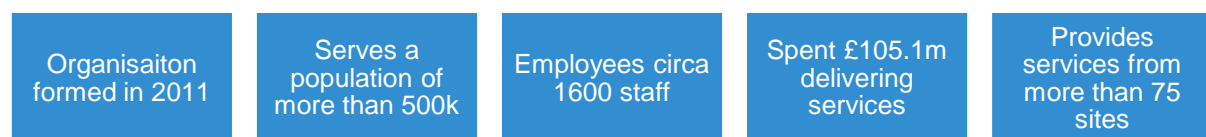
They specialise in supporting people's health needs at home and through outpatient and inpatient care. Their focus is on prevention and keeping people out of crisis so that they can receive the care and support they need at, or as close to home as possible.

NHS community services may not always be as visible to the public as the larger acute hospitals, but they play a vital role in supporting very many people who live with ongoing health problems. This is especially important in a large area such as SCHTs, with increasing numbers of elderly people and others, including children and young people, with long-term health conditions.

Most of their work is with people in their homes, in community centres and clinics. A very small number of people also receive inpatient care in their community hospitals.

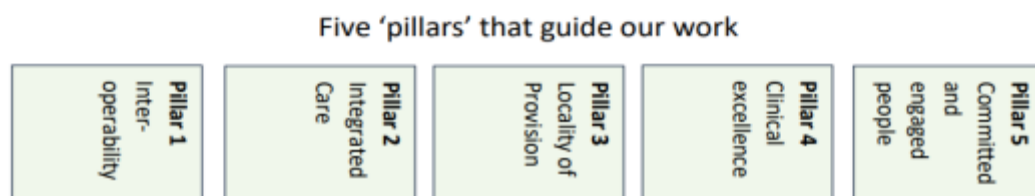
Good community health services prevent the need for some patients to be admitted to hospital, including those with chronic conditions such as diabetes, asthma, chest disease, arthritis, hypertension, osteoporosis and stroke. People have told them that they should help patients manage their own condition and stay healthy enough not to have to spend time in hospital unless they really need to. This is especially important as they continue to care for an ageing population. SCHAT also has community teams that specifically work with patients who need additional or short-term care and support to help them return home from hospital as quickly as possible, or to avoid being admitted in the first place. They work as a pivotal partner within the Shropshire, Telford and Wrekin integrated care system. They know that high quality community services are vital to helping people to live well within their own homes.

Key facts



Vision and Values

SCHT's Vision and Values set out their ambitions and the core set of behaviours and beliefs that guide them in what we say and do. These were developed following a lot of work with their staff and stakeholders to make sure they got them right, and they have continued to work together to embed them into their everyday work and develop a shared culture.



7. About The Shrewsbury and Telford Hospitals NHS Trust

The Shrewsbury and Telford Hospitals NHS Trust was established in its present form on 1 October 2003 and brought together healthcare organisations in Shrewsbury, Telford and elsewhere in Shropshire. The Trust is spread across several locations, with the main sites of the Royal Shrewsbury Hospital and the Princess Royal Hospital in Telford. Outreach and outpatient clinics managed by the Trust are also provided at Whitchurch Community Hospital, Bridgnorth Community Hospital, Ludlow Community Hospital, the Wrekin Community Clinic, and Newtown and Welshpool clinics for Powys Trust Health Board. The Trust serves a community of more than half a million service users across Shropshire, Telford and Wrekin, and mid-Wales.

The Princess Royal Hospital became the specialist centre for inpatient head and neck surgery in 2013, following the establishment of enhanced outpatient facilities and a dedicated head and neck ward. It is also the main centre for inpatient women and children's services following the opening of the Shropshire Women and Children's Centre in 2014. The Royal Shrewsbury Hospital became the main specialist centre for acute surgery with a surgical assessment unit, surgical short stay unit and ambulatory care facilities. In 2022, cardiology services were also centralised at Princess Royal Hospital.

The Trust's programme of patient improvement continues after delivering its largest capital programme of over £70million in 2023/24 which supported completion of the first two phases of the new, Telford-based, Community Diagnostic Centre in January 2024. This provides additional non-urgent diagnostic capacity in phlebotomy, CT and ultrasound, and MRI.

The new multi-million pound planned care hub at the Princess Royal Hospital will include four modern operating theatres and additional recovery beds and will open in June 2024.

Working with SCHT, the two trusts are delivering new ways of working through services that provide care closer to home. The trusts are supporting increasing numbers of patients to use the Virtual Ward and Outpatient Parenteral Antibiotic Therapy (OPAT) Service. In 2024 the trusts opened the first rehabilitation and recovery units on both hospital sites, staffed by SCHT, improving care for patients through integrated working.

The Care Quality Commission (CQC) in May 2024 has reported progress across a number of key areas and services at The Shrewsbury and Telford Hospital NHS Trust (SaTH), with the Trust improving its overall rating from 'inadequate' to 'requires improvement'.

Following an inspection in October 2023, and a well-led Inspection in November 2023, the Trust is now rated as 'good' for 'caring'. The 'safe' and 'responsive' domains, previously rated as 'inadequate,' are now rated as 'requires improvement.' The 'effective' and 'well-led' domains remain rated as 'requires improvement.'

Maternity services are now rated 'good' across all domains, however the Trust recognises there is more still to do on their improvement journey. Following the publication of the Ockenden reports in 2020 and 2022 and based on a rigorous assurance validation process, at the time of writing, SaTH has implemented 192 (91%) of the 210 actions, and continues to work on the remaining 18 actions with our colleagues and system partners.

SaTH continues to maintain a strong focus on maternity transformation, through the Quality and Safety Assurance Committee, to ensure we continue to embed and sustain meaningful change.

SaTH has made many positive and tangible improvements to maternity services since the publication of the Ockenden reports, and are grateful for the feedback from and engagement with service users and families, the Maternity and Neonatal Voices Partnership (MNVP) as well as the commitment and dedication of colleagues and system partners. There is still further work to do, and the Trust is committed to providing safe and compassionate care and to working with women and families as we continue to improve services.

The CQC report shows that whilst progress has been made across many services, there is more to do on the Trust's improvement journey, particularly within urgent and emergency care services (UEC). There are significant improvements required across the UEC pathway to improve patient experience with several 'requires improvement' and 'inadequate' ratings across both hospital sites.

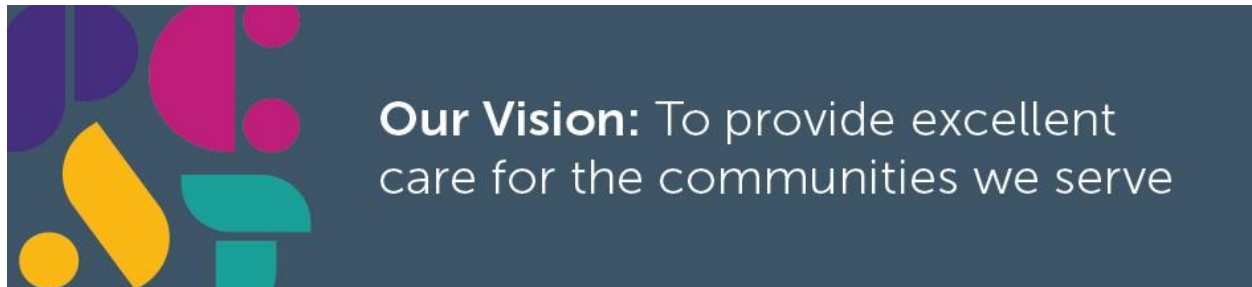
The Trust has a five-year strategy in place and this is an exciting opportunity to join the Trust as it enters the next phase in its improvement journey. A significant amount of transformation and capital development underway across the Trust. The Hospitals Transformation Programme is a significant programme and is a vital part of the Trust and wider ICS' strategy. Transforming acute hospital services will improve care for everyone, with the Princess Royal Hospital site specialising in planned care and the Royal Shrewsbury Hospital site specialising in emergency care. In May 2024, the Trust received national approval for the Full Business Case. The Trust will also continue its ongoing investment programme at both hospitals and the further development of community-based services to reduce waiting times and improve patient experience.

In addition to the estates' transformation, the Trust is progressing an exciting three year, multi-million pound Electronic Patient Record digital programme that will transform the digital infrastructure. The introduction of the new patient administration system in April 2024 is ensuring the necessary foundations are in place, paving the way for other exciting digital upgrades in the coming years that will enable clinicians to improve care for patients, through more modern and sustainable healthcare systems.

People are at the heart of everything the Trust does. The 2023 Staff Survey shows that the Trust has significantly improved in all areas of the NHS People Promise and themes. There is more work to do, and leaders are committed to building a Trust that everyone is proud to work for and would recommend as a place to receive care.

Working with system partners, SaTH is designing and delivering new and more efficient ways to ensure they safely provide effective care to their patients. But they recognise that they need to strategically consider how they deliver care to their communities in the future, many of whom are ageing, rural residents and/or disadvantaged.

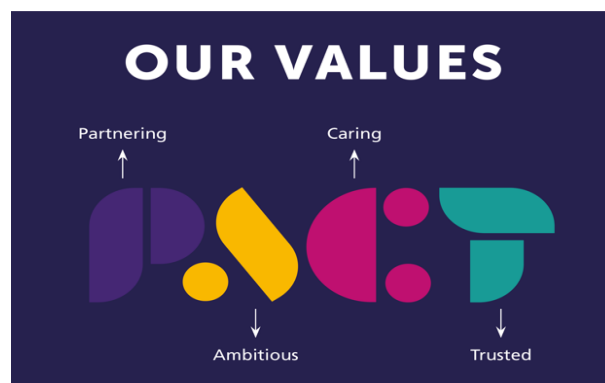
SaTH's **Vision**:



SaTH is an organisation that strives to provide high quality, safe care for their patients in an environment which their staff are proud to work in.

SaTH believe that by adhering to their Vision and working with their Values in mind, they can behave in a way which will ensure the right results for the people that matter most – patients and their families.

SaTH **Values** are:



Partnering – working effectively together with patients, families, colleagues, the local health and care system, universities, and other stakeholders

Ambitious – setting and achieving high standards for ourselves personally and for the care we deliver, both today and in the future. Embracing innovation to continuously improve the quality and sustainability of our services

Caring – showing compassion, respect and empathy for our patients, families and each other, caring about the difference we make for our community



Trusted – open, transparent and reliable, continuously learning, doing our best to consistently deliver excellent care for our communities.

The first letter of each of their Values spells **PACT**, which represents their joint commitment to embrace and live their Values.

8. Key challenges

Shropshire, Telford and Wrekin ICS is one of the most challenged systems regionally and nationally. The ICB and SaTH were placed in NHS England's Recovery Support Programme in July 2021, with current key challenges being Urgent and Emergency Care (UEC) performance and achieving a sustainable financial position.

The whole system was placed in NHS England's Tier 1 performance improvement regime for UEC in January 2024. This reflected the system-wide challenges in delivering effective and prompt urgent and emergency care services.

There was a significant deterioration in financial performance during 23/24 against the system's deficit plan. In particular, an ongoing dependency on escalation capacity and associated temporary staffing are one of the key drivers of this deterioration. Looking forward there is ongoing work across the system to ensure a credible financial plan with all organisations adopting best practice cost control and financial management and maximising efficiency and productivity opportunities. Despite this work, the system plan for 24/25 is also for a significant deficit.

Long-term change is needed, and a number of system wide programmes are underway to transform services and deliver clinical and financial sustainability. A key priority is the Hospitals Transformation Programme (HTP) which is a capital programme which supports service redesign and sustainability of services across the two SaTH sites. Alongside this programme is the Local Care Transformation Programme (LCTP), which will deliver more care in the community, achieving improved patient outcomes and experiences while also helping to relieve pressure on acute hospital services so that those services can provide high-quality services when people need them. This aims to ensure patients will receive more responsive care suitable for them and their situation, they will also be empowered to make informed decisions and to help design their care. For more information visit: Local Care Transformation Programme (LCTP) - STWICS

People are the heart of everything the trusts do. Delivering the NHS People Plan will be essential to the success of the Trusts' and ICS' priorities. From May 2024 SCHT and SaTH have a shared Director of People and Organisational Development that will drive forward this important agenda to 'train, retain and reform' maximising the workforce to improve care for patients.

This is a real opportunity to take stock of progress and explore new and innovative ways of working that will both improve care for patients, improve the experience for



colleagues and ultimately deliver clinically and financially sustainable services across the system. Fundamental to the trusts' plans is strengthening an inclusive culture of diversity, innovation, and continuous improvement to deliver outstanding care for patients.

The dedication, care and determination shown by teams, and partners, will support the necessary culture change and focus on making a difference for patients.



Appendix 1: Values and concepts from NHS Leadership Competency Framework

Our people promise:

- We are compassionate and inclusive
- We are recognised and rewarded
- We each have a voice that counts
- We are safe and healthy
- We are always learning
- We work flexibly
- We are a team

NHS values

- Working together for patients
- Respect and dignity
- Commitment to quality of care
- Compassion
- Improving lives
- Everyone counts

Our leadership way

We are compassionate

- We are inclusive, promote equality and diversity, and challenge discrimination
- We are kind and treat people with compassion, courtesy and respect.

We are curious

- We aim for the highest standards and seek to continually improve, harnessing our ingenuity
- We can be trusted to do what we promise

We are collaborative

- We collaborate, forming effective partnerships to achieve our common goals
- We celebrate success and support our people to be the best they can be

Health and Care Act 2022

- Collaborate with partners to address our shared priorities and have the core aim and duty to improve the health and wellbeing of the people of England.



- Improve the quality, including safety, of services provided.
- Ensure the sustainable, efficient use of resources for the wider system and communities

Seven principles of public life

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

Appendix 2: Terms of Appointment

- The total current remuneration for this role is £70-75,000 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 3 to 4 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 websites:

- [Shropshire Community Health NHS Trust \(shropscommunityhealth.nhs.uk\)](http://shropscommunityhealth.nhs.uk)
- [Shrewsbury and Telford Hospital NHS Trust \(SaTH\)](#)



Other sources of information include:

- Shropshire Telford and Wrekin ICB [website](#)
- Care Quality Commission [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 Senior Appointments and Assessment Team](#)**

NHS England 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.

Appendix 3: Making an application

For more information, you can get in touch with:

- **SCHT** - for an informal and confidential discussion with Patricia Davies, Chief Executive please contact Stacey Worthington on 01743 277688 or by emailing stacey.worthington1@nhs.net
- **SaTH** - for an informal and confidential discussion with Louise Barnett, Chief Executive please contact Isla Tomkiss on 01743 261001 (extension 2580) or by emailing isla.tomkiss@nhs.net
- **NHS England** – for general process enquiries contact Miriam Walker 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 may be taken prior to interview and may be shared with the selection panel. In accordance with [NHSE's FPPT framework](#) if appointed your references and other background checks will be shared with the Trust.
- please complete and return the monitoring information form which accompanies this pack
- tell us about any dates when you will not be available

This information should be emailed to england.chairsandneds@nhs.net quoting reference **M2673/M3084** in the subject line.

Appendix 4: Key dates (subject to change)

Closing date for receipt of applications: 18 July 2024 at 12 noon

Stakeholder engagement: during August 2024 (tbc)

Interview date: end August 2024 in Derby (tbc)

Proposed start date: to be confirmed

NHS England

E: england.chairsandneds@nhs.net

W: england.nhs.uk

