

# Could you help lead the NHS in your area?

**East Sussex Healthcare NHS Trust**

**Associate Non-executive Director**

**Candidate information pack**

**Reference: S3125**

**We value and promote diversity and are committed to equality of opportunity for all. Appointments are made on merit based on the criteria set out. 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

There is a vacancy for an Associate Non-executive Director (NED) at East Sussex Healthcare NHS Trust. 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.

The Associate NED role is used successfully in the NHS to support Board succession strategy and achieving a balance of Board level skills. Associate NEDs function in all respects along with other NEDs except they cannot participate in any formal vote at Board (in any event these are extremely rare).

The successful candidate for the Associate role will be appointed by the Trust but may also be considered for appointment as a NED of the Board in future, should a vacancy arise and they have the appropriate skills.

## 2. The person specification

### Essential criteria

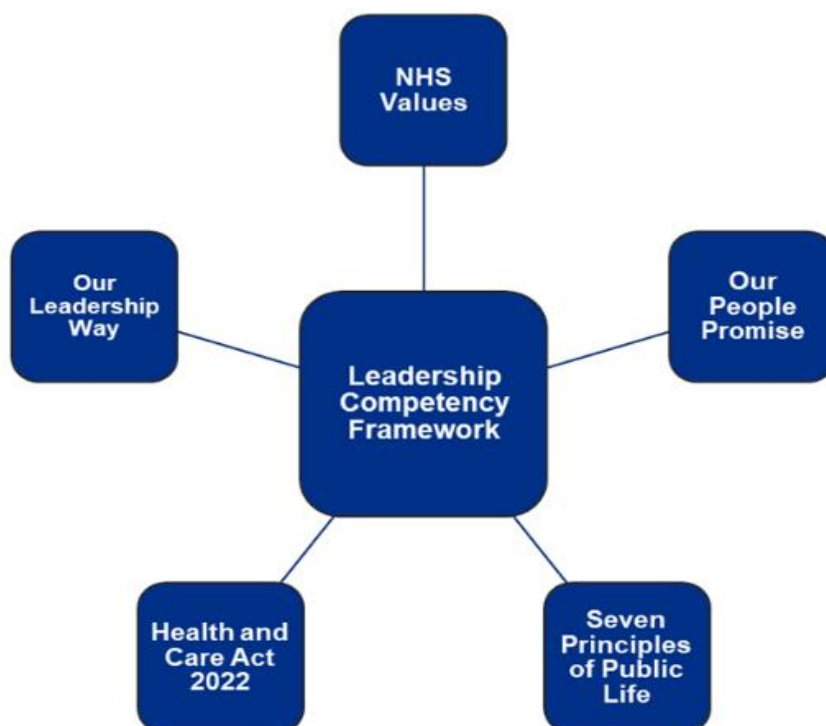
1. You will need to have a genuine commitment to patients and the promotion of excellent health care services and be able to demonstrate that interest.
2. ESHT has over 8,000 staff and an annual budget of around £650,000,000; as a result you will need experience at Board level or equivalent in a large complex environment.
3. To ensure an effective balance of skills among Non Executive Board Members you will have clinical and patient safety expertise gained from medical, nursing or allied health disciplines at a very senior level in an academic, research, regulatory or clinically focused role
4. Applicants should live in/close by or have strong connections with East Sussex e.g. recent work experience.

### 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:





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

### **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.

### **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.

### **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.

### **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.

### **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.

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.



- On average this role will require the equivalent to 2 to 3 days a month, however the time commitment may vary and a flexible approach should be taken.
- The remuneration payable for this role is £13,000 (standard rate for all NEDs) per annum.

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 and the Trust make 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](#).

### 3. About East Sussex Healthcare NHS Trust

East Sussex Healthcare NHS Trust provides safe, compassionate and high quality hospital and community care to the half a million people living in East Sussex and those who visit our local area.

We are one of the largest organisations in East Sussex with an annual income of £669 million and we are the only integrated provider of acute and community care in Sussex. Our extensive health services are provided by over 8,700 dedicated members of staff working from two acute hospitals in Hastings and Eastbourne, three community hospitals in Bexhill, Rye and Uckfield, over 100 community sites across East Sussex, and in people’s own homes.

In 2020 the Care Quality Commission (CQC) rated us as ‘Good’ overall, and ‘Outstanding’ for being Caring and Effective. The Conquest Hospital in Hastings and our Community Services were rated ‘Outstanding’ and Eastbourne District General Hospital (EDGH) was rated ‘Good.’

#### Values of the Trust

The Trust’s Partnership Forum led work in 2023/24 to refresh the Trust’s values. Forum partners from all divisions of the Trust worked together to identify three key words, then more than 700 colleagues attended numerous engagement events in July and August to gain their views. The forum shared the words with the Trust leadership team. After a lot of discussion and feedback, the words which received the most support and were agreed on were **kindness, inclusivity and integrity**. The forum shared the words with the trust leadership team. After a lot of discussion and feedback, the words which received the most support and were agreed on were kindness, inclusivity and integrity.





## Strategic Objectives

In 2021, ESHT published an ambitious strategic plan which sets the overall direction for its services, enabling its residents to access the best care in the most appropriate place – at home, in the community or when they need to come into hospital.

A five-year forward strategy “[Better Care Together for East Sussex](#)” was developed in conjunction with staff and partners which is consistent with Sussex-wide priorities and is built on four strategic aims:

1. Improving the health of our communities
2. Collaborating to deliver better care
3. Empowering our people
4. Ensuring Innovative and sustainable care

The Trust’s ambition is that by 2026 it will be one of the best national performers and will:

- Provide excellent, high-quality care for patients, with national recognition for at least one service area (frailty)
- Be recognised as a great place to be, both for the quality of care provided and the support offered to the Trust’s people
- Prioritise green/sustainability issues
- Develop new clinical roles and ways of working that are collaborative and innovative that reach across organisational boundaries
- Embed a digital-first way of working across services

Become a financially sustainable organisation within a viable Sussex system

The Trust has developed a number of supporting strategies, in conjunction with staff, to help deliver its ambitions:

- **Clinical:** Setting out the priorities for services to enable the Trust to serve patients as best as it can
- **Digital:** Ensuring digital support for teams at the heart of improvements in care for patients





- **People:** Supporting teams and workplace culture, making the Trust a great place to work
- **Estates:** Making the best use of buildings for all the Trust's people and being environmentally aware

## 4. Key challenges

### Workforce and Wellbeing

The past year has seen continued challenges and at times, significant impact on colleagues across all parts of the trust. We have dealt with the ongoing impact of industrial action, operating at near capacity in terms of hospital beds and continued difficulty in discharging patients who need further non-acute care and seeing increased numbers of patient attendances at our sites, particularly at our emergency departments. Whilst we have continued to grow our substantive workforce, we now need to ensure that we work to deliver and support a workforce to efficiently deliver the planned levels of activity forecast for 2024/25.

To ensure both the continued availability and welfare of our workforce we continue to have a number of controls and supportive mechanisms in place that are reviewed through our People and Organisational Development Committee, our Workforce Efficiency Group and our Engagement & Health and Wellbeing teams. Our Board Assurance Framework includes risks relating to the workforce that are reviewed at Board level, and Divisional and Departmental risk registers also include workforce risks that are managed by the local teams. We also continue to build our capabilities around mental health first aid training for all managers, with over 220 currently trained, trauma management and continue to review and provide accessible health and wellbeing support for all our workforce. We remain focused on preventing burnout amongst our workforce and continue to focus on preventative, all round support to managers and their teams within divisions.

We continue to engage with our workforce to provide additional assurance and support. These include the national Staff survey, through our Partnership forum, listening and engagement events and through our colleagues' networks.

### Finance and scale of efficiency programme

2024/25 will be a second year of recovering from Covid, including improving productivity towards 2019/20 levels and improving the financial position towards breakeven, reducing the waiting list to below 65 weeks, while maintaining A&E and cancer performance standards.

NHS planning guidance has set out an expectation that at a system level we are expected to break even and the trust, is focused on delivering run rate breakeven within two years. The scale of productivity improvement is £31m of cost efficiencies



in the first year. This includes significant risks including the on-going impact of strikes, exposure to unfunded inflationary pressures and continued impact of the high number of patients not meeting criteria to reside which will also impact on the trust's ability to deliver on elective activity targets. The trust Board is carefully considering these risks, albeit these pressures are not unique to this trust.

### **Waiting lists and requirement to increase activity levels**

To ensure we work towards the activity levels by point of delivery as outlined in the Operational Plan we are reviewing the process of managing clinical pathways across all our services. This includes appropriate validation and management of our waiting lists. The Operational Plan outlines the levels of activity we plan to deliver and will enable the organisation to deliver the national ambition to increase the activity levels for specialties over and above those delivered 2019/20. Our specialties have developed plans to increase activity, which include reviewing our productivity opportunities as well as increasing our capacity where required. The risk relates to the breadth of review and the speed with which we may need to make changes to our processes and pathways, whilst increasing capacity at short notice without increasing our workforce or relying on temporary staff.

### **Estate and backlog**

The trust's aging estate and capital allowance does potentially limit the way in which services and equipment can be provided in a safe manner for patients and staff. There are a number of risks included on the trust's risk register that both impact upon the clinical environment and can cause estates type critical engineering and building infrastructure risks which impact upon clinical acuity. We proactively manage these risks by directing/allocating capital investment to mitigate the most critical clinical/business risks and direct investment into the estates critical engineering and building infrastructure.



## 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: 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 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

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 and is available for download
- tell us about any dates when you will not be available

### Appendix 3: Key dates

- **closing date for receipt of applications: 4 July 2024 at 11am.** Please forward your completed application to [england.chairsandneds@nhs.net](mailto:england.chairsandneds@nhs.net) quoting reference **S3125**
- **interview date: 24 July 2024**
- **proposed start date: 1 September 2024**

### Getting in touch

- If you believe you meet the criteria for this role and are considering an application, we strongly recommend an informal and confidential discussion with Steve Phoenix the Chair of the Trust. Please contact Kim Swatridge on [kim.swatridge@nhs.net](mailto:kim.swatridge@nhs.net)
- **NHS England** – for general process enquiries contact Miriam Walker by emailing [miriam.walker@nhs.net](mailto:miriam.walker@nhs.net)

#### NHS England

E: [england.chairsandneds@nhs.net](mailto:england.chairsandneds@nhs.net)

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