

Could you help lead the NHS in your area?

East Lancashire Hospitals NHS Trust
Non-executive Director x3 and
Associate Non-executive Director

Candidate information pack

Reference: N3151

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

There are vacancies for three Non-executive Directors (NED) and an Associate NED at East Lancashire Hospitals NHS Trust (ELHT). These are exceptional opportunities 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 cannot participate in any formal vote at Board. 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 (within two years from initial appointment), should a vacancy arise and they have the appropriate skills.

One of the successful NEDs and the Associate NED will be appointed in the Autumn. The other two successful NEDs may start as Associate NEDs and will transition into substantive NED roles as the planned vacancies arise in February and June 2025 (see key dates).

Your values really matter to ELHT too; if you support and value public service, share their values and behaviours, believe you can champion the standards of public life and can show you have influenced beyond the sphere of your role, the Chair will value a discussion. ELHT would like to add to their Board leadership team the following knowledge, skills and life experiences, including:

- If you are a woman or younger person
- Are open about faith
- Understand or have experienced social deprivation and used this to influence positively
- Live with a disability
- Are openly L/G/B or T
- Know from experience the most effective leaders retain accountability, although 'give away' power to gain momentum, progress and wider impact
- Have a socially responsible role that would add value beyond that in the existing Board team

2. The person specification

Essential criteria

You will need to have a genuine commitment to patients and the promotion of excellent health care services. You will have **senior level experience** in one of the following areas:

- **NED post 1:** An understanding of and interest in healthcare, and a commitment to NHS principles and values, and the wider local community, health and social inequalities, working with partners to address wider community and population issues through service transformation and collaboration, with a strong track record of working across a range of stakeholders.
- **NED post 2:** Legal expertise, ideally gained working in a corporate or commercial environment. In addition, audit experience would be desirable.
- **NED post 3 and Associate NED:** 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.

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.

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.

- Applicants should live in or have strong connections with East Lancashire and surrounding areas.
- 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 Lancashire Hospitals NHS Trust

Our patients are at the heart of everything we do at the Trust. We pride ourselves in delivering safe, personal and effective care that contributes to improving the health and lives of our communities.

As a leading provider of integrated healthcare services across East Lancashire and Blackburn with Darwen, we deliver a wide range of health services to a population of 566,000 people, many of which live in several of the most socially deprived areas of England. Our services cover an area of approximately 1,211 square kilometres.

We are one of the largest employers in Pennine Lancashire and an important 'anchor institution' in the area. Our workforce of more than 10,000 people, work across five hospitals and in various community sites within our six geographical areas. These areas are Blackburn with Darwen, Burnley, Hyndburn, Pendle, Ribble Valley and Rossendale.

As well as providing a full range of acute, secondary and community services, the Trust is also a specialist centre. The specialist services provided are for hepatobiliary, head and neck and urological cancer services, as well as cardiology and vascular services. In addition, the Trust is a network provider of Level 3 Neonatal Intensive Care.

The Trust currently has 1,041 beds and treats over 700,000 patients a year from the most serious of emergencies to planned operations and procedures, using state-of-the-art facilities.

Our absolute focus on patients as part of our vision "to be widely recognised for providing safe, personal and effective care" has been demonstrated in the Trust's continued progress and being rated 'Good with areas of outstanding' by the Care Quality Commission (CQC). We are also within the second tier of the Standard Operating Framework (SOF2).

Over 250 dedicated volunteers working across our services give their time and skills freely to support us. They work alongside Trust colleagues to provide practical support to our patients, their families and carers, and visitors to the Trust. Their enthusiasm and experience make a huge difference to our patients' experience.

As a teaching organisation, we work closely with our major academic partners, the University of Central Lancashire, Lancaster University and Blackburn College. Together we nurture a workforce of tomorrow's doctors, nurses and allied health professionals. Twenty-two colleagues are Honorary Professors and Senior Clinical Lecturers at UCLan. The Trust has demonstrated its recognition that education underpins progress by the establishment of a new Education Directorate and Multi-Professional Strategy Board to enable the transformation of the workforce in preparation for the challenges ahead.

There are two private finance initiative (PFI) schemes for parts of the buildings at Royal Blackburn Teaching Hospital and Burnley General Teaching Hospital sites. We are committed to improving and investing in our healthcare facilities, predominantly focusing on our on-going commitment to the Burnley General Teaching Hospital site.



As of July 2022, Clinical Commissioning Groups were abolished, and Integrated Care Boards became operational statutory bodies as per the Health and Care Act 2022. Most of the Trust's services are now funded by Lancashire and South Cumbria Integrated Care Board and NHS England.

Collaborative and partnership working remains essential for the Trust and the Integrated Care System to achieve its goals of delivering high-quality, patient-centred care in the most appropriate locations for the people of East Lancashire.

Below is a list of some of the boards and groups we work with, which illustrates the level of commitment and importance the Trust places on partnership and collaborative working:

Lancashire and South Cumbria (LSC) System

- LSC Integrated Care Board (ICB)
- LSC Provider Collaboration Board (PCB)
- LSC Clinical Programmes Board
 - (Including workstreams related to LSC system priorities, for example Stroke, urology, vascular, CAMHS, head and neck cancer, diagnostics etc).
- Accident and Emergency Delivery Board
- One LSC (which ELHT hosts and is a partner of)

Place

- Blackburn with Darwen Place Partnership
- Health and Well-being Boards/Partnerships
- Pennine Lancashire Health Equity Alliance Group

By working together across the system, we can improve co-ordination of care, enhance patient safety, and support the development of innovative solutions to healthcare challenges. Collaboration also provides the ability to facilitate the sharing of knowledge, resources, and expertise, leading to better coordination of care and more effective use of our resources.

Partnership working has demonstrated to improve the safety of our patients by enabling us to identify and mitigate risks more effectively. Working with primary care providers, local authorities, community services and the voluntary sector helps us to make sure our patients receive the right care in the right place at the right time, reducing the risk of adverse events and unnecessary hospital admissions and re-admissions.



Vision and values

Our vision is to be widely recognised for providing safe, personal and effective care.

We will do this by achieving our objectives to:

- put safety and quality at the heart of everything we do
- invest in and develop our workforce
- work with key stakeholders to develop effective partnerships
- encourage innovation and pathway reform and deliver best practice

Our objectives are underpinned by our values. We have committed in all our activities and interactions to:

- put patients first
- respect the individual
- act with integrity
- serve the community, and
- promote positive change.

In achieving the objectives our colleagues observe our operating principles:

- Quality is our organising principle
- We strive to improve quality and increase value
- Clinical leadership influences all our thinking
- Everything is delivered by and through our clinical divisions
- Support departments support patient care
- We deliver what we say we will deliver
- Compliance with standards and targets is a must; this helps secure our independence and influence
- We understand the world we live in, deal with its difficulties and celebrate our successes.

Our colleagues are committed to delivering these challenges by continually improving the quality of the services we provide to meet the needs of our local population. Our improvement priorities for the year were to:

- reduce mortality
- avoid unnecessary admissions
- enhance communication and engagement
- deliver reliable care
- ensure timeliness of care.



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)

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 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

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 4: Key dates

- **closing date for receipt of applications: 27 August 2024 at 11am.** Please forward your completed application to england.chairsandneds@nhs.net quoting reference **N3151**
- **interview dates: w/c 16 September 2024 (tbc).** Shortlisted candidates will also meet a group of the Trust's key stakeholders
- **proposed start dates:**
 - **1xNED and Associate NED in Autumn 2024**
 - **1xNED on 4 February 2025** (initially be appointed an Associate NED)
 - **1xNED on 8 June 2025** (initially be appointed an Associate NED)

Getting in touch

- We strongly recommend an informal and confidential discussion with Shazad Sarwar, the Chair of the Trust. Please contact Michelle Connolly, Executive Manager on 01254 732801 or by emailing michelle.connolly@elht.nhs.uk
- **NHS England** – for general process enquiries contact Miriam Walker by emailing miriam.walker@nhs.net



NHS England

E: england.chairsandneds@nhs.net

W: england.nhs.uk



East Lancashire Hospitals

NHS Trust

A University Teaching Trust

