

EPUT



**CHAIR**

**CANDIDATE INFORMATION PACK**

**JUNE 2024**

# Welcome

## Thank you for your interest in the role of Chair at Essex Partnership University NHS Foundation Trust (EPUT).

We are seeking an innovative, transformational and passionate Chair to join us in making a sustainable and lasting difference to our 6,500 staff, who work across our 200 sites, and the 3.2 million people for whom we provide mental health, community health, learning disability and social care services across Essex, Suffolk, Luton and Bedfordshire.



We are a relatively young organisation, formed through a merger of two former Trusts in Essex in 2017, and our CQC report overall rating is “Requires Improvement”. The recruitment of our new Chair comes at a critical time. The Lampard Inquiry, which is investigating the deaths of mental health inpatients in Essex from January 2000 to December 2023, will start to hear evidence later this year, building on the work of the previous independent inquiry which began in 2021. EPUT welcomes the inquiry and has publically committed to do all it can to support The Lampard Inquiry to deliver the answers that patients, families and carers have been seeking.

We have made significant improvements and are very proud of some our recent achievements. As a Trust, we are working hard to put the people we care for and their supporters at the heart of everything we do. That’s why we are taking a co-production first approach so that everything we do is in partnership with people who use our services.

We are looking for a Chair who will continue our journey of improvement whilst building and maintaining strong and deep relationships. With significant experience of leading a complex organisation, preferably during a period of change, our new Chair will be politically astute, have a commitment to partnership working and will set the tone for our organisation, acting as a role model for a culture which is inclusive and respectful.

I am delighted that you are considering this fantastic opportunity to have a genuine impact across a large geography and diverse range of services at a time of significant change for our people and our organisation. The following pages will give you some more insight into EPUT and our work. I would also encourage you to speak to our partners at Hunter Healthcare, who are managing the recruitment process: James McLeod, 07842 424530 and [jmcleod@hunter-healthcare.com](mailto:jmcleod@hunter-healthcare.com) or Jenny Adrian, 07939 250362 and [jadrian@hunter-healthcare.com](mailto:jadrian@hunter-healthcare.com).

We look forward to hearing from you.

**John Jones**  
**Lead Governor**  
**Essex Partnership University NHS Foundation Trust**

# About Us

**Essex Partnership University NHS Foundation Trust (EPUT) was formed in 2017. It provides a wide range of community health, mental health and learning disability services to support more than 3.2 million people living across Luton and Bedfordshire, Essex and Suffolk.**

We are a large employer in the East of England with more than 6,500 staff working across more than 200 sites. We also provide services in people's homes and community settings.

Over the last few years, we have been transforming our **vision, values** and **strategic objectives** as part of a cultural transformation of the organisation:

## Our Vision

Our vision is to be **the leading health and wellbeing service in the provision of mental health and community care.**

This vision encapsulates the collaborative nature of mental health as part of general wellbeing, both in an inpatient and community environment. Our focus is on supporting the people who rely on us in an integrated way so that we look at the best way to care for an individual, working with them and their family and carers as well as our service partners.

Our **philosophy** is that 'what we do together matters'. At the heart of this is enabling each other to be the best that we can, working together with our system partners to make our services better and helping our communities thrive.

To help us we have developed a set of values which we aspire to. By living our values and behaviours throughout the organisation we will improve together every day.

## Our Values

Our core values are:

- We care
- We learn
- We empower

## Our Strategic Objectives

Our five-year strategy sets out a clear and exciting direction for our services. It is being developed with our staff, partner organisations and representatives of the communities we serve. In seeking to achieve our ambition, we have set four strategic objectives which help to define what success for the organisation will look like over the coming years and guide planning and investments:

- We will deliver safe, high quality integrated care services
- We will work with our partners to make our services better
- We will enable each other to be the best we can be
- We will help our communities thrive

Our objectives focus on enabling people to have control of their health by continuing to deliver safe, high quality integrated care services to the people we serve – as well as transformational objectives which will help us achieve the aspirations of an integrated approach to health and care which better meets the needs of our population.

Our strategy aligns with national and local strategies and recognises that we are part of a complex system of health, care and **wellbeing** services. As such, we have a key role in making sure that our service users receive joined up care.



## Co-production

As a Trust, we are working hard to put the people we care for and their supporters at the heart of everything we do. That's why we are taking a co-production first approach so that everything we do is in partnership with people who use our services.

This philosophy is one of three guiding principles set out in our **Working in Partnership with People and Communities** enabling strategy, the other two being **Equitable Partnerships** and **Lived Experience Practice is What We Do (it's in our DNA)**.

Lived experience is so important to us that over the last three years we have changed policies (our reward and recognition policy has been recognised as exemplary by the Quality of Care team in NHS England), procedures, and systems, to enable those with lived experience to work in partnership with the Trust, using their lived experience to drive change and improvements.

As a result of this work, we have a growing community of lived experience practitioners who make up the Trust's lived experience team.

The lived experience team now consists of over 200 people – Lived Experience Ambassadors (LEAs), and is growing every week. Our LEAs, who have all used community and mental health services or are close to someone who has, are helping to shape our services, ensuring service user voice is at the heart of EPUT and that the care we deliver best meets the needs of our patients, their families and supporters.

Lived Experience Ambassadors work co-productively with our staff to drive change and improvement across all of our major programmes, working in a 'patient' leadership capacity, and co-chair many of the steering groups that report in the Trust's quality governance structure.

### Our LEAs:

- peer review patient facing information through the PIPE (Patient Information in Plain English group)
- support activities that most benefit our patients (through the Inpatient Operating model redesign work)
- provide peer support (through the TTC Inpatient Peer Support programme)
- make sure the views of patients and their supporters are heard and represented
- share their personal experiences to improve staff understanding of patient needs
- sit on interview panels to recruit new staff
- are actively involved in the design and delivery of patient/service forums, networks, and focus groups – internally and externally supporting system partners as thought leaders.

We have a Co-Production Champions Network which is for people with lived experience of using health and care services to collaborate with people working in health and care services to think about how we can continue to innovate in the space of co-production in health and social care services. We believe our lived experience team are integral to driving changes in practice and culture in the services we provide, and value them hugely.



**CHAMPION VOICES AND BECOME A LIVED EXPERIENCE AMBASSADOR TODAY!**

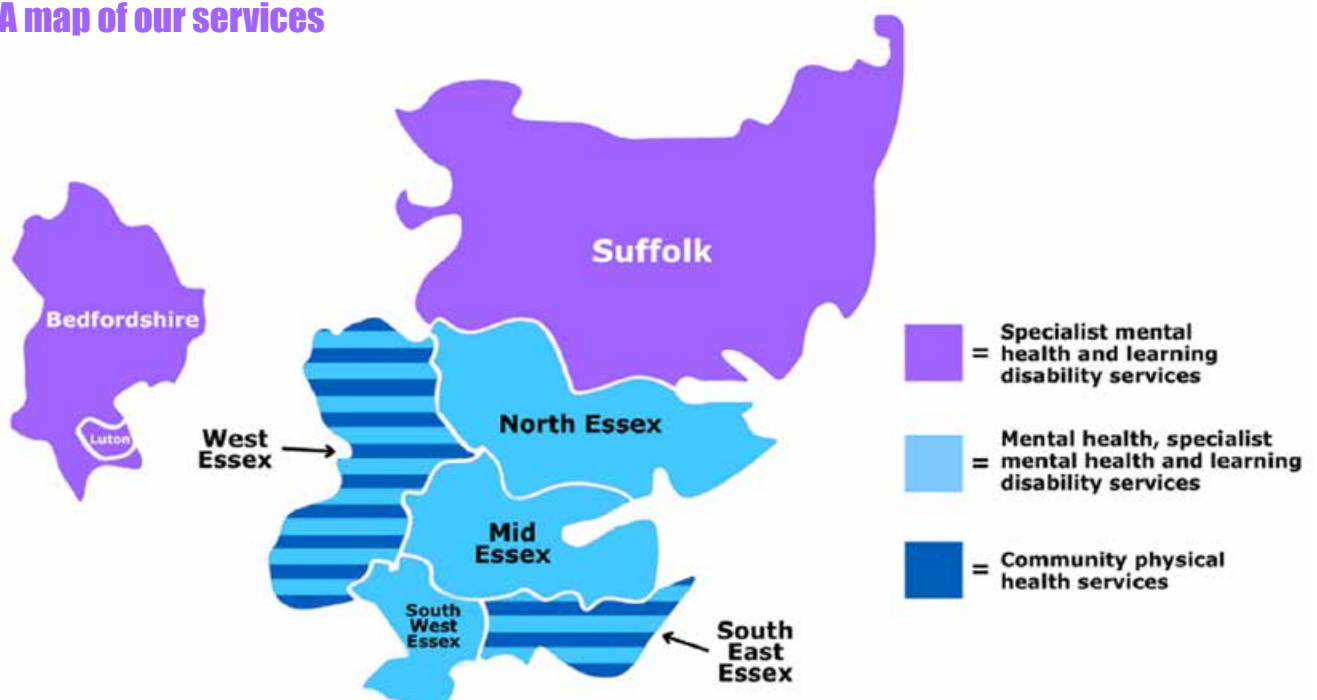
- ✓ Community Impact
- ✓ Advocacy Skills
- ✓ Empowered Voices



# Our Services

- **Mental Health Services:** we provide a wide range of treatment and support to young people, adults and older people experiencing mental illness, both as inpatients and within the community. A number of our specialist services have achieved accreditation from the Royal College of Psychiatrists.
- **Community Health Services:** our diverse range of community health services provides support and treatment to both adults and children. We deliver this care in community hospitals, health centres, GP surgeries and in our patients' homes.
- **Learning Disability Services:** crisis support and inpatient services. Our community learning disability teams work in partnership with local councils to provide assessment and support for adults with learning disabilities.
- **Social Care:** we provide personalised social care support to people with a range of needs, including people with learning disabilities or mental illness and support them to live independently.
- **Vaccination services:** we are a lead provider of vaccination services for school-aged children in Bedfordshire, Essex, Luton and Milton Keynes as well as providing seasonal booster vaccines for specific groups.
- **Collaborative arrangements:** the Trust is part of both the Mid and South Essex Community provider collaborative and the East of England Specialist Mental Health Commissioning Collaborative.
- **The Mid and South Essex Community Provider Collaborative** is a contractual joint venture that brings together three community service providers (EPUT, North East London NHS Foundation Trust and Provide) to explore ways to improve services, learn from each other, provide a coherent voice of community services and create a platform for developing our services further. The collaborative is overseen by a Board made up of the constituent Trust Chairs, CEOs and Executives.
- **The East of England Mental Health Specialist Commissioning Collaborative** is a partnership between EPUT, Hertfordshire Partnership University NHS Foundation Trust and Cambridgeshire and Peterborough NHS Foundation Trust and independent sector providers which commissions specialist services utilising knowledge and skills from within all three organisations. It covers specialist children's and young people's services, medium and low secure adult services and specialist adult eating disorder services.

## A map of our services



# Context

**There is increasing recognition that the challenges for our services, and the health and care system as a whole, are significant.**

People are living longer, there is an increasing demand for both health and care services, and advances in technology have made more expensive therapies available. All of this must be managed within a tightening financial system.

To meet these challenges, we have to adopt new ways of working and achieve higher levels of co-ordination with other parts of the system. The development of our staff, with new skills and the introduction of new roles, is at the heart of this. Technology also has a key role in making our services more accessible and using information well. Innovation is also required to ensure that our services continue to be centres of excellence.

Delivering our strategic objectives will make sure that we can meet the needs of local people with high quality services and good use of resources.

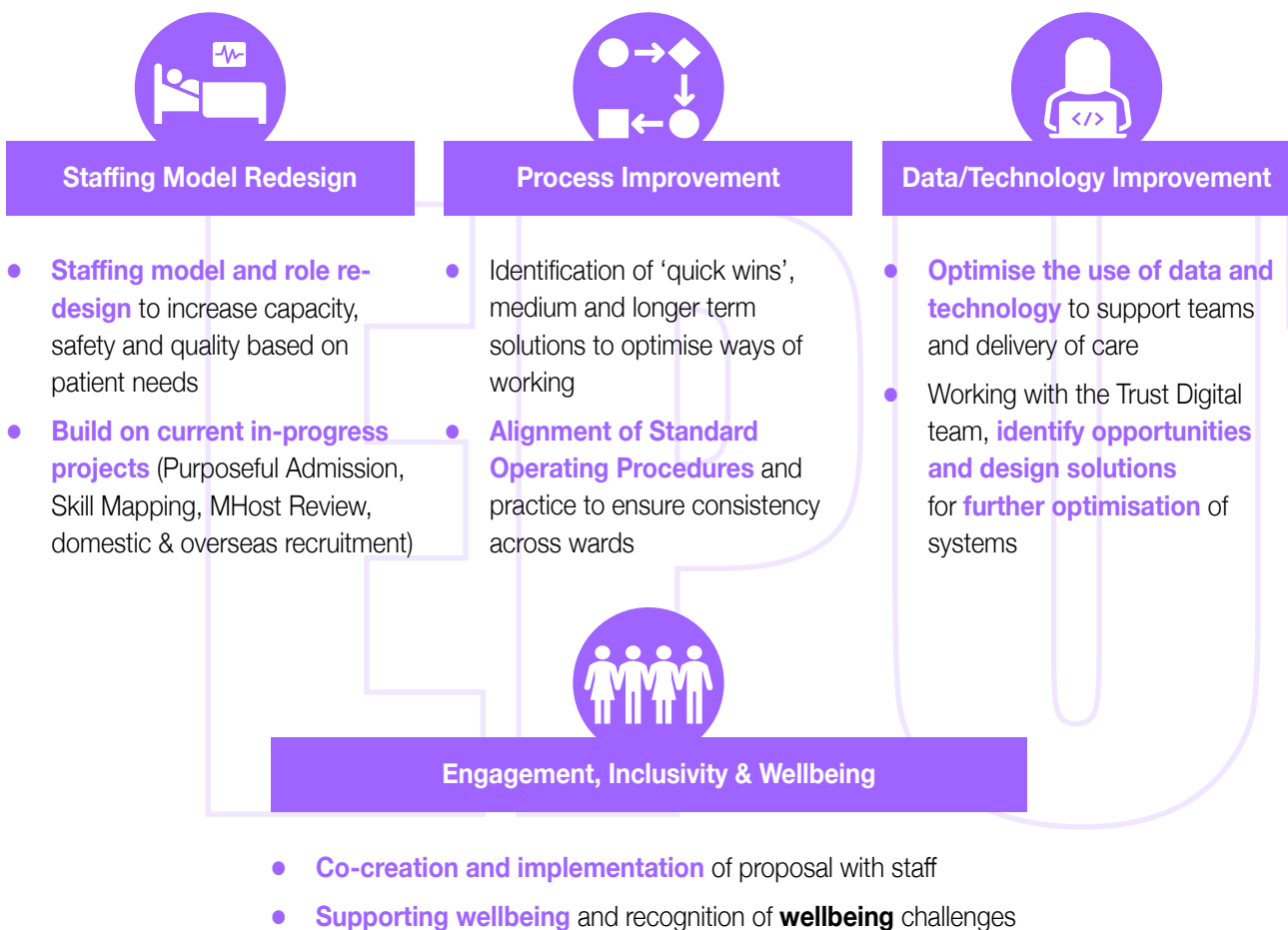
## The Lampard Inquiry

The Lampard Inquiry is an independent statutory inquiry investigating the deaths of mental health inpatients in Essex, chaired by Baroness Kate Lampard CBE. The Inquiry continues the work of the Essex Mental Health Independent Inquiry and considers deaths between January 2000 and December 2023.

EPUT is fully committed to supporting the aims of the Inquiry and to helping ensure that patients and families affected can receive the answers they deserve.

## Time to Care – transforming our inpatient staffing model

Our **Time to Care** programme will transform our inpatient staffing model, introducing a wider range of skills and disciplines and giving our teams more time to focus on providing high quality, therapeutic care which is tailored to patients’ individual needs. The programme’s scope is described below.



# Our People

## Recruiting, retaining and supporting staff

- **We welcomed over 1,700 new colleagues in 2023**, including over 220 from overseas
- **Our turnover rate is at 9.6 per cent**
- **Overall vacancy rates are 11.1 per cent**
- **Vacancy rates in our inpatient units have fallen to 10 per cent** from an all-time high of 40 per cent in 2020
- We are on track to have **no inpatient unit vacancies by the end of 2024**
- **We have more colleagues on track to join us:**
  - 87 Nurses with offers/start dates
  - 57 HCAs with offers/start dates
  - 33 AHPs with offers/start dates
- We are working with system partners on **joint recruitment campaigns**
- We have launched our **MSE ICS Healthcare Academy**. The Academy is led by EPUT and unifies recruitment efforts between system partners with the goal of candidate attraction, training and retention. The academy has an acute and mental health focused induction programme.



# Recent Highlights

- Our **therapeutic education department at the St Aubyn Centre Child and Adolescent Mental Health Unit in Colchester (pictured below) was recently rated Outstanding** following an Ofsted inspection in late 2023
- Our **rough sleepers initiative** covering six districts with partner organisations helped over 1,000 people in 2023
- **A former soldier has spoken about his positive experience of the NHS Op COURAGE veterans support programme** which EPUT leads across the east of England region
- We celebrated **National Apprenticeship Week in early February** by featuring several past and present apprentices to encourage more applicants
- **We joined partner organisations for recruitment events:**
  - Harlow College NHS student career showcase
  - Essex Cares Ltd event for autistic people and people with learning disabilities
- An **EPUT healthcare assistant has been shortlisted in the national Health Hero Awards** for work to tackle elder abuse





# New Services

**Our Mental Health Urgent Care department in Basildon provides care for people experiencing mental health crisis in a calm and therapeutic space**

- New department developed jointly with health and care partners across mid and south Essex (MSE) with **MSE system investing over £5million**
- Department opened in March 2023
- Provides an alternative for people in mental health crisis to acute hospital A&Es:
  - **Many attendees leave the department within six and a half hours**, with a care plan in place
  - **Far fewer are admitted** to an inpatient facility as a result
  - **Seamless transition** to mental health crisis and liaison teams, and **close links** to housing and social care
- Supports the whole MSE health and care system by:
  - **Improving the flow of patients** through the urgent care pathway
  - Helping **reduce acute ambulance handover time**
  - Allowing clinicians **more time to make the right decisions for people's needs**
  - Helping **reduce A&E 12hour trolley wait breaches by over 90%**
  - **Helping resolve issues** which can lead to repeat attendances at A&E departments



# Structure and Governance

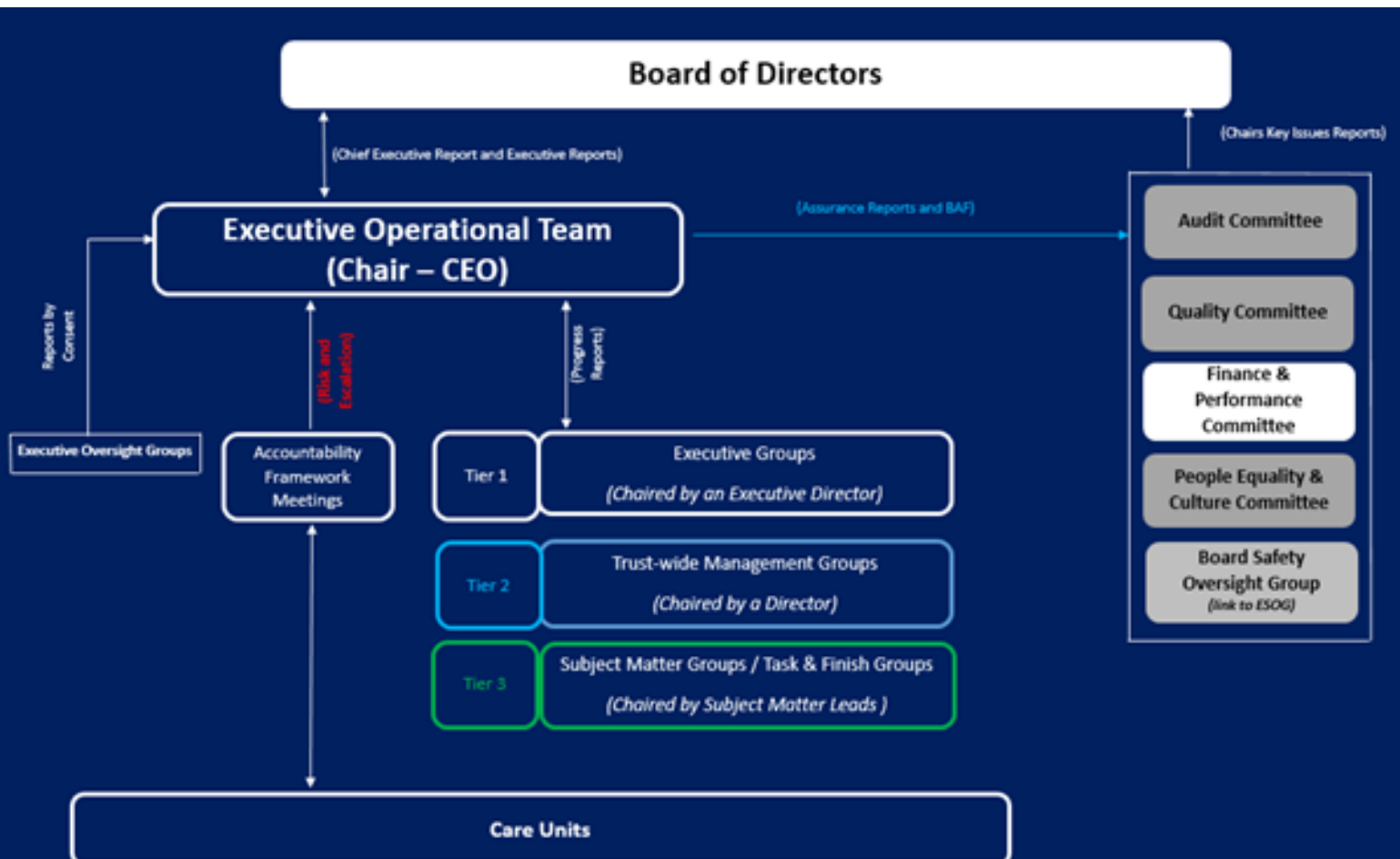
The Trust is organised internally into six care units, alongside our corporate services:

- Community Mid and South Essex
- Community North East Essex
- Community West Essex
- Psychological services
- Specialist services
- Inpatient and Urgent and Emergency Care Mental Health

The Care Units are responsible for general business within a delegated portfolio and budget. They report monthly to accountability meetings against performance metrics which are set out within our accountability framework (AF). They also have responsibility for governance: safety, clinical effectiveness, safeguarding and patient experience. The Executive Team reports into the Trust Board committees on a monthly basis. The committees and their remits are as follows:

- Finance and Performance committee – finance and operational assurance.
- Quality committee – safety, experience and effectiveness assurance.
- Audit committee – independent and objective advice on financial and governance obligations and compliance with all relevant legislation and guidance.
- People, Engagement and Culture committee – oversees the Trust’s People Plan, monitors standard workforce metrics, and recruitment strategies and approaches.

The Board meets on a bi-monthly basis. The Board and its committees have formal minutes and the Senior Leadership Team provides strategic and operational support. The chart below describes the Trust’s governance structure.



# Job Description

<b>Job Title</b>	Chair of Essex Partnership University NHS FT
<b>Time Commitment</b>	11 days per month average (132 days per annum)
<b>Remuneration</b>	£50,500 - £58,500 per annum
<b>Start Date</b>	1 November 2024.

## ROLE SUMMARY

The Chair will lead the Board of Directors (the Board), ensuring its effectiveness in all aspects of its role including setting the strategy, vision and values of the Trust, maintaining compliance with regulatory requirements, ensuring high levels of accountability, probity and value for money, and delivering high standards of clinical and corporate governance.

The Chair will, as a member of a unitary Board, share responsibility with and have the same liability as the Executive and Non-Executive Directors for the performance of the Trust in using the available resources to deliver health and care services and improve wellbeing.

The Chair also leads the Council of Governors, guiding and assisting Governors in complying with their statutory responsibilities including holding the Non- Executive Directors both individually and collectively to account for the performance of the Board.

The Board is collectively responsible for the success of the Trust by directing and supervising its affairs. This includes responsibility to ensure the Trust:

- continues to be a going concern by, for example, maintaining financial viability and using resources effectively within appropriate financial controls
- continually develops and delivers high quality services
- continually progresses towards clinical excellence, ensuring that national standards for the delivery of services are met
- has robust and effective systems and processes for all aspects of governance.

All Board Directors must demonstrate high standards of corporate and personal conduct. The Chair of the Trust, alongside the Non-Executive Directors, will also bring independent and objective judgement to bear on issues of strategy, performance and resources.



## RESPONSIBILITIES

### Leadership and Strategy

- Work with directors in developing, setting and promoting the Trust's vision, values, aims and strategic direction
- Ensure that the obligations to and the interests of the Trust's stakeholders and the wider community are understood and fairly balanced at all times
- Provide visible leadership in developing and embedding a positive culture and championing the values of the Trust ensuring that this is reflected and modelled in his/her personal behaviour and in the Board's behaviour and decision making
- Work to and encourage within the Trust the highest standards of probity, integrity and governance, and lead the Board in ensuring that the Trust's internal governance arrangements conform with best practice and statutory requirements
- Proactively direct and manage major decisions of the Board, facilitating the effective contribution of individual directors
- Ensure that due process and constructive challenge has been applied at all stages of decision making, and full and complete consideration has been given to all options during the process
- Lead fellow directors in providing entrepreneurial leadership to the Trust within a framework of prudent and effective controls that enable risk to be assessed and managed
- Work with the Council of Governors in the appointment (or removal) of non-executive directors; where necessary, assist in the appointment of executive directors and contribute to the determination of appropriate levels of remuneration of executive directors

### Governance

- Ensure that the Board monitors and scrutinises the performance and conduct of management in meeting agreed objectives and statutory responsibilities
- Use general management and leadership ability, independent judgement and personal knowledge of the community to guide, participate in and advise on the work of the Board and the Council
- Plan and conduct meetings of the Board in conjunction with Chief Executive, the Senior Director of Corporate Governance and the Assistant Trust Secretary
- Lead fellow directors in ensuring that the necessary financial, staff and other resources are in place for the Trust to meet its objectives and that performance is effectively monitored
- Ensure the provision of accurate, timely and clear financial and clinical quality information to directors and governors so that, in accordance with the principles of good governance, appropriate financial and clinical quality controls and risk management systems are in place and implemented
- Be aware of and understand relevant, regulatory and central government policies as well as local issues
- Ensure that the Board and the Trust functions within the legal and regulatory framework and in accordance with its own constitution as well as observing the NHS and relevant regulators policies, priorities and requirements including the Code of Conduct for Board members, Fit and Proper Person and the NHS Constitution
- Maintain compliance with the Trust's constitution and provider licence
- Where appointed, chair or as a member take an active part in committees

## Communications and Relationships

- Ensure effective and constructive dialogue and promote harmonious relations with and between:
  - the Board and the Council
  - Patients, service users, their families and carers
  - Regulators including the Care Quality Commission
  - Partners at a system level (ICSs) and a regional and national level (NHS England)
  - System partners across the wider local and national health and social care community
  - Other key stakeholders, including local elected representatives and the voluntary and community sectors
- Participate positively and collaboratively in the work of the Board and Council, and maintain appropriate links with individual directors and governors
- Develop a constructive and open relationship with the Chief Executive through regular communication and meetings, and provide support and advice while respecting executive responsibility
- Bring balance to the use and influence of external advisers
- Ensure that the Board promotes equality, diversity and inclusion for all of the Trust's service users, staff and other stakeholders
- Be an ambassador of the Trust promoting the interests of the Trust and representing the Trust's views to national, regional and local bodies or individuals
- Set the tone and style of Board discussions that facilitate effective decision making and constructive debate, and together with the Chief Executive ensure effective implementation of decisions

## Performance

- Support, encourage and where appropriate 'mentor' other non-executive directors, as well as supporting and encouraging governors
- Ensure that new Board directors and governors receive a full and tailored induction on joining the Board or Council
- Ensure that Board directors and governors continually update their skills and knowledge to fulfil their roles on the Board or Council and their committees
- Lead the regular evaluation of the collective performance of the Board and Council and their committees
- Agree with the Chief Executive a process for evaluating the performance of the Chief Executive and executive directors, conduct a formal performance appraisal of the Chief Executive at least annually; and ensure the Chief Executive conducts annual appraisals of the other executive directors
- Agree with the Council and the non-executive directors a process for evaluating the performance of the Non-Executive Directors that aims to show whether each individual continues to contribute effectively and to demonstrate commitment to the role; conduct a performance review with each non-executive director at least annually
- Act on the results of evaluations ensuring actions are identified and implemented following through appropriate training/development where necessary to enhance overall effectiveness as a team or in the case of the Council to ensure that governors are able to fulfil their statutory responsibilities
- Take responsibility in conjunction with the Board for his/her own personal development and ensure that this remains a priority
- With the Assistant Trust Secretary ensure that all administrative aspects of Board and Council meetings are properly executed in accordance with the requirements of the constitution and standing orders

## THE CANDIDATE

The Trust is seeking an outstanding individual to Chair the Board of Directors and the Council of Governors.

The successful candidate will have substantial leadership and Board level experience in a large, complex organisation. He/she will have the presence and interpersonal skills to carry out the role successfully, building and enhancing relationships within the Trust; in the local communities served by the Trust and at a senior level across local communities, regionally and nationally.

The ideal candidate will have:

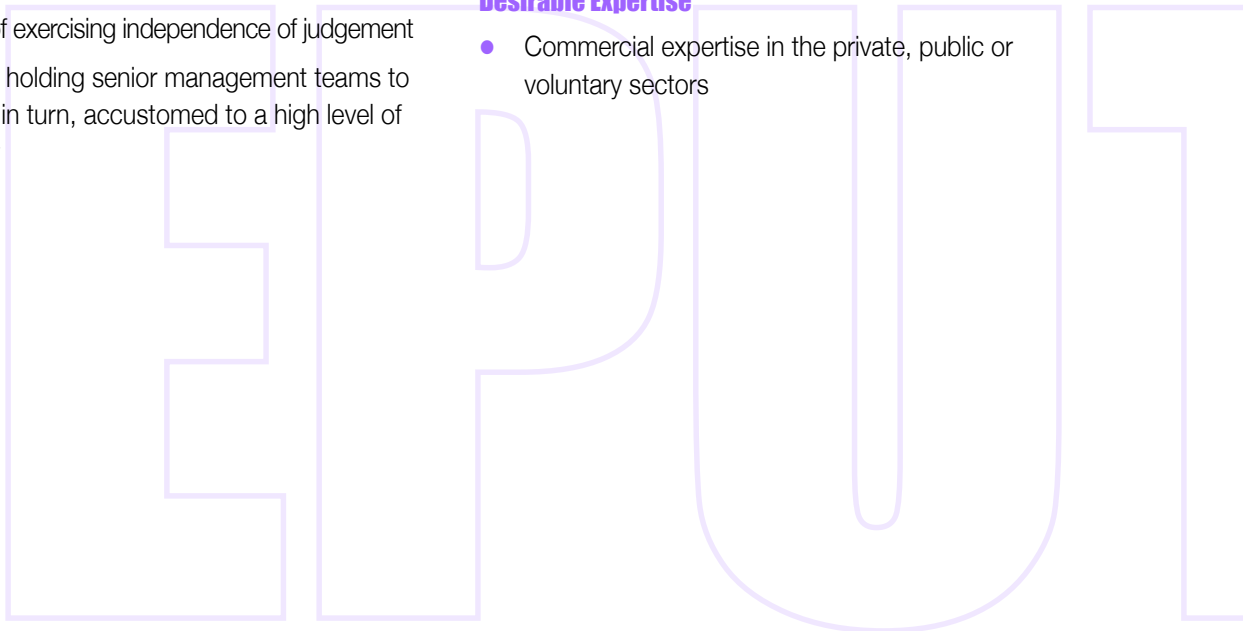
### Essential Expertise

- Vision and ability to think creatively to lead the future strategy of the Trust
- An excellent track record of achievement at Board level within large customer-driven organisations ideally within the health sector
- Significant leadership experience at Board level in an organisation of a similar size and complexity
- Experience of building successful alliances and working relationships within a complex range of stakeholders
- An interest and motivation for working in a Partnership Trust with mental health, community and learning disability specialties
- Track record of exercising independence of judgement
- Experience of holding senior management teams to account and, in turn, accustomed to a high level of accountability

- Extensive experience of effective Board assurance processes in complex organisations
- Politically astute, able to grasp relevant issues and understand relationships between interested parties
- Exceptional communication skills, comfortable presenting in a variety of contexts
- Strong interpersonal skills: managing Board and Council members as a team to meet common goals, ensuring skills and experience are utilised for the good of the Trust
- Strong leadership experience: a good listener, able to weigh up arguments and summarise for others
- Sound knowledge of corporate governance and an appreciation of the principles of accountability within a Foundation Trust
- Knowledge of diverse local communities
- Interest in, or experience of, equality, diversity and inclusion issues
- Excellent engagement and communication skills with a wide range of audiences: staff, public, the media and other stakeholders; able to manage the media
- Ability to lead high performance standards
- Local, regional or national profile and/or networking channels

### Desirable Expertise

- Commercial expertise in the private, public or voluntary sectors



## COMPETENCIES

In addition to the expertise detailed above, candidates will need to demonstrate they have the competencies required to be effective in a Board level role:

### Strategic direction

- Contributes creatively and realistically to planning
- Contributes to the implementation of national and local policy
- Can balance needs and constraints
- Debates cogently

### Holding to account

- Accepts personal accountability
- Challenges constructively and effectively
- Contributes to effective governance

### Influencing and communication

- Sets out costs and benefits of a particular course of action
- Persuades with well-chosen arguments
- Uses facts and figures to support argument
- Uses subtle and informal tactics to persuade
- Is receptive to the views of others

### Team working

- Involves others in decision-making process
- Respects other team members
- Shares expertise and knowledge freely
- Committed to working as a team member
- Leads the strategy development and galvanising of the Board to ensure a high functioning unitary Board

### Personal motivation

- Strong personal commitment to the NHS
- Targets their interest
- Listens before acting confidently
- Willing to accept a challenge
- Enthusiastic to achieve outcomes

### Patient and community focus

- Demonstrate a high level of commitment to patients/ service users, carers and the community
- Understands local health issues
- Understand diversity of the community and its differing view points
- Promotes inclusion and community involvement and engagement

### Intellectual flexibility

- Can digest and analyse information
- Willing to modify own thinking
- Thinks clearly, creatively and constructively
- Sees the detail as well as the big picture.



## TERMS AND CONDITIONS OF APPOINTMENT

### Eligibility

All candidates must:

- be a member of the Trust
- reside in England

### Time Commitment

- The time commitment is an average of eleven days per month (132 days per annum). This will be primarily during the working day but there may also be some evening commitments
- It is the responsibility of the successful candidate to ensure that he/she can make sufficient time available to discharge his/her responsibilities effectively. Before they are considered for appointment, candidates must declare their other significant commitments to those involved in the appointment process, with a broad indication of the time involved. Once appointed, the Council should be informed of any subsequent changes

### Remuneration

- Remuneration on appointment is £50,500 - £58,500 per annum (based on 132 days per annum). The Council is responsible for setting the remuneration of the Chair and non-executive directors, on advice from the Trust Secretary, and will review this level of remuneration from time to time
- Remuneration is taxable under Schedule E and subject to Class 1 National Insurance contributions; it is not pensionable
- The Chair is also eligible to be reimbursed for travel, subsistence and other associated costs necessarily incurred on Trust business at rates set by the Trust and claimed in accordance with the Trust's procedures

### Appointment, Tenure and Termination of Office

- The term of office is for three years with an option for reappointment for a further three years, subject to satisfactory performance evaluation carried out in accordance with procedures approved by the Council to ensure that those individuals continue to be effective and demonstrate commitment to the role and retain independence
- The Chair may in exceptional circumstances serve longer than six years subject to annual reappointment and subject to external competition if recommended by the Board and approved by the Council in accordance with the Trust's constitution
- The Chair may be removed from office by the Council of Governors in accordance with the Trust's constitution
- The Chair is an appointee not an employee; the post is a public appointment or statutory office and is not subject to the provisions of employment law
- To ensure that public service values are maintained at the heart of the NHS, all directors are required on appointment to agree to and abide by the Code of Conduct and Fit and Proper Person requirements for the Trust's Board of directors

### Support, Training and Personal Development

- The Chair has an office at the Trust's head office with shared administration support
- The Chair will have access, at the Trust's expense, to training courses and training materials that are consistent with their individual and collective development programmes
- The Trust will ensure that the Chair has access to independent professional advice, at the Trust's expense, where they judge it necessary to discharge their responsibility

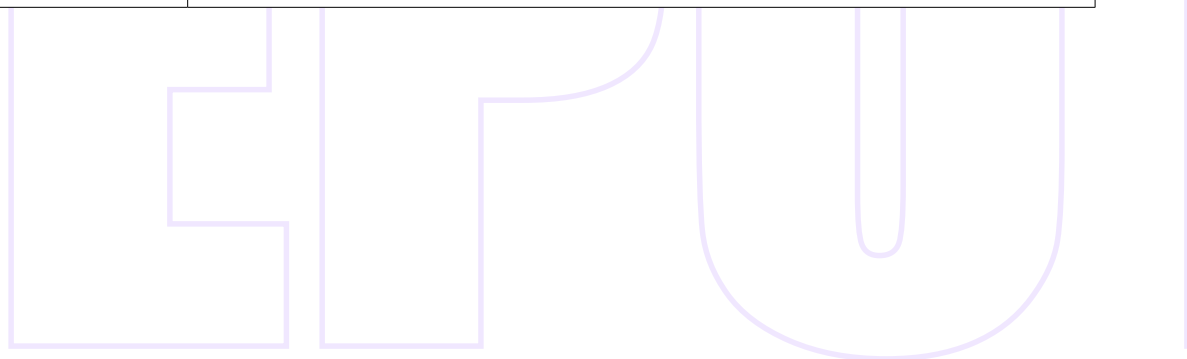


# NHS leadership competency framework for board members

## DOMAIN 1: 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.

<b>ROLE</b> <b>What does good look like?</b>	<b>COMPETENCIES REQUIRED</b> <b>As an effective Chair:</b>
<p>I am a member of a unitary board which is committed to ensuring excellence in the delivery (and / or the commissioning) of high quality and safe care within our limited resources, including our workforce. I seek to ensure that my organisation demonstrates continual improvement and that we strive to meet the standards expected by our patients and communities, as well as by our commissioners and regulators, by increasing productivity and bringing about better health and care outcomes with lasting change and improvement.</p>	<p>I contribute as a leader:</p> <ol style="list-style-type: none"> <li>to ensure that my organisation delivers the best possible care for patients</li> <li>to ensure that my organisation creates the culture, capability and approach for continuous improvement, applied systematically across the organisation</li> </ol>
	<p>I assess and understand:</p> <ol style="list-style-type: none"> <li>the performance of my organisation and ensure that, where required, actions are taken to improve</li> <li>the importance of efficient use of limited resources and seek to maximise:</li> <li>productivity and value for money</li> <li>delivery of high quality and safe services at population level</li> <li>the need for a balanced and evidence-based approach in the context of the Board's risk appetite when considering innovative solutions and improvements</li> </ol>
	<p>I recognise and champion the importance of:</p> <ol style="list-style-type: none"> <li>attracting, developing and retaining an excellent and motivated workforce</li> <li>building diverse talent pipelines and ensuring appropriate succession plans are in place for critical roles</li> <li>retaining staff with key skills and experience in the NHS, supporting flexible working options as appropriate</li> </ol>
	<p>I personally:</p> <ol style="list-style-type: none"> <li>seek out and act on performance feedback and review, and continually build my own skills and capability</li> <li>model behaviours that demonstrate my willingness to learn and improve, including undertaking relevant training</li> </ol>



## DOMAIN 2: 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.

<b>ROLE</b> <b>What does good look like?</b>	<b>COMPETENCIES REQUIRED</b> <b>As an effective Chair:</b>
<p>I am a member of a unitary board leading the development of strategies which deliver against the needs of people using our services, as well as statutory duties and national and local system priorities. We set strategies for long term transformation that benefits the whole system and reflects best practice, including maximising the opportunities offered by digital technology. We use relevant data and take quality, performance, finance, workforce intelligence and proven innovation and improvement processes into account when setting strategy.</p>	<p>I contribute as a leader to:</p> <ol style="list-style-type: none"> <li>the development of strategy that meets the needs of patients and communities, as well as statutory duties, national and local system priorities</li> <li>ensure there is a long-term strategic focus while delivering short-term objectives</li> <li>ensure that our strategies are informed by the political, economic, social and technological environment in which the organisation operates</li> <li>ensure effective prioritisation within the resources available when setting strategy and help others to do the same</li> </ol>
	<p>I personally:</p> <ol style="list-style-type: none"> <li>listen with care to the views of the public, staff and people who use services, and support the organisation to develop the appropriate engagement skills to do the same</li> <li>seek out and use new insights on current and future trends and use evidence, research and innovation to help inform strategies</li> </ol>
	<p>I assess and understand:</p> <ol style="list-style-type: none"> <li>the importance of continually understanding the impact of the delivery of strategic plans, including through quality and inequalities impact assessments</li> <li>the need to include evaluation and monitoring arrangements for key financial, quality and performance indicators as part of developing strategy</li> <li>clinical best practice, regulation, legislation, national and local priorities, risk and financial implications when developing strategies and delivery plans</li> </ol>
	<p>I recognise and champion the importance of long-term transformation that:</p> <ol style="list-style-type: none"> <li>benefits the whole system</li> <li>promotes workforce reform</li> <li>incorporates the adoption of proven improvement and safety approaches</li> <li>takes data and digital innovation and other technology developments into account</li> </ol>



## DOMAIN 3: PROMOTING EQUITY 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.

<b>ROLE</b> <b>What does good look like?</b>	<b>COMPETENCIES REQUIRED</b> <b>As an effective Chair:</b>
<p>I am a member of a unitary board which identifies, understands and addresses variation and inequalities in the quality of care and outcomes to ensure there are improved services and outcomes for all patients and communities, including our workforce, and continued improvements to health and workforce inequalities.</p>	<p>I contribute as a leader to:</p> <ol style="list-style-type: none"> <li>improve population health outcomes and reduce health inequalities by improving access, experience and the quality of care</li> <li>ensure that resource deployment takes account of the need to improve equity of health outcomes with measurable impact and identifiable outcomes</li> <li>reduce workforce inequalities and promote inclusive and compassionate leadership across all staff groups</li> </ol>
	<p>I assess and understand:</p> <ol style="list-style-type: none"> <li>the need to work in partnership with other boards and organisations across the system to improve population health and reduce health inequalities (linked to Domain 6)</li> </ol>
	<p>I recognise and champion:</p> <ol style="list-style-type: none"> <li>the need for the Board to consider population health risks as well as organisational and system risks</li> </ol>
	<p>I personally:</p> <ol style="list-style-type: none"> <li>demonstrate social and cultural awareness and work professionally and thoughtfully with people from all backgrounds</li> <li>encourage challenge to the way I lead and use this continually to improve my approaches to equality, diversity and inclusion and reducing health and workforce inequalities</li> </ol>

# LEADERSHIP

## DOMAIN 4: PROVIDING ROBUST GOVERNANCE AND ASSURANCE

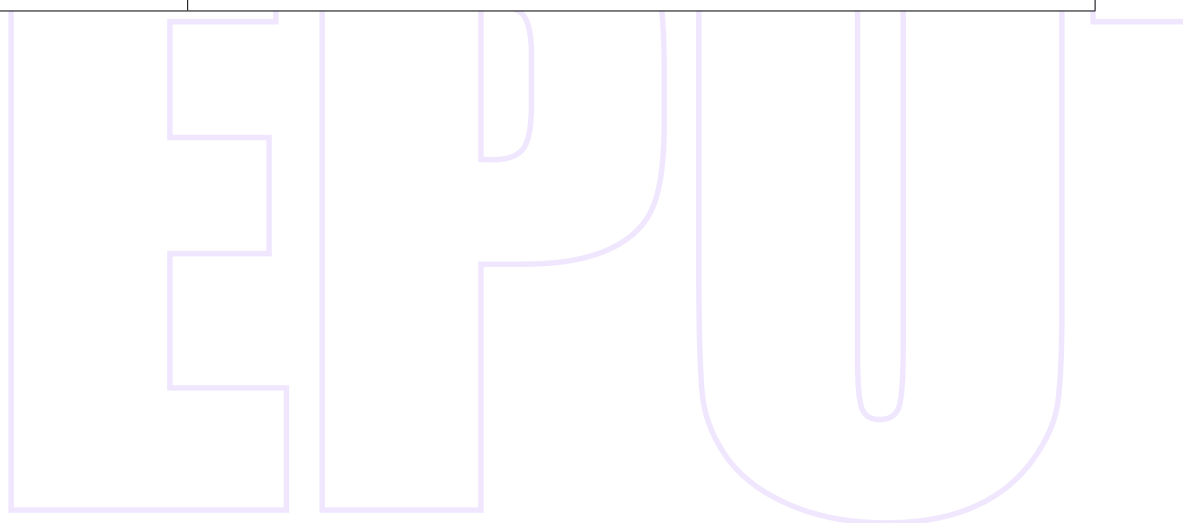
The system of leadership accountability and the behaviours, values and standards that underpin our work as leaders. This domain also covers the principles of evaluation, the significance of evidence and assurance in decision making and ensuring patient safety, and the vital importance of collaboration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

<b>ROLE</b> <b>What does good look like?</b>	<b>COMPETENCIES REQUIRED</b> <b>As an effective Chair:</b>
<p>I understand my responsibilities as a Board member and how we work together as a unitary board to reach collective agreement on our approach and decisions. We use a variety of information sources and data to assure our financial performance, quality and safety frameworks, workforce arrangements and operational delivery. We are visible throughout the organisation and our leadership is underpinned by the organisation's behaviours, values and standards. We are seen as a Well Led organisation and we understand the vital importance of working collaboratively.</p>	<p>I contribute as a leader by:</p> <ul style="list-style-type: none"> <li>a. working collaboratively on the implementation of agreed strategies</li> <li>b. participating in robust and respectful debate and constructive challenge to other Board members</li> <li>c. being bound by collective decisions based on objective evaluation of research, evidence, risks and options</li> <li>d. contributing to effective governance and risk management arrangements</li> <li>e. contributing to evaluation and development of board effectiveness</li> </ul>
	<p>I understand Board member responsibilities and my individual contribution in relation to:</p> <ul style="list-style-type: none"> <li>a. financial performance</li> <li>b. establishing and maintaining arrangements to meet statutory duties, national and local system priorities</li> <li>c. delivery of high quality and safe care</li> <li>d. continuous, measurable improvement</li> </ul>
	<p>I assess and understand:</p> <ul style="list-style-type: none"> <li>a. the level and quality of assurance from the Board's committees and other sources</li> <li>b. where I need to challenge other Board members to provide evidence and assurance on risks and how they impact decision making</li> <li>c. how to monitor my organisation's risks proactively through the use of the Board Assurance Framework, the risk management strategy and risk appetite statements</li> <li>d. the use of intelligence and data from a variety of sources to recognise and identify early warning signals and risks – including, for example, incident data; surveys; external reviews; regulatory intelligence; understanding variation and inequalities</li> </ul>
	<p>I recognise and champion</p> <ul style="list-style-type: none"> <li>a. the need to triangulate observations from direct engagement with staff, patients and service users, and engagement with stakeholders</li> <li>b. working across systems, particularly in responding to patient safety incidents, and an understanding of how this links with continuous quality improvement</li> </ul>
	<p>I personally:</p> <ul style="list-style-type: none"> <li>a. understand the individual and collective strengths of the Board, and I use my personal and professional knowledge and experience to contribute at the Board and support others to do the same</li> </ul>

## DOMAIN 5: 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.

<b>ROLE</b> <b>What does good look like?</b>	<b>COMPETENCIES REQUIRED</b> <b>As an effective Chair:</b>
<p>As a Board member I contribute to the development and ongoing maintenance of a compassionate and just learning culture, where staff are empowered to be involved in decision making and work effectively for their patients, communities and colleagues. As a member of the board, we are each committed to continually improving our approach to quality improvement, including taking a proactive approach and culture.</p>	<p>I contribute as a leader:</p> <ol style="list-style-type: none"> <li>to develop a supportive, just and positive culture across the organisation (and system) to enable all staff to work effectively for the benefit of patients, communities and colleagues</li> <li>to ensure that all staff can take ownership of their work and contribute to meaningful decision making and improvement</li> <li>to improve staff engagement, experience and <b>wellbeing</b> in line with our NHS People Promise (for example, with reference to equality, diversity and inclusion; freedom to speak up; personal and professional development; holding difficult conversations respectfully and addressing conflict)</li> <li>to ensure there is a safe culture of speaking up for our workforce</li> </ol>
	<p>I assess and understand:</p> <ol style="list-style-type: none"> <li>my role in leading the organisation's approach to improving quality, from immediate safety responses to creating a proactive and improvement-focused culture</li> </ol>
	<p>I recognise and champion:</p> <ol style="list-style-type: none"> <li>being respectful and I promote diversity and inclusion in my work</li> <li>the ability to respond effectively in times of crisis or uncertainty</li> </ol>
	<p>I personally:</p> <ol style="list-style-type: none"> <li>demonstrate visible, compassionate and inclusive leadership</li> <li>speak up against any form of racism, discrimination, bullying, aggression, sexual misconduct or violence, even when I might be the only voice</li> <li>challenge constructively, speaking up when I see actions and behaviours which are inappropriate and lead to staff or people using services feeling unsafe, or staff or people being excluded in any way or treated unfairly</li> <li>promote flexible working where possible and use data at Board level to monitor impact on staff <b>wellbeing</b> and retention</li> </ol>



## DOMAIN 6: 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.

<b>ROLE</b> <b>What does good look like?</b>	<b>COMPETENCIES REQUIRED</b> <b>As an effective Chair:</b>
<p>I am part of a Board that recognises the need to collaborate, consult and co-produce with colleagues in neighbouring teams, providers and systems, people using services, our communities and our workforce. We are seen as leading an organisation that proactively works to strengthen relationships and develop collaborative behaviours to support working together effectively in an integrated care environment.</p>	<p>I contribute as a leader by:</p> <ol style="list-style-type: none"> <li>fostering productive partnerships and harnessing opportunities to build and strengthen collaborative working, including with regulators and external partners</li> <li>identifying and communicating the priorities for financial, access and quality improvement, working with system partners to align our efforts where the need for improvement is greatest</li> </ol>
	<p>I assess and understand:</p> <ol style="list-style-type: none"> <li>the need to demonstrate continued curiosity and develop knowledge to understand and learn about the different parts of my own and other systems</li> <li>the need to seek insight from patient, carer, staff and public groups across different parts of the system, including Patient Safety Partners</li> </ol>
	<p>I recognise and champion:</p> <ol style="list-style-type: none"> <li>management, and transparent sharing, of organisational and system level information about financial and other risks, concerns and issues</li> <li>open and constructive communication with all system partners to share a common purpose, vision and strategy</li> </ol>

# LEPUI

# How to Apply

**The closing date for applications is Tuesday 6 August 2024.**

For a confidential discussion please contact our partners at Hunter Healthcare: James McLeod, 07842 424530 and [jmcleod@hunter-healthcare.com](mailto:jmcleod@hunter-healthcare.com) or Jenny Adrian, 07939 250362 and [jadrian@hunter-healthcare.com](mailto:jadrian@hunter-healthcare.com).

All applications must quote the reference **EPUT\_CHAIR** and include:

- A **covering letter** explaining why the appointment interests you, how you meet the appointment criteria and what you specifically would bring to the post.
- A **Curriculum Vitae (CV)** with education and professional qualifications and full employment history. Please include daytime and evening telephone contact numbers and e-mail addresses. The CV should include names and contact details of three referees. References will not be taken without your permission.
- A completed **Diversity Monitoring Form** and **Fit and Proper Person Monitoring Form**.

Please note that the information you provide will be treated as confidential, and is for monitoring purposes only. It will not form part of the application process.

All applications should be sent to: [applications@hunter-healthcare.com](mailto:applications@hunter-healthcare.com).

All applications will be acknowledged.

## KEY DATES

<b>23.59 on Tuesday 6 August 2024</b>	Application closing date
<b>w/c 2 September</b>	Shortlisting
<b>w/c 16 September</b>	Stakeholder events
<b>w/c 23 September</b>	Interviews





**Essex Partnership University**  
NHS Foundation Trust



EPU



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