

# Could you help lead the NHS in your area?

**North Staffordshire Combined  
Healthcare NHS Trust  
Non-Executive Director  
Candidate information pack**

**Reference: M3147**

**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 is a Non-executive Director (NED) vacancy at North Staffordshire Combined Healthcare NHS Trust (NSCHT). 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.

## 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 or board level experience in Audit:

- We are seeking a non-executive director with a formal accountancy qualification to sit on the trusts Audit Committee to further enhance the financial skills of the board. You will bring your professional experience and judgement to provide assurance to the wider board that the organisation is well run and financially sound and play your part on the wider board in supporting all aspects of the Trust's services.

### 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.

- Applicants should live in or have strong connections with the area served by the trust.



- 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 North Staffordshire Combined Healthcare NHS Trust

North Staffordshire Combined Healthcare NHS Trust provides inpatient and community mental health, social care, learning disability, substance misuse and primary care services to people predominantly living in the city of Stoke-on-Trent and in North Staffordshire. The Trust is one of the main providers of mental health, social care and learning disability services in the West Midlands.

We employed an average of 1,609 WTE and 229 other staff during 2022/23. 2022/23 was another strong year for the Trust financially, achieving a surplus for the year from continuing operations of £0.4m against income of £163.2m. We currently work from hospital, GP practices and community-based premises, operating from approximately 30 sites to approximately 464,000 people of all ages and diverse backgrounds in our core area of Stoke-on-Trent and across North Staffordshire. Our main site is Harplands Hospital, which opened in 2001 and provides the setting for most of our inpatient units. Several our teams provide services across Staffordshire and beyond.

We provide services to people with a wide range of mental health, substance misuse and learning disability and/or autism needs. Sometimes our service users need to spend time in hospital, but much more often we can provide care in community settings and in people’s own homes. We also provide specialist mental health services such as child and adolescent mental health services (CAMHS), substance misuse services and psychological therapies, plus a range of clinical services to support University Hospitals of North Midlands NHS Trust (UHNM).



In 2019, we were delighted and proud to announce that the Care Quality Commission had awarded the Trust an overall “Outstanding” rating – the highest overall rating they can award - making Combined Healthcare 1 of only 2 specialist mental health trusts in England with an overall ‘Outstanding’ rating.

The CQC rated Combined Healthcare as Outstanding in Caring and Responsive domains. It was rated Good in Safe, Effective and Well-Led domains. But we made clear we were far from complacent and that our journey of improvement would continue to deliver our vision. Since making that commitment, we have been singled out by the Care Quality Commission as an example for others to follow in our ability to sustain improvement after being rated Outstanding. In November 2021, our primary care leadership in our surgeries at Moorcroft and Moss Green was rated Outstanding by the Care Quality Commission.

We were delighted and proud that in November 2022, we won the prestigious award of ‘NHS Trust of the Year’ at the Health Service Journal Awards. This was the first time a mental health trust won this accolade. This is the latest step in our continuing journey of improvement and achievement and positive proof that our determination to deliver our vision. **“To be Outstanding” - in ALL we do and HOW we do it.**



We provide system-wide leadership for a range of key areas across Staffordshire and Stoke-on-Trent, as well as continuing to strengthen integration alongside our partners as we develop and advance the NHS vision for integrated care and new models of delivery towards a strong Staffordshire and Stoke-on-Trent Integrated Care System.

We have also delivered huge innovation and partnership across Staffordshire and Stoke-on-Trent within the Community Mental Health Transformation Programme.

The graphic shows the Care Quality Commission logo at the top left, followed by the word 'Outstanding' in large white text on a green background. Below this is a table of domain ratings:

Safe	Good ●
Effective	Good ●
Caring	Outstanding ☆
Responsive	Outstanding ☆
Well-led	Good ●





In December 2023, our commitment to our staff, leadership and passion for innovation was lauded in an online feature by Managers in Partnership – the union for health and care managers - as having led to us having “a good claim to be England’s best trust”.

The feature centred on an interview with Dr Buki Adeyemo, Chief Executive at Combined Healthcare.

MiP praised the “remarkable record on staff morale and engagement” at the Trust and the way in which senior leaders have focused on staff wellbeing as a priority



## Our vision, values, strategy and objectives

The Trust’s core purpose is to improve the mental health and wellbeing of our local population, some 464,000 people living across North Staffordshire and Stoke-on-Trent. Our strategic aim, as one of the main providers of care, is to deliver an evidence-based model of care, which is appropriate to our service user needs and focuses on wellbeing and ongoing recovery. We strive to be recognised as a centre of excellence in both integrated and specialist care, bringing innovative solutions to the services we deliver and the strategies we develop, embedding a culture of continuous learning across our organisation, and supporting and inspiring others.

This is reflected in our vision, values and objectives. These guide not only how we deliver our services on a day-to-day basis, but also how we support and develop our people and our own organisation, how we manage and develop our partnerships and relationships with our service users, carers and families, as well as our external stakeholders across the local health and care economy.

**Our vision is “To be Outstanding” - in ALL we do and HOW we do it.**

**Outstanding  
in ALL we do and  
HOW we do it**



Our vision is underpinned by our **SPAR quality priorities** - to provide services that are **safe, personalised, accessible and recovery-focused**. These guide all we do and are the benchmark against which we judge how we perform.



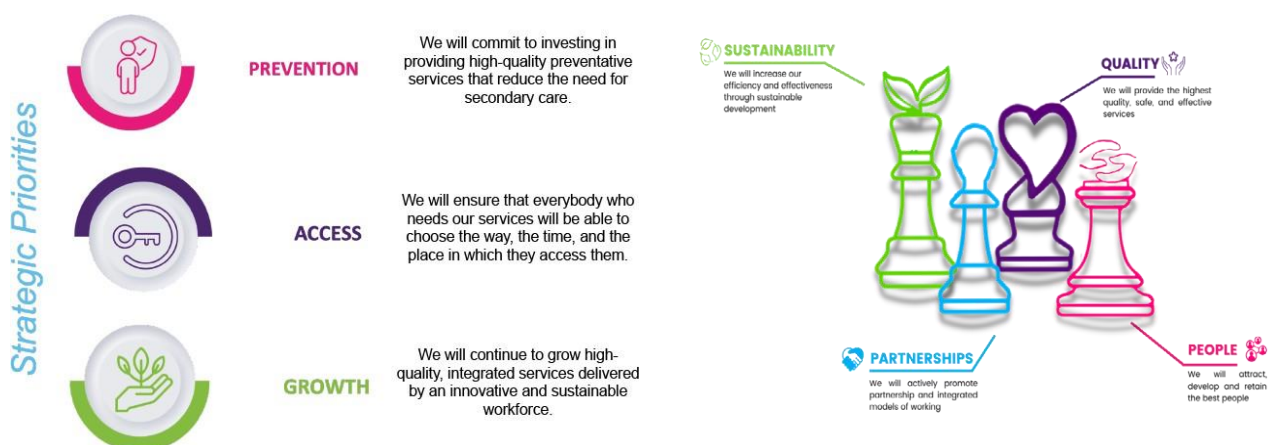
In delivering those services, as well as in all of our working relationships with service users, carers, families, stakeholders and each other, we are guided by our **Proud to CARE values - to be compassionate, approachable, responsible and excellent**.



### Our strategy

In 2023, we unveiled our new **five-year Trust Strategy 2023-2028**. Our new strategy outlines the ambitions over the next five years in addressing how we respond to the evolving wellbeing needs of our local population and changes in our NHS and government landscapes.

We undertook valued engagement with our patients and service users, carers, staff, and external stakeholders throughout the development of the strategy, ensuring the content delivers what our diverse local population needs from us whilst remaining true to our values as an organisation. The strategy sets out our sustained commitment to continuously improve services with co-production, recovery, and partnerships at the heart of how we work, ensuring national requirements and local priorities are taken into account. Our values and quality priorities have shaped our three strategic priorities and are underpinned by four key enablers, which act as the pillar of why, how, and what we do.



## 4. Key challenges

### 4.1. Our Combined People Plan

In 2023, we unveiled our Combined People Plan. This is one of the most important documents in the Trust as it details how we collectively make the Trust the best place to work within the NHS. This can only be achieved if we all feel a collective pride, inclusion, and a sense of belonging. Where we create a working environment where people can thrive by being their best, authentic selves. This will be done if we feel a sense of hope, opportunity, and control (living well). Where civility and kindness lead to compassion and physiological health benefits for all of us and where we realise the impact that kindness and compassion has on the people who use and come into contact with our services and where we also have joy at work. In our Combined People Plan we have identified the following five areas:

1. We will be inclusively representative of our communities.
2. We will ensure this continues to be a great place to work;
3. We will ensure our people's health and well-being is supported better than any employer in the NHS
4. We will work with partners in Staffordshire to provide the best opportunities for our people to achieve their potential and aspirations; and
5. We will ensure our people systems and policies enable the Trust to deliver outstanding services.

Another vital component of Our Combined People Plan is that of Recovery/Living Well which is an internationally recognised approach focussed traditionally on the people using our services to lead fulfilling lives and maintain independence through early prevention, self-help and by empowering people to take positive steps to manage their own health and wellbeing.

### 4.2. An Outstanding employer and service provider

The Trust aspires to offering Outstanding diversity and inclusion in its role as both an NHS service provider and as an employer. Our approach is built around a positive culture of compassionate and inclusive leadership that values individuality and liberates people to be wholly themselves We take our responsibilities under the Equality Act 2010 very seriously. We further commit to going beyond the basic requirements of the Equality Act to develop policies and practices that actively challenge and address inequality and inequity at every level. This means that we continually work to ensure that neither our service users nor our staff are subjected to any form of discrimination, harassment and/or bullying.

This approach means we take pride in creating better experiences for other groups and individuals who may be disadvantaged through being different in some way. We are also working to ensure that all individuals' human rights are protected, and



that vulnerable and disadvantaged people are safe from abuse and that they can access care and support tailored to their needs.

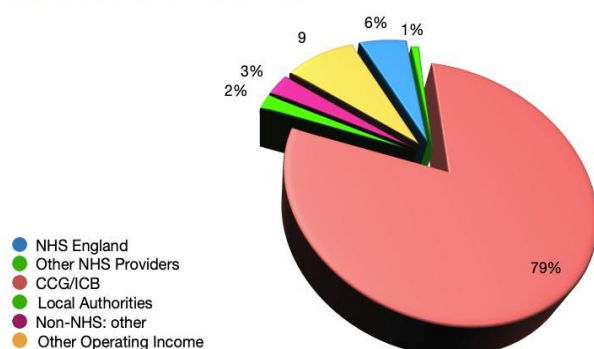
The Trust will not tolerate any form of racist, cultural, religious, sexist, misogynistic, ableist, biphobic, homophobic and/or transphobic discrimination, bullying and harassment in any of our services, whether from service users and patients, members of the public, or those working on behalf of the Trust. Action will always be taken where this occurs. Each year, we publish how our activities as a service provider and employer affect people with different protected characteristics, and we review, set, and publish our equality objectives at least every four years.

### 4.3. Our finances

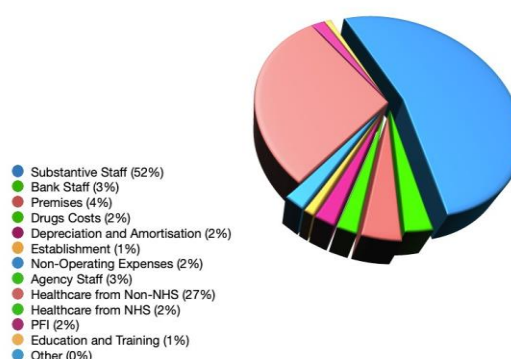
2022/23 was another strong year for the Trust financially achieving a surplus for the year from continuing operations of £0.4m against income of £163.2m. This was the 24th year the Trust has consecutively achieved a surplus position and exceeding the legal requirements to breakeven by delivering a surplus of 0.2%. We ended the year with a cash balance of £30.0m. This is an increase on the previous year and reflects the in-year surplus as well as good debtor control practices. The Trust acknowledges that the coming years will be financially challenging with efficiency demands required. This is driven by the need to improve quality and accessibility of our services whilst maintaining financial balance. New efficiency programmes are being developed to support this challenge.

Income in 2022/23 totalled £163.2m. Most of the Trust’s income £138.5m (85%) was delivered from Clinical Commissioning groups/Integrated Care Boards and NHS England in relation to healthcare services provided during the year. Other income relates to services provided to other NHS bodies, primary care, training and education and other miscellaneous income. Expenditure in 2022/23 totalled £162.9m. Over half of the Trust’s expenditure relates to staffing (58%). During 2022/23, we have continued to invest in the Trust’s estate and assets through our capital programme. This includes the continuation of a major capital investment in the main inpatient facility at Harplands for the eradication of dormitories, ICT software and hardware and backlog maintenance.

#### 2022/23 Income



#### 2022/23 Expenditure



## 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: 9th August 2024 at 11am.**  
Please forward your completed application to [england.chairsandneds@nhs.net](mailto:england.chairsandneds@nhs.net) quoting reference **M3147**.
- **Proposed Stakeholder interviews - 21st August 2024.**  
**Proposed Interview date - 4th September 2024**
- **proposed start date: TBC**

#### Getting in touch

- We strongly recommend an informal and confidential discussion with Janet Dawson, the Chair of the trust. Please contact Mandy Brown by emailing [mandy.brown@combined.nhs.uk](mailto:mandy.brown@combined.nhs.uk) to arrange a conversation.
- **NHS England** – for general process enquiries contact Helen Barlow by emailing [helen.barlow2@nhs.net](mailto:helen.barlow2@nhs.net)

#### NHS England

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

W: [england.nhs.uk](http://england.nhs.uk)



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