

Could you help lead the NHS in your area?

**Nottingham University Hospitals
NHS Trust**

Associate Non-executive Director x3

Candidate information pack

Reference: M3119

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 three Associate Non-Executive Director (NED) vacancies at Nottingham University Hospitals NHS Trust. 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 will report to the Chair and work alongside substantive NEDs, but they cannot participate in any formal vote at Board.

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

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 or more of the following:

- Senior level clinical experience gained in either a medical, nursing or allied discipline with a strong service delivery background

and / or

- commercial experience gained at a senior level; for example, bringing sales, marketing, customer focus, company growth, and business development expertise

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 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 Nottingham University Hospitals NHS Trust

Team NUH is made up of just under 19,000 staff, making us one of the largest employers in the region. Our team works across Queen’s Medical Centre, the City Hospital, Ropewalk House and a number of community facilities within the region. We have an annual budget of around £1.7 billion, 90 wards and around 1,700 beds.

The Trust has a divisional structure incorporating six clinical divisions and a number of corporate departments.

At Nottingham University Hospitals our staff work incredibly hard to deliver high quality care whilst always putting the patient at the heart of what they do.

We were established in 2006 from the strong foundation, rich heritage and worldwide reputation that our city has for quality healthcare, clinical innovation and professional excellence. Recognised for our outstanding care, our organisation is made up of three campuses – City Hospital, Queen’s Medical Centre and Ropewalk House.

We are now one of the biggest and busiest NHS Trusts in the country and provide services to over 2.5 million residents of Nottingham, its surrounding communities, and a further 3-4 million people from across the region that need to use the specialist services we provide. We are national and international leaders for many of our specialist services, including Hearing, Stroke, Renal, Neurosciences and Cancer and our Major Trauma Centre is the largest in the country.

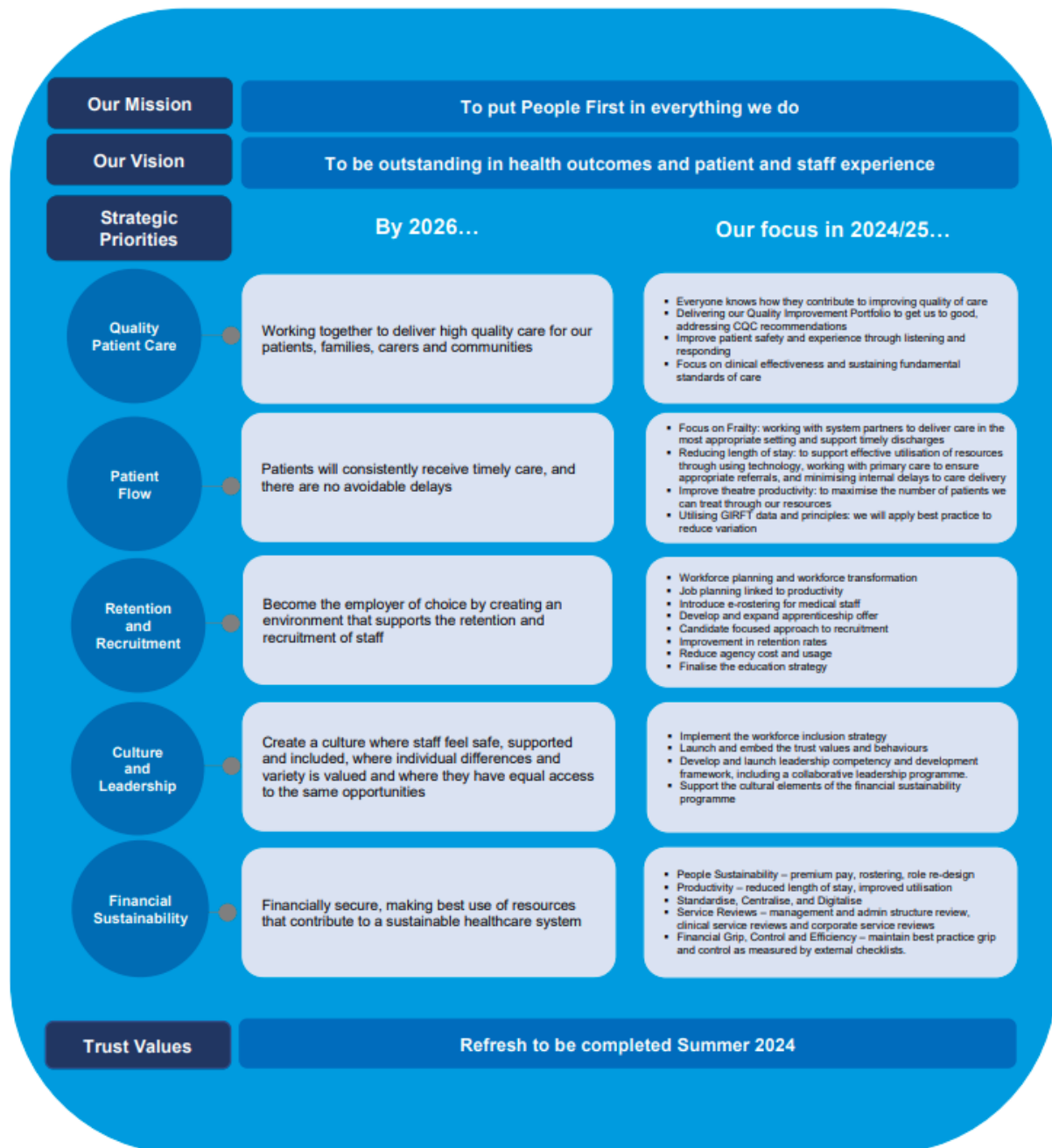
Our Nottingham Children’s Hospital is the first children’s hospital in Europe to achieve Pathway to Excellence ® accreditation from the American Nurses’ Credentialing Centre (ANCC) and are also the first acute hospital awarded Magnet® accreditation for the quality of our nursing.

We are the third biggest teaching hospital in the country and are proud of our strong links to the University of Nottingham, Nottingham Trent University and Loughborough University. This allows for the provision of excellent training and education for our students. We are also one of the most research active places outside of London-Oxford-Cambridge and host the National Institute for Health Nottingham Biomedical



Research Centre and Nottingham Clinical Research Facilities, which together are centres of excellence for clinical research, as well as the life sciences and technology industries at which Nottingham excels.

Our Vision, Objectives and Values



We are...



We are Nottingham University Hospitals

Our values in more detail

	We are kind	We are inclusive	We are ambitious	We are one team
What we mean	We are always considerate, respectful, and professional. We know the impact of our actions and behaviours on others and we are caring enough to get it right.	We create a safe space for everyone to contribute. We recognise and value difference.	We are always striving to be better and continuously improve what we can for our patients, ourselves, our teams, and our services.	We help and support each other to deliver an outstanding service together for our patients, partners, and communities.
How we behave	<p>We ask people how they are.</p> <p>We treat people as individuals and respect their dignity.</p> <p>We recognise and value others.</p> <p>We are open and honest.</p> <p>We hold ourselves accountable.</p>	<p>We learn about each other.</p> <p>We recognise, celebrate and champion diversity.</p> <p>We are mindful of how our opinions, words and behaviours impact on others.</p> <p>We encourage everyone to have a voice.</p> <p>We challenge behaviours and decisions that aren't inclusive.</p>	<p>We ask questions to understand what is working and what can be improved.</p> <p>We acknowledge ideas or feedback, even when we don't agree with them.</p> <p>We hold high standards and look for improvements, acting on feedback.</p> <p>We contribute our own ideas.</p> <p>We regularly seek to improve our knowledge, behaviours, and practice.</p>	<p>We offer support to colleagues and patients.</p> <p>We share appropriate information and resources.</p> <p>We think about the impact of our work, behaviours, or decisions.</p> <p>We resolve conflict.</p> <p>We are clear on our roles, responsibilities, and actions.</p>



Examples of when it is not demonstrated	Being unhelpful and/or obstructive.	Harming, intimidating, coercing or abusing in behaviours or words.	Responding negatively to feedback or not acting on it.	Not helping others where possible.
	Shaming, blaming, or criticising.	Ignoring or excluding people and avoiding or refusing to work with specific people.	Ignoring peoples' thoughts and experiences.	Not dealing with issues of behaviour or performance.
	Being sharp, rude, impolite or unnecessarily raising our voice.	Banter, jokes or judgemental comments about people.	Finding fault or blaming and shaming.	Not resolving conflict.

NUH Trust board

How the Trust is Organised

Our 6 Clinical Divisions

Clinical Support Division
Critical care | Theatres (excluding EO & daycase) | **Anaesthetics** | Critical care outreach (CCOT & resus) | **Spiritual and pastoral care** | Pain Management (acute) | **Imaging (all locations)** | Pharmacy | **Pharmacy Production** | Medical Physics and Clinical engineering (MPCE) | **Clinical Neurophysiology** | Bowel Cancer Screening | **Sterile Services** | Physiotherapy | **Occupational therapy** | Dietetics | **Speech and Language Therapy (SALT)** | Orthotics | **Clinical Psychology**

Surgery Division
Colorectal Surgery | Elective Orthopaedics (inc pre-op and theatres) | **Endoscopy** | Endocrine Surgery | **General Surgery (inc emer GS)** | Major Trauma | **Neurosurgery** | Neurology | **Spinal** | Trauma & Orthopaedics | **Upper Gastro Surgery** | Vascular surgery | **Sport and Exercise Medicine** | Gastro | **Neuro-rehabilitation** | NRC | ENT | Maxfax | **Audiology (inc implants)** | Hepatobiliary/ Pancreatic Surgery

Cancer & Associated Specialties Division
Cell Biology | Chemical Pathology | **Sarcoma** | Breast Services | **Clinical Haematology** | Clinical Oncology | **Renal and Transplant Surgery** | Nephrology | **Palliative Care** | Pathology (microbiology, blood sciences and cell pathology) | **Burns and Plastics Surgery** | Thoracic Surgery | **Urology** | Infectious Diseases | **Genomics**

Family Health Division
Genetics | Gynaecology | **Maternity** | Neonatal Unit | **Nottingham Children's Hospital** | Sexual Assault Referral Centre | **Integrated Sexual Health and HIV** | Fertility

Ambulatory Care Division
Chronic Pain Management | Diabetes/Endocrinology | Rheumatology | **Outpatients** | **Pre-op (incl B50)** | Ophthalmology (inc Eye Cas and diabetic retinopathy) | **Dermatology** | Day theatres (City Day Surgery, QDSU and TC) | **Referral centre (central appointments)** | Pre-hab | **Private Patients** | Short Stay Unit | **Clinical Immunology and Allergy** | Health Promotion | **Phlebotomy** |

Medicine Division
Acute Medicine | Cardiology | **Cardiac Surgery** | Emergency Medicine | **HCOP** | Respiratory | **Stroke** | Hospital at night

Tomorrow's NUH

Tomorrow's NUH is the name for our programme to redevelop and improve our hospitals through the Government's New Hospital Programme (NHP). This is a once-in-a-generation opportunity to redesign and transform services to deliver improved health and care with the creation of modern, fit-for-purpose acute hospital facilities.

The merger in 2006 that created the Trust has resulted in the duplication of some services across the QMC and City Hospital, such as maternity, as well as some services that need to work together to give patients the best outcome, spread too far apart. We have made many improvements to our services but there is more that could be done. Our ageing estate is not designed to help us deliver the best and most efficient services, and through Tomorrow's NUH we plan to change that.

Through Tomorrow's NUH (TNUH), we want to make sure patients can access the specialist care they need more quickly and in the right location, whether that be in hospital or in a setting closer to home. We want to use our staff and resources in the most efficient ways, and we want to make sure that we are creating opportunities within our local community as an employer of choice, whilst also building on our reputation as a world-class teaching and research institution, so that we attract new clinical talent to the region.

The main construction for Tomorrow's NUH is expected to be completed after 2030 in line with the New Hospital Programme timeline. The significant investment through the New Hospital Programme will enable us to construct a number of new buildings and to carry out refurbishment of other parts of our estate. It will lead to major improvements both in health outcomes, and in people's experience of using our services, as well as a reduction in health inequalities.

For more information about the Tomorrow's NUH Programme please see – www.nuh.nhs.uk/tomorrows-nuh

Nottingham and Nottinghamshire Integrated Care System

The Nottingham and Nottinghamshire ICS covers a diverse population of over 1 million people living in the City of Nottingham (332,000) and Nottinghamshire County (833,400). The ICS is underpinned by:

- Notts Healthier Together – a Provider Collaborative comprising the 5 statutory NHS providers in the ICS; and
- 4 Place-based partnerships encompassing Nottingham City, South Notts, Mid Notts and Bassetlaw.

The last three years has seen increasing partnership working between our general practitioners and primary care teams, our community and mental health service providers, the three local acute hospital trusts, the ambulance service, the two local authorities, patient representatives, and many others. This partnership working has



been recognised nationally and in 2018 our health and care system was selected to become one of the first Integrated Care Systems (ICS).

People in Nottingham and Nottinghamshire are living longer but spending more years in poor health. This undermines the capacity for people to fulfil ambitions such as enjoying independence in their later years. It also represents an increasing window of need during which people are in receipt of health or social care services. There is a wide range of difference in deprivation levels across the ICS with some parts of the City and County being in the most deprived districts in the country. We know that our deprived communities have the greatest exposure to a range of factors that impact adversely on their health. This is why the evolution of the ICS represents an opportunity to address health inequalities and improve our population health. Significant progress has been made with beginning to 'join up care' through our partnerships, however, there remain many opportunities to integrate care more effectively.

For more information on our progress in this area please visit www.healthandcarenotts.co.uk

National Rehabilitation Centre

NUH is proud to be delivering the National Rehabilitation Centre (NRC). It will be the hub for a new national clinical model based on regional services, the National Training and Education Centre and National Research and Innovation Hub for Rehabilitation.

This scheme is to build a new NHS 70-bed rehabilitation facility in the grounds of the Stanford Hall Rehabilitation Estate near Loughborough. We are hoping that the NRC will open in mid-2025, and our existing 24 rehabilitation beds will transfer there from the City Hospital.

The NRC will be built close to the existing Defence Medical Rehabilitation Facility which opened in 2018, in order to facilitate the sharing of best practice in clinical rehabilitation. Through an academic partnership with the University of Nottingham and Loughborough University, the NRC will also be able to integrate research into clinical practice, as well as providing education and training in this field.

More information about the NRC is available at:

www.nationalrehabilitationcentre.nhs.uk

4. Appendices

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: 8 August 2024 at 11am.** Please forward your completed application to england.chairsandneds@nhs.net quoting reference **M3119**.
- **Interview date: Thursday 29 August 2024**
- **Proposed start date: TBC**

5. Getting in touch

- We strongly recommend an informal and confidential discussion with Nick Carver, the Chair of the Trust. Please contact his Executive Assistant by emailing Janine.barrowcliffe@nuh.nhs.uk.
- **NHS England** – for general process enquiries contact Helen Barlow by emailing helen.barlow2@nhs.net .

NHS England

E: england.chairsandneds@nhs.net

W: england.nhs.uk

