



# **Non-Executive Director**

Candidate briefing pack
July 2024



# Welcome

Thank you for your interest in joining the Board of Tees, Esk and Wear Valleys NHS Foundation Trust. I hope that this demanding, but very rewarding, opportunity catches your imagination.

Over recent years we have been through many challenges to which we have responded with determination, dedication and humility. I believe we have delivered extraordinary improvements and made a difference.



We want people to live their best possible lives and are committed to achieving this by:

- Co-creating a great experience for our patients, carers and families
- Co-creating a great experience for our colleagues
- Being a great partner

To be successful in the role as a Non-Executive Director you will need to share our passion for improving mental health, learning disability and autism services and be someone who can enhance our strategic thinking and who will bring confidence, credibility and sensitivity to our relationships with a wide range of internal and external stakeholders. Most importantly you will need to demonstrate a values based leadership style focussed on compassion, respect and responsibility.

We need somebody comfortable working in a collaborative and supportive way as part of a Unitary Board, whilst at the same time having a curious mindset, seeking assurance and holding the Executive Team to account – acting at all times as a Critical Friend.

You will be joining a team of diverse and talented individuals who have a clear sense of the organisation we want to be and a shared understanding of how we are going to get there focussed on listening, learning, improving and innovating together with all our communities.

If this sounds like you, I hope you will be encouraged to apply.

We aim to be genuinely inclusive and welcome applications from people of all backgrounds, particularly from those with personal experience as a user of our services or experience of caring for a loved one.

For an initial conversation about this role please contact our partners at Hunter Healthcare: James McLeod by phone on 07842 424530 or by email at <a href="mailto:jmcleod@hunter-healthcare.com">jmcleod@hunter-healthcare.com</a> or Jenny Adrian by phone on 07939 250362 or by email at <a href="mailto:jadrian@hunter-healthcare.com">jadrian@hunter-healthcare.com</a>.

## **David Jennings**

Chair Tees, Esk and Wear Valleys NHS Foundation Trust

# **About us**

At Tees, Esk and Wear Valleys NHS Foundation Trust (TEWV) we provide a range of inpatient and community mental health, learning disability and eating disorders services.

We serve a population of two million people across County Durham, the Tees Valley, Darlington and North Yorkshire and are geographically one of the largest NHS Foundation Trusts in England. We also provide mental health care in prisons located in the North East, Cumbria and parts of Lancashire.

We are a catchment area for the largest concentration of armed forces personnel in the UK – Catterick Garrison – and our adult inpatient eating disorder services and adult secure (forensic) wards serve the whole of the North East and North Cumbria.





TEWV was created in April 2006, following the merger of County Durham and Darlington Priority Services NHS Trust and Tees and North East Yorkshire NHS Trust.

In 2008 our Trust became the first mental health Foundation Trust in the North and, since then, it has expanded both geographically, and in the number and type of services provided. Our Trust now has around 8,100 staff, who work out of more than 90 sites, and an annual income of over £480 million.

From education and prevention to crisis and specialist care – our talented and compassionate teams work in partnership with patients, communities and partners to help the people of our region feel safe, understood, believed in and cared for. We nurture the recovery journey of people in our care.

Patients and carers have a say in how they are supported and treated, because we know how important it is to listen and treat people as individuals. Our patients, their families and carers work together with us towards better mental health.

We operate across two care group boards – one covering Durham, Tees Valley and forensic services and one for North Yorkshire and York.

Across our care group boards, we provide:

- Adult mental health services
- Mental health services for older people
- Children and young people mental health services
- Learning disabilities
- Health and justice
- Secure inpatient services

As a Foundation Trust we are accountable to local people through our Council of Governors and are regulated by NHS Improvement and the Care Quality Commission.



# Our strategic framework

# **Our Journey to Change**

Our Trust continues to focus on delivering the mission, vision, values, and goals agreed with stakeholders during 2020 – which are included in 2021's Our Journey to Change strategic framework.

During 2022/23 the Trust developed five supporting strategies, known as our 'strategic journeys'. Agreed by the Board of Directors on 30 March 2023, these focus on 1) Clinical, 2) Quality and Safety, 3) Co-Creation, 4) People and 5) Infrastructure. Each sets out a clear vision and principles for the future, and areas of focus.

The strategies also drove our delivery planning process during the year and our new Our Journey to Change Delivery Plan shows the actions we will take across 17 priority areas, linked to the five journeys.

# What do we want to achieve?

We want people to lead their best possible lives.

## **Our Values**

The most important way we will get there is by living our values all of the time.

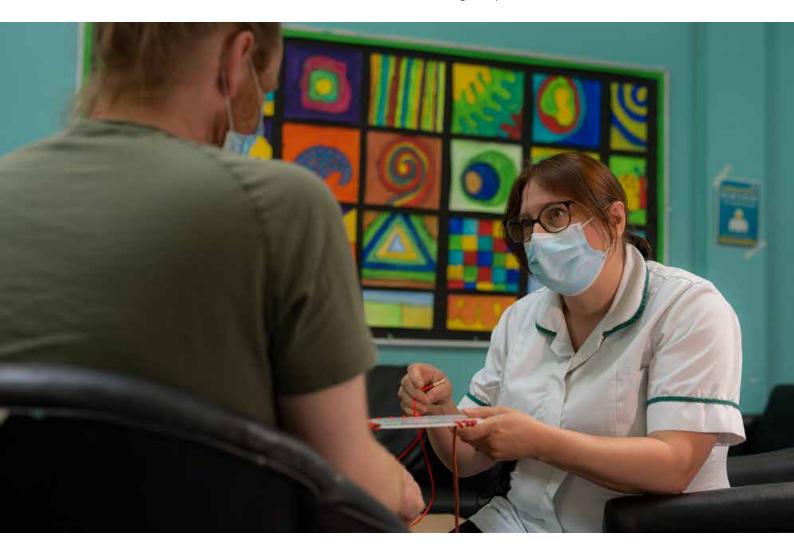
# **Our Big Goals**

We are committed to three big goals:

- To co-create a great experience for our patients, carers and families.
- To co-create a great experience for our colleagues
- To be a great partner

# **Achieving Our Goals**

We're making progress on our goals and working together to deliver a great experience for patients, carers and families, for colleagues and to be a great partner.



# Co-creating a great experience for patients, carers and families

- Waiting list for children needing to access support for mental health or emotional wellbeing needs bringing down by nearly half
- Launched our Carers' Charter that sets out our commitment to working with and supporting carers
- Invested in our estates by opening a new community mental health hub in Northallerton and a new centre for young people in York
- Installed innovative patient safety technology on some of our wards
- We're better placed to support members of the Armed Forces since signing the Armed Forces Covenant
- 46% more people than last year helped to find employment by our Individual Placement Service
- Putting patient experience at the heart of what we do

# Co-creating a great experience for colleagues

- Recruited 700 more staff since start of COVID-19 in 2020
- Introduced large scale recruitment events for HCAs and nurses
- We're on an international recruitment drive too
- Streamlined our processes, reducing the time it takes to hire
- Our staff networks are going from strength to strength and helping everyone have a voice in our Trust
- Invested in the health and well-being of our people
- Introduced a staff awards and recognition scheme
- Recruited two lived experience directors and a head of co-creation who are supporting teams to put patient experience at the heart of decision making

# Being a great partner

- More mental health nurses are working in GP surgeries across our region – supporting people to receive the right help early on and close to home
- 27 more schools are part of our mental health support programme helping young people and training teachers
- Our innovative and world-class research team is part of a vital COVID-19 vaccine trial along with NHS partners and the University of York
- Together with Hartlepool Borough Council we supported rough sleepers with their mental health
- Our apprenticeship team has developed a strong partnership with Derwentside College to deliver a range of apprenticeship training to colleagues



# **Our Priorities**

# We focussed on five areas to support Our Journey to Change.

Working with patients, carers, partners and colleagues we created strategies – that we're calling journeys – to show what we will do and how each area will enable us to achieve Our Journey to Change.

The five journeys are:



## **Clinical**

How we will provide high quality, safe, kind, effective and personalised clinical care to the people we support.

**Download our clinical journey (6.66MB)** 



# Quality

How we will make our services safer and improve patient experience through evidence-based care.

Download our quality journey (3.49MB)



# **Co-creation**

How we will seek out and act upon the voices of the people we work with to improve care.

**Download our co-creation journey (5.36MB)** 



## **Infrastructure**

How the places we work, such as our hospitals and offices, the equipment we use, the information we gather and the systems and processes we put in place will support excellent patient care.

Download our infrastructure journey (8.72MB)



## **People**

How we will ensure everyone who works and volunteers with us has a great experience, whether they're permanent employees, people working as bank staff or through an agency, students or volunteers.

**Download our people journey (1.52MB)** 



# Plan on a page

# Our big three goals

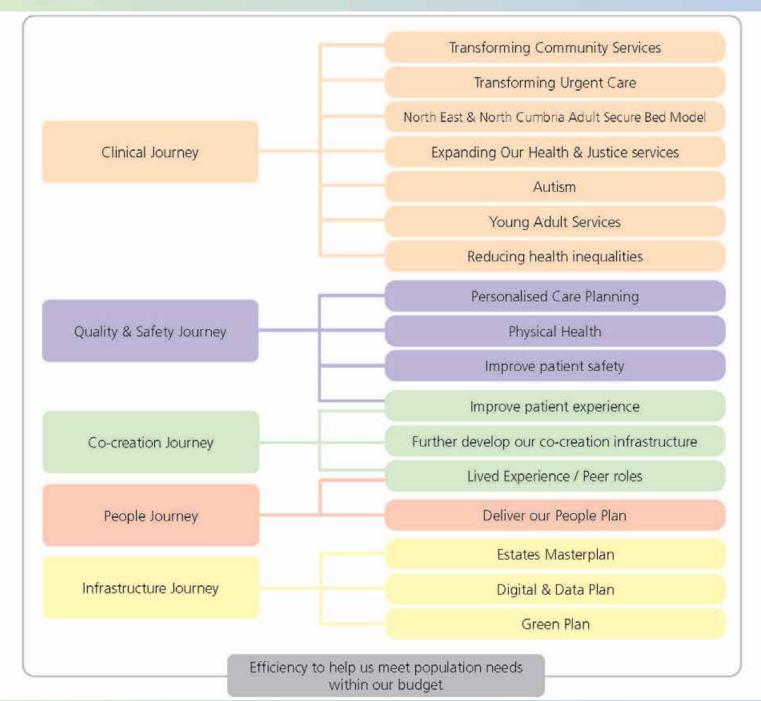


 Cocreate a great experience for our patients, carers & families



Cocreate a great experience for our colleagues





# These will be underpinned by:

- Service user, carer, staff & partner engagement to inform plans & gather intelligence on impact
- Detailed plans (why, how, when, who)
- Measuring impact, i.e. clinical outcomes, patient experience and clinical safety
- Quality improvement methodology
- Trauma informed care
- Governance

# **Job Description**

Post Title:Non Executive DirectorResponsible to:Foundation Trust Chair

**Accountable to:** The Council of Governors

**Recognised Base:** Various with travel throughout the Trust

**Hours of attendance:** Typically equating to five days per month (including some evenings)

**Period of Appointment:** Normally three years

**Remuneration:** £13,635 pa

# **Role Summary**

Foundation Trusts are public benefit corporations licensed by NHS England to provide healthcare services. Foundation Trusts are managed by a Board of Directors that exercises all of the powers of the Trust.

Non-Executive Directors are accountable to the Council of Governors. Fostering mutual respect, recognition and understanding through attendance at meetings, working in partnership and maintaining ongoing dialogue are crucial to the success of the role.

In broad terms, the role of Non-Executive Director has the following key elements:

- Strategy to help develop our strategy and, with other Board members, to oversee and constructively challenge progress on the delivery of our vision "We want people to lead their best possible lives" and our strategic goals:
  - To co-create a great experience for our patients, carers, and families
  - To co-create a great experience for our colleagues
  - To be a great partner
- Performance to scrutinise the performance of management in meeting agreed goals and objectives and monitor the reporting of performance

- Risk to be assured on the integrity of financial, operational, and clinical systems and processes and to ensure that systems of risk management are robust and defensible
- People as a member of the Nomination and Remuneration committee to determine appropriate levels of remuneration for Executive Directors and have a role in appointing, and where necessary removing, Executive Directors and in succession planning
- Culture to help define the culture of the Trust and to role model our values of respect, compassion, and responsibility



# **Key Responsibilities**

The key responsibilities of a Non-Executive Director are:

- To commit to working to, and encouraging within the Trust, the highest standards of probity, integrity and governance and contribute to ensuring that the Trust's internal governance arrangements conform to best practice and statutory requirements
- To provide independent judgement and advice on issues of strategy, vision, performance, resources, and standards of conduct and constructively challenge, influence and help the Executive Director's Group develop proposals on such strategies
- To monitor, in accordance with agreed Board procedures, the performance and conduct of management in meeting goals and objectives and statutory obligations, including our duty of quality and safety
- To obtain assurance on the integrity of financial, operational and clinical systems and processes and that risk management systems are robust and defensible
- To contribute to the determination of appropriate levels of remuneration for Executive Directors
- To chair committees, as agreed by the Board, and participate in other committees established by the Board of Directors to exercise delegated responsibility
- To appoint, remove, support, encourage and, where appropriate, mentor senior executives as a member of Board committees
- To bring independent judgement and experience based on commercial, financial, legal or governance expertise from either the private or public sector and apply this to the benefit of the Trust, its stakeholders, and its wider community

- With fellow directors, to set the Trust's strategic aims, ensuring that the necessary financial and human resources are in place for the Trust to achieve its objectives and that performance is effectively monitored and reviewed
- With fellow directors, to provide leadership to the Trust within a framework of prudent and effective controls that enable risk to be assessed and managed
- With fellow directors, to set the Trust's values and standards and ensure that its obligations to patients and their families and carers, stakeholders and the wider community are understood and fairly balanced at all times
- To engage positively and collaboratively in Board discussions
- To work with the Council of Governors and act as an ambassador for the Trust in engagement with stakeholders including the local community

Note: clarity on the implications of NHS reforms, including integrated, system and place-based working, on the responsibilities of Non-Executive Directors is awaited.

## **Performance Appraisal**

An appraisal will be conducted at least annually by the Chair of the Trust.

# **Key Working Relationships**

Non-Executive Directors will be expected to establish effective working relationships with the Chair, other Non-Executive Directors, the Chief Executive, Executive Directors, Governors, and the Company Secretary.

#### **Review**

This role description will be kept under review by the Board and the Council of Governors and may be subject to change.

# **Person Specification**

# **QUALIFICATIONS**

#### Essential

• Professional qualification or experience in a relevant discipline

#### **Desirable**

- Degree or equivalent
- Further qualification in management

## **EXPERIENCE**

#### **Desirable**

- Experience at a senior level in a clinical or medical role
- Experience as a Non-Executive Director, Trustee or Governor
- Experience at Board level in a complex organisation

## **SKILLS AND ABILITIES**

#### **Essential**

- Excellent communication skills
- Effective influencing skills
- Highly developed analytical skills
- Highly developed interpersonal skills
- Effective team player
- Ability to provide constructive challenge
- Ability to manage conflict

## **KNOWLEDGE**

#### **Essential**

- Strategy development
- Performance management
- Broad interest in the NHS

#### Desirable

· Financial management

# **PERSONAL ATTRIBUTES**

#### **Essential**

- Commitment to self-development
- Alignment to the Trust's values
- Pro-active
- Enquiring
- Sound judgement
- Self-motivated
- Ability to devote sufficient time to the role
- · Ability to travel independently

# 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.

#### **ROLE**

#### What does good look like?

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.

#### **COMPETENCIES REQUIRED**

#### As an effective Non-Executive Director:

I contribute as a leader:

- to ensure that my organisation delivers the best possible care for patients
- to ensure that my organisation creates the culture, capability and approach for continuous improvement, applied systematically across the organisation

I assess and understand:

- the performance of my organisation and ensure that, where required, actions are taken to improve
- the importance of efficient use of limited resources and seek to maximise:
- productivity and value for money
- delivery of high quality and safe services at population level
- the need for a balanced and evidence-based approach in the context of the Board's risk appetite when considering innovative solutions and improvements

I recognise and champion the importance of:

- attracting, developing and retaining an excellent and motivated workforce
- building diverse talent pipelines and ensuring appropriate succession plans are in place for critical roles
- retaining staff with key skills and experience in the NHS, supporting flexible working options as appropriate

#### I personally:

- seek out and act on performance feedback and review, and continually build my own skills and capability
- model behaviours that demonstrate my willingness to learn and improve, including undertaking relevant training

## 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.

#### **ROLE**

## What does good look like?

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 benefit the whole system and reflect 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.

#### **COMPETENCIES REQUIRED**

#### As an effective Non-Executive Director:

I contribute as a leader to:

- the development of strategy that meets the needs of patients and communities, as well as statutory duties, national and local system priorities
- ensure there is a long-term strategic focus while delivering short-term objectives
- ensure that our strategies are informed by the political, economic, social and technological environment in which the organisation operates
- ensure effective prioritisation within the resources available when setting strategy and help others to do the same

#### I personally:

- 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
- seek out and use new insights on current and future trends and use evidence, research and innovation to help inform strategies

#### I assess and understand:

- the importance of continually understanding the impact of the delivery of strategic plans, including through quality and inequalities impact assessments
- the need to include evaluation and monitoring arrangements for key financial, quality and performance indicators as part of developing strategy
- clinical best practice, regulation, legislation, national and local priorities, risk and financial implications when developing strategies and delivery plans

I recognise and champion the importance of long-term transformation that:

- benefits the whole system
- promotes workforce reform
- incorporates the adoption of proven improvement and safety approaches
- takes data and digital innovation and other technology developments into account

# 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.

#### **ROLE**

#### What does good look like?

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.

#### **COMPETENCIES REQUIRED**

#### As an effective Non-Executive Director:

I contribute as a leader to:

- improve population health outcomes and reduce health inequalities by improving access, experience and the quality of care
- ensure that resource deployment takes account of the need to improve equity of health outcomes with measurable impact and identifiable outcomes
- reduce workforce inequalities and promote inclusive and compassionate leadership across all staff groups

I assess and understand:

 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)

I recognise and champion:

• the need for the Board to consider population health risks as well as organisational and system risks

I personally:

- demonstrate social and cultural awareness and work professionally and thoughtfully with people from all backgrounds
- 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

## **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.

#### **ROLE**

#### What does good look like?

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.

#### **COMPETENCIES REQUIRED**

#### As an effective Non-Executive Director:

I contribute as a leader by:

- working collaboratively on the implementation of agreed strategies
- participating in robust and respectful debate and constructive challenge to other Board members
- being bound by collective decisions based on objective evaluation of research, evidence, risks and options
- contributing to effective governance and risk management arrangements
- contributing to evaluation and development of board effectiveness

I understand Board member responsibilities and my individual contribution in relation to:

- financial performance
- establishing and maintaining arrangements to meet statutory duties, national and local system priorities
- delivery of high quality and safe care
- continuous, measurable improvement

#### I assess and understand:

- the level and quality of assurance from the Board's committees and other sources
- where I need to challenge other Board members to provide evidence and assurance on risks and how they impact decision making
- how to monitor my organisation's risks proactively through the use of the Board Assurance Framework, the risk management strategy and risk appetite statements
- 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

#### I recognise and champion

- the need to triangulate observations from direct engagement with staff, patients and service users, and engagement with stakeholders
- working across systems, particularly in responding to patient safety incidents, and an understanding of how this links with continuous quality improvement

#### I personally:

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

# 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.

#### **ROLE**

# What does good look like?

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 improving our approach to quality improvement continually, including taking a proactive approach and culture.

#### **COMPETENCIES REQUIRED**

#### As an effective Non-Executive Director:

I contribute as a leader:

- 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
- to ensure that all staff can take ownership of their work and contribute to meaningful decision making and improvement
- to improve staff engagement, experience and well-being 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)
- to ensure there is a safe culture of speaking up for our workforce

#### Lassess and understand:

 my role in leading the organisation's approach to improving quality, from immediate safety responses to creating a proactive and improvement-focussed culture

#### I recognise and champion:

- being respectful and I promote diversity and inclusion in my work
- · the ability to respond effectively in times of crisis or uncertainty

### I personally:

- demonstrate visible, compassionate and inclusive leadership
- speak up against any form of racism, discrimination, bullying, aggression, sexual misconduct or violence, even when I might be the only voice
- 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
- promote flexible working where possible and use data at Board level to monitor impact on staff well-being and retention

# 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.

#### **ROLE**

#### What does good look like?

I am part of a Board that recognises the need to collaborate, consult and coproduce 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.

#### **COMPETENCIES REQUIRED**

#### As an effective Non-Executive Director:

I contribute as a leader by:

- fostering productive partnerships and harnessing opportunities to build and strengthen collaborative working, including with regulators and external partners
- 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

I assess and understand:

- the need to demonstrate continued curiosity and develop knowledge to understand and learn about the different parts of my own and other systems
- the need to seek insight from patient, carer, staff and public groups across different parts of the system, including Patient Safety Partners

I recognise and champion:

- management, and transparent sharing, of organisational and system level information about financial and other risks, concerns and issues
- open and constructive communication with all system partners to share a common purpose, vision and strategy

# **How to Apply**

The closing date for applications is **19 August 2024**.

Applications should 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 email 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**. All applications will be acknowledged.

For an initial conversation about this role please contact our partners at Hunter Healthcare: James McLeod by phone on 07842 424530 or by email at **jmcleod@hunter-healthcare.com** or Jenny Adrian by phone on 07939 250362 or by email at **jadrian@hunter-healthcare.com**.

## **KEY DATES**

Application closing date 23.59: 19 August 2024

Stakeholder events & interviews Late Sept 2024





# Tees, Esk and Wear Valleys

**NHS Foundation Trust** 





Floor 2, Berkshire House 168-173 High Holborn, London WC1V 7AA

T: 020 7935 4570 E: enquiries@hunter-healthcare.com