

**Non-Executive Director**  
Information for Candidates

March 2017

# Welcome from the Chair

Thank you for your interest in the Non-Executive Director post at Queen Victoria Hospital NHS Foundation Trust.

QVH has a proud heritage and is known throughout the world for pioneering new and innovative techniques and treatments; we continue to receive excellent feedback from patients and have made great strides in implementing our longer term strategy for delivering excellence.

In 2016 the Care Quality Commission rated us as 'good' with 'outstanding' patient care and we are committed to working towards every aspect of QVH being rated as outstanding. Our values of humanity, pride and continuous improvement are at the centre of everything we do. With around 900 members of staff, an active council of governors and assisted by our band of volunteers, we have a great team here at QVH. They are critical to our continued success and I am confident that we have the expertise and ability to deliver the Trust's vision for delivering excellence.

As part of the wider NHS, partnerships are particularly important for us. We work with other trusts and our local health community to ensure a full spectrum of care can be provided, as well as being an active contributor to our local Sustainability and Transformation programme.

We are looking for a Non-Executive Director who shares our values and can work with us in leading QVH on the next stage of our journey.

I hope this pack, along with the supporting information, gives you all the information you need in considering your application. If you have any queries please contact our Head of Communications and Corporate Affairs, Clare Pirie on 01342 414203 or email [clare.pirie@qvh.nhs.uk](mailto:clare.pirie@qvh.nhs.uk).

We look forward to hearing from you



Beryl Hobson  
Chair



# About Queen Victoria Hospital NHS Foundation Trust

Queen Victoria Hospital is a specialist NHS hospital providing life-changing reconstructive surgery, burns care and rehabilitation services for people across the South of England.

Our world-leading clinical teams also treat common conditions of the hands, eyes, skin and teeth for the people of East Grinstead and the surrounding area. In addition we provide a minor injuries unit, expert therapies and a sleep service.

We are a centre of excellence, with an international reputation for pioneering advanced techniques and treatments. Everything we do is informed by our passion for providing the highest quality care, the best clinical outcomes and a safe and positive patient experience. QVH was authorised as one of the country's first NHS foundation trusts in July 2004. We have around 7,600 public members across Kent, Surrey, Sussex and South London.

The principal clinical activities of the trust are the provision of:

- plastic surgery (including reconstructive surgery for cancer patients) and burns care
- head, neck, and dental services (including associated cancer surgery and orthodontics)
- sleep disorders services
- a wide range of therapy services and community-based services
- a minor injuries unit.

QVH operates from its 'hub' hospital site in East Grinstead, West Sussex. Reconstructive surgery services are also provided by QVH in 'spoke' facilities at other hospital sites across Kent, Surrey and Sussex.

We have important links with the operational delivery network for cancer and trauma care covering Kent, Surrey, and Sussex. QVH is also involved in a number of multidisciplinary teams throughout the region.

We continue to deliver a strong operational and financial performance. In a very challenging external environment, we perform strongly against both our key quality and financial targets and, most importantly, continue to provide the high-quality care of which our staff are rightly proud.



# Our vision and strategy

## “Delivering excellence”

Outstanding patient experience

World-class clinical services

Operational excellence

Financial sustainability

Organisational excellence

**QVH2020: Delivering Excellence** is our shared vision for continued success at QVH over the coming years. It is based on the straightforward belief that delivering excellence is the most effective way of ensuring that QVH continues to thrive. Staff across the organisation, at all levels, continue to develop the vision with ideas for how services could be better for patients, safer and more efficient.

### Outstanding patient experience

We put the patient at the heart of safe, compassionate, competent care that is provided by well-led teams in an environment that meets the needs of patients and their families

### World-class clinical services

We provide world class services that are evidenced by clinical and patient outcomes and underpinned by our reputation for high quality education and training and innovative research and development

### Operational excellence

We provide streamlined services that ensure our patients are offered choice and are treated in a timely manner

### Financial sustainability

We make the best use of our resources to offer cost-effective and efficient care whilst looking for opportunities to grow and develop our services

### Organisational excellence

We seek to maintain and develop a strong, professional and caring culture through clear standards, high expectations and exemplary leadership.



# Our Values

Our values are **humanity**, **continuous improvement of care** and **pride** underpinned by **quality**.



Continuous improvement of care	Humanity	Pride
<b>We will</b>		
Listen to our patients and focus on what they want	Put patients first and maintain privacy and dignity at all times	Work together, respectfully and professionally, in the interest of the patient
Deliver services that are accessible and simple to use; encourage innovation and research to improve	Be courteous and respectful to everyone	Provide a workforce committed to the needs of our patients
Deliver high standards in all aspects of our work	Communicate openly and honestly with everyone	Always go the extra mile
Train and develop our staff to maintain a highly skilled workforce	Be fair and consistent in everything	Have pride in the heritage of QVH and build the QVH of the future

More information about the trust can be found on our website: [www.qvh.nhs.uk](http://www.qvh.nhs.uk)



# Job Description

<b>Title:</b>	Non-Executive Director
<b>Responsible to:</b>	Chair
<b>Accountable to:</b>	Council of Governors
<b>Location:</b>	East Grinstead, West Sussex
<b>Term:</b>	Three years (renewable subject to performance appraisal)
<b>Commitment:</b>	Minimum three days per month
<b>Remuneration:</b>	£12k pa with £3k pa for additional responsibilities as Chair of the Audit Committee

## Role summary

- To work alongside the Chair, executive and non-executive directors of Queen Victoria Hospital NHS Foundation Trust as an equal member of the unitary Board of Directors.
- To engage with the organisation at all levels and with patients in all clinical pathways to understand, test, challenge and drive continuous improvement of staff and patient experience of the hospital.
- To set the strategy and direction of the trust, monitoring the delivery of those plans and ensuring the maintenance of the appropriate arrangements for promoting standards of governance, behaviour and financial stewardship.
- To engage with the Council of Governors with regard to its duty to hold the non-executive directors, individually and collectively to account for the performance of the Board of Directors.

## Principal duties of the Board of Directors

- Patient experience: ensuring that all QVH patients can expect and receive the highest quality of compassionate care and clinical outcomes.
- Strategy: defining the Trust's strategic objectives and priorities.
- Performance: continuously auditing and challenging performance to ensure that local and regulatory expectations are met, as a minimum, or exceeded.
- Governance: conducting business and making decisions in accordance with the highest standards of public service and with due regard to patients, staff and the communities served by the Trust.
- Outcomes: hold consultants and the senior management team to account for the delivery, publication and promotion of clinical outcomes that will inform patient, referrer and commissioner choice.



## Principal responsibilities of a non-executive director

- To be accountable to the Council of Governors, individually and collectively, for the performance of the Board of Directors.
- To ensure that the Board of Directors complies with its legal, regulatory and financial governance requirements and obligations.
- To bring independent oversight and objective challenge to the work of the Board and the performance of the Trust, based on your professional experience and personal judgement.
- To be a source of advice (particularly in your area of special expertise and interest) to the Chair, Chief Executive and executive directors and to contribute to the annual performance appraisal of the Chair.
- To be responsible for the appointment, remuneration and, if necessary, removal of the Chief Executive and executive directors and to contribute to the annual performance appraisal of the Chair.

## Principal responsibilities as Chair of Audit Committee

- The Audit Committee is a statutory, non-executive committee of the Board of Directors.
- The purpose of the Audit Committee is the scrutiny of the organisation and maintenance of an effective system of governance, risk management and internal control. This includes financial, clinical, operational and compliance controls and risk management systems.
- The Committee is also responsible for maintaining an appropriate relationship with the Trust's internal and external auditors.
- The Chair will ensure that the Committee delivers its work plan effectively and provide assurance to Board on matters considered by the Committee.



# Person specification

## Experience

- Board level or senior experience in a significant sized enterprise; perhaps a listed company, or a public body, mutual or charitable trust.
- An accountancy qualification and experience in a financial role is essential, bringing a specific ability to scrutinise and support this aspect of the business.

## Skills

- The ability to question, probe and challenge constructively across all areas of the business based on clear thinking and analysis.
- Ability to analyse complex information and apply a strategic, 'big picture' approach to the complex issues and our working context.
- Expertise in business development and competitor analysis.
- Excellent interpersonal, communication and team working skills.
- Excellent chairing skills

## Knowledge

- An understanding of and commitment to the NHS, with a solid grasp of the current challenges it faces.
- First-hand knowledge of the scope and boundaries of the role of a Non-Executive Director, good corporate governance and the Nolan principles of public life.
- Working knowledge of the main components of a complex organisation or business including: strategic planning, financial budgeting, quality assurance and performance and risk management.
- A thorough understanding of good governance and committee work.

## Attributes

- High level of personal and business integrity.
- A supportive and constructive manner.



### **Desirable characteristics**

- An understanding of the health needs of the local population in Kent, Surrey and Sussex and around East Grinstead, including relevant stakeholder groups.
- An understanding of membership organisations and the dynamics of realising potential from a membership base.

### **Time commitment and residence requirement**

- The time commitment needed to fulfil this role is a minimum of three days each month. It is the responsibility of each Non-Executive Director to ensure that they can make sufficient time available to discharge their responsibilities efficiently, and prior to taking the appointment the successful candidate should inform the Chair of any other time commitments.
- Able to become and/or remain during the term of office a member of the Queen Victoria Hospital NHS Foundation Trust as set out in the trust's constitution. This means living in Kent, Surrey, Sussex or one of the London Boroughs of Croydon, Kingston, Merton, Richmond, Sutton, Bexley, Bromley, Greenwich, Lambeth, Lewisham, Southwark and Wandsworth.



# How to Apply

Closing date for applications is **Monday 17 April 2017**

Following this, an initial review of written applications will take place, after which a shortlist of successful candidates will be invited to interviews scheduled to take place on **Monday 15 May 2017**.

## Candidates wishing to apply should:

Submit the following information by email to [catherine.blacker@qvh.nhs.uk](mailto:catherine.blacker@qvh.nhs.uk)

- A full CV which demonstrates your ability to meet the criteria contained in the person specification.
- A covering letter highlighting the aspects of the job description for which you feel especially qualified. In particular, what skills would you bring and how would you apply these to QVH.
- Names, positions, organisations and telephone contact numbers for at least two referees.
- A signed and scanned copy of the Equal Opportunities Monitoring Form overleaf. QVH promotes an environment where diversity is valued and equality of opportunity is promoted. We welcome applications that reflect our diverse local population. We can make reasonable adjustments and offer support and advice in a variety of ways throughout the application process.
- A separate note confirming how you heard about this vacancy.

As established by regulation 5 of the Health and Social Care Act 2008 (regulated Activities) Regulations 2014, QVH has a duty to ensure that any director of the Trust meets the criteria as set out in the 'Fit and proper person test' and the preferred candidate will be required to make a declaration to this effect.

We will acknowledge receipt of all applications.

## Enquiries:

In the first instance, please contact Catherine Blacker, EA to the Chair and Head of Communications and Corporate Affairs [catherine.blacker@qvh.nhs.uk](mailto:catherine.blacker@qvh.nhs.uk) or phone 01342 414362.



### MONITORING INFORMATION – EQUALITY ACT 2010

The information collected will only be used for monitoring purposes in an anonymised format and will help the organisation analyse the profile and make up of applicants and appointees to jobs in support of their equal opportunities policies.

NHS organisations recognise and actively promote the benefits of a diverse workforce and are committed to treating all employees with dignity and respect regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

Name		
Date of Birth		
Gender <input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> I do not wish to disclose this		
I would describe my ethnic origin as:		
<b>Asian or Asian British</b> <input type="checkbox"/> Bangladeshi <input type="checkbox"/> Indian <input type="checkbox"/> Pakistani <input type="checkbox"/> Any other Asian background  <b>Black or Black British</b> <input type="checkbox"/> African <input type="checkbox"/> Caribbean <input type="checkbox"/> Any other Black background	<b>Mixed</b> <input type="checkbox"/> White & Asian <input type="checkbox"/> White & Black African <input type="checkbox"/> White & Black Caribbean <input type="checkbox"/> Any other mixed background	<b>White</b> <input type="checkbox"/> British <input type="checkbox"/> Irish <input type="checkbox"/> Any other White background  <b>Other Ethnic Group</b> <input type="checkbox"/> Chinese <input type="checkbox"/> Any other ethnic group <input type="checkbox"/> I do not wish to disclose this
Please select the option which best describes your sexual orientation		
<input type="checkbox"/> Lesbian <input type="checkbox"/> Gay <input type="checkbox"/> Bisexual	<input type="checkbox"/> Heterosexual <input type="checkbox"/> I do not wish to disclose this	
Please indicate your religion or belief		
<input type="checkbox"/> Atheism <input type="checkbox"/> Buddhism <input type="checkbox"/> Christianity <input type="checkbox"/> Islam	<input type="checkbox"/> Jainism <input type="checkbox"/> Sikhism <input type="checkbox"/> Judaism	<input type="checkbox"/> Hinduism <input type="checkbox"/> Other <input type="checkbox"/> I do not wish to disclose this

The Equality Act 2010 protects disabled people - including those with long term health conditions, learning disabilities and so called "hidden" disabilities such as dyslexia. If you tell us that you have a disability we can make reasonable adjustments to ensure that your employment is fair and equitable.

Do you consider yourself to have a disability?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> I do not wish to disclose this
Please state the type of impairment which applies to you. People may experience more than one type of impairment, in which case you may indicate more than one. If none of the categories apply, please mark 'other'.	
<input type="checkbox"/> Physical Impairment <input type="checkbox"/> Sensory Impairment <input type="checkbox"/> Mental Health Condition	<input type="checkbox"/> Learning Disability/Difficulty <input type="checkbox"/> Long-standing illness <input type="checkbox"/> Other