



Chair

Candidate information pack

Reference: N1729



collaboration trust respect innovation courage compassion

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

North West Ambulance Service NHS Trust (NWAS) provides 24 hour, 365 days a year urgent and emergency care and patient transport services to those in need. Their highly skilled staff provide life-saving care and clinical advice to patients in the community and take people to hospital or a place of care if needed.

NHS Improvement has a specific role in appointing and supporting NHS trust chairs and non-executives. We are looking for an exceptional leader to chair NWAS. This is a unique opportunity to lead the Board of Directors to continue the improvement journey of the Trust, by sharing your talents and expertise to help transform the trust and make a positive difference to your community.

2. About North West Ambulance Service NHS Trust

NWAS is geographically the largest NHS ambulance service in England, providing services to a population of around seven million people across a geographical area of approximately 5,400 square miles. The Trust handles over 1.23 million emergency calls each year, 1.6 million 111 calls and undertakes approximately three million patient journeys. Within this total, around 1.4 million patient journeys are undertaken by their non-emergency service for patients travelling to hospitals and other healthcare centres for treatment. The service is commissioned by 31 Clinical Commissioning Groups (CCGs) across the North West and provides a wide range of services that cover emergency and urgent care, patient transport, resilience and NHS 111 service.

The Trust employs just over 6,000 staff who operate from over 100 sites across the region and provide services for patients in a combination of rural and urban communities, in coastal resorts, affluent areas and in some of the most deprived inner city areas in the country. NWAS also provide services to a significant transient population of tourists, students and commuters. The workforce is supplemented by approximately 1200 volunteers made up of Community First Responders and Volunteer Car Drivers.

The North West region is one of the most culturally diverse areas in England, with over 50 different languages spoken by members of the community. Consequently, the Trust places considerable emphasis on equality and diversity and public engagement activities to ensure that their services are accessible to all members of the community.

Vision and Aims

The Trust's ambition and vision is to be the best ambulance service in the UK by providing the right care, at the right time, in the right place, every time for all patients who access its services.

- **Providing the right care** - delivering quality services which are safe, effective and patient centred

- **At the right time** - responding promptly to patients who contact our emergency and urgent care services, and use our transport service
- **In the right place** - providing patients with advice and treatment closer to home where clinically appropriate to prevent unnecessary hospital attendances and admissions
- **Every time** - a focus on every patient and our commitment to continuously drive down variation in our performance, working in partnership with health and care providers locally so that no patient is needlessly waiting for help

The Trust's values, based on the NHS Culture of Caring values, form the foundation of and drive the whole organisation, ensuring they lead by example and create the right culture and conditions for patients to receive safe care every time:



Key challenges

The Trust is currently refreshing its strategies and plans in support of its vision, but its strategic objectives in the current year focus on the following:

- Delivery of Ambulance Response Programme (ARP) performance standards – since their introduction in 2017 the Trust has been on a pathway to improve performance to deliver the required national standards. This has required significant reconfiguration of the service delivery model, reprofiling of fleet,

training and recruitment of staff, and a fundamental change to the behaviour and methods of operations within the Emergency Operations Centre. Work continues to deliver ongoing improvements.

- Delivering increased hear and treat, see and treat and reduced conveyance of patients to ED departments
- Delivering improvements in 111 performance, alongside supporting the roll out of national developments such as online booking and reducing the proportion of calls with ED & 999 dispositions
- Delivering patient transport service performance standards within financial balance and enabling improved patient education and prevention
- Focus on reducing the risk of harm from patients waiting through the improvement of clinical decision making within the control centres
- Improving learning from adverse events and engaging with patients as partners in the design of care
- Embedding quality improvement principles through a framework for Quality Improvement Skills Training

There are a number of key challenges for the Trust over the medium to long term.

The Trust needs to deliver performance across all its services within a tight financial envelope. The 111 and PTS services are expected to be subject to commercial tender over the next three years and in the case of 111 a successful bid will require a fundamental review of approach to enable the delivery of an integrated urgent care model of service, working in collaboration with the wider health economy. Delivery in the other service lines requires improved efficiency and modernisation of working practices and roles to create an innovative and flexible model capable of maximising alternatives to hospital admission.

The Trust is currently awaiting the CQC report following its inspection earlier this year. This will drive some of the priorities for improvement but the Trust has already developed a clear 'Right Care' Quality Strategy which identifies the need to continue to strengthen its safety governance processes. It also sets clear aspirations for improvement focusing on:

- **Safety** – developing a culture of safety and improved safety skills and working practices

- **Effectiveness** – preventing harm to patients who wait for services and continuing the focus on falls, frailty and evidence based care for vulnerable patients
- **Patient Centred Care** – developing a learning culture and giving voice to patients in the design of care, with particular focus on the vulnerable, those who have been harmed and patients at the end of their lives.

The Trust has a strong base financially having achieved all its statutory and regulatory financial duties last year, demonstrating strong financial performance and a track record of sound financial management. However, the financial environment remains challenging and balancing the need to invest and facilitate improvement in the service whilst delivering efficiencies remains difficult. The sector is awaiting the Carter review report and the full development of the Ambulance Model Hospital which will provide a useful focus for driving areas of efficiency.

The Trust also has ambitious plans for both its estates and digitalisation of frontline services. The Trusts strategy around its estate is to reduce the current 109 locations significantly, creating a hub and spoke model with large hubs providing training, make ready and staff support at a single location. The trust has also identified the need to invest significantly in its digital infrastructure, particularly in respect of frontline clinicians and plans to roll out an electronic patient record next year. Both of these will require significant financial investment.

The Trust has set out its strategic direction for its workforce aiming to develop, engage and empower staff more effectively to deliver its workforce goals. There are recruitment and retention challenges in parts of the workforce but modernisation, role design, health and wellbeing and leadership remain the key areas for development to support the delivery of new models of care supporting collaborative working across the health system.

All of this is being delivered in a challenging stakeholder environment working across 33 CCGs, the Greater Manchester Health and Social Care devolved administration and a number of Sustainability and Transformation Plans.

3. Role of the NHS Board and Chair

NHS boards play a key role in shaping the strategy, vision and purpose of an organisation. They hold the organisation to account for the delivery of strategy and ensure value for money. They are also responsible for assuring that risks to the organisation and the public are managed and mitigated effectively. Led by an independent chair and composed of a mixture of both executive and independent non-executive members, the board has a collective responsibility for the performance of the organisation.

The purpose of NHS boards is to govern effectively, and in so doing build patient, public and stakeholder confidence that their health and healthcare is in safe hands. This fundamental accountability to the public and stakeholders is delivered by building confidence:

- in the quality and safety of health services
- that resources are invested in a way that delivers optimal health outcomes
- in the accessibility and responsiveness of health services
- that patients and the public can help to shape health services to meet their needs
- that public money is spent in a way that is fair, efficient, effective and economic.

Role and responsibilities of the Chair

NHS trust chairs are accountable to the Secretary of State, through NHS Improvement for giving leadership to the NHS trust board, and ensuring the trust provides high quality, safe services, and value for money within NHS resources. The chair's role is to:

Formulate plans and strategy

- ensuring that the board develops vision, strategies and clear objectives to set direction and deliver organisational purpose

Ensure accountability

- making sure that the board understands its own accountability for governing the organisation
- ensuring that board committees that support accountability are properly constituted
- holding the CE to account for delivery of strategy
- leading the board in being accountable

Shape culture and capability

- providing visible leadership in developing a healthy culture for the organisation, and ensures that this is reflected and modelled in their own and in the board's behaviour and decision-making
- leading and supporting a constructive dynamic culture within the board, enabling grounded debate with contributions from all directors
- ensuring the board has the appropriate experience and ability, now and into the future, to positively shape the organisation's culture to deliver care in a safe and sustainable way
- ensuring the directors of the board are 'fit and proper' for the role and champion an open, honest and transparent culture within the organisation

Context

- ensuring all board members are well briefed on external context

Process, structures and intelligence

- ensuring requirements for accurate, timely and clear information to board / directors are clear to executive
- ensuring reporting lines and accountabilities are robust and support the effective oversight of the organisation

Engagement

- playing a key role as an ambassador, and in building strong partnerships with: patients and public, all staff, key partners, regulators

In particular, the responsibilities of the chair are to:

- provide leadership to the board, the trust, the other non-executives, the chief executive and executive directors; and ensure the effectiveness of the board in all aspects of its role and agenda
- ensure the provision of accurate, timely and clear information to the board and directors to meet statutory requirements
- ensure effective communication with the board, staff, patients & the public in a changing healthcare environment
- arrange the regular evaluation of the performance of the board, its committees and individual non-executives, directors, and the chief executive
- plan and conduct board meetings, with the chief executive. Facilitate the effective contribution of non-executive directors and ensure constructive

relations within the organisation and between executive and non-executive directors. Share and use relevant expertise of all members of the board

- proactively direct and manage the development of major board decisions ensuring that 'due process' has been applied at all stages of decision making and full and complete consideration has been given to all options during the process
- hold the chief executive to account for the effective management and delivery of the organisation's strategic aims and objectives
- ensure that the board develops and oversees strategies, which will result in tangible improvements to the health of the population and clinical services
- ensure that the board establishes clear objectives to deliver agreed strategies and regularly review performance against these objectives
- ensure that the board maintains its responsibility for the effective governance of the organisation by making the best use of resources including the development of effective risk and performance management processes
- ensure that the board, and the organisation, observe the Secretary of State's policies and priorities, including the personal behaviours, values, technical competence and business practices outlined in "[The standards for members of NHS boards and clinical commissioning group governing bodies in England](#)" produced by the Professional Standards Authority
- be aware of relevant, regulatory and Central Government policies
- play a key role in building strong partnerships with Local Authority, local health economy, and other stakeholders in the community and nationally, including regulators such as NHS Improvement and the Care Quality Commission
- ensure that the interests of all stakeholders, and influence of all advisers, are fairly balanced
- provide the leadership needed by the Board to shape the organisation; develop a culture which supports the values of the NHS, and ensure the organisation values diversity in its workforce and demonstrates equality of opportunity in its treatment of staff and patients and in all aspects of its business
- be an ambassador for the trust with national, regional and local bodies; be knowledgeable and aware of local issues, and recognise the trusts role as a major local employer
- where necessary, assist in the appointment of executives and non-executives and ensure systems of support and appraisal are in place.

4. The person specification

We are looking for candidates who want to use their energy, skills and experience to help drive the delivery of sustainable healthcare services for the people of the North West. They will have undertaken a range of board level leadership roles and be able to demonstrate:

- experience of leading comparably large and complex organisations through organisational and cultural change to secure performance and quality improvement;
- the ability to work effectively in a leadership role with a range of internal and external stakeholders, using excellent influencing and communication skills to secure commitment to a shared strategic vision and to work collaboratively and flexibly with partners to find new solutions to old problems;
- considerable experience of building and developing effective teams and providing positive, constructive visible leadership in a range of public facing and challenging environments;
- the ability to provide effective challenge and be demanding on pace and sustainability in holding executives to account;
- proven governance, organisational and financial skills, including those relating to strategic planning, risk management and organisation-wide performance management;
- an understanding of the challenges facing healthcare providers and NWAS, in delivering high quality, safe services to patients that are clinically and financially sustainable; and
- an understanding of and commitment to the principles of equality and diversity.
- an ability to demonstrate and role model at all times the Trust's Values and behaviours in their own behaviours and in relation to others.

We welcome candidates from diverse backgrounds who can apply their experience from different sectors, as well as from health, to this demanding role.

5. Terms and conditions of appointment

- The remuneration for this role is £35,000 per annum. The initial appointment will be for a period of up to four years, after which you may be considered for further terms of office, subject to the needs of the organisation and a good performance in the role.
- You will have considerable flexibility to decide how you manage the time needed to undertake this role. On average, it will require 2 to 3 days a week, including preparation time away from the Trust, the occasional evening engagement and events designed to support your continuous development.
- We welcome applications from any candidate with the qualities, skills and experience required to undertake this role, but are particularly keen to hear from those who live in or have strong connections with the area served by the Trust.

For information about the Trust, such as business plans, annual reports, and services, visit their [website](#). Follow the links for more information about:

- [Becoming a non-executive director](#)
- [About the non-executive role](#)
- [Applying for the role](#) 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

NHS Improvement 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.

6. Making an application

For more information, you can get in touch with:

- **NWAS** – the office of Michael Forrest, Interim Chief Executive on 01204 498413
- **NHS Improvement** – for general enquiries contact Miriam Walker on 0300 123 2059 or by emailing miriam.walker@nhs.net

If you wish to be considered for this role, please provide:

- a CV that includes your address and contact details. It should include details of all employment in the last three years and all employment related to the provision of healthcare services. Any gaps in your employment history should also be explained.
- 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 will be taken prior to interview and may be shared with the selection panel
- 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
- confirm your preferred email and telephone contact details

This information should be emailed to NHSI.Chairsandneds@nhs.net quoting reference **N1729** in the subject line.

Key dates

- **Closing date for receipt of applications: 12 noon on 8 November 2018**
- **Trust stakeholder engagement:** the shortlisted candidates will be invited to the Trust to meet groups of its key stakeholders during **end November 2018/early December 2018**
- **Interview date: 10 December 2018** in Manchester
- **Proposed start date: 1 February 2019**, when the retiring Chair's term of office comes to an end, although the successful candidate will be invited to undertake some preparatory work on behalf of the Trust during January.

Appendix A - Board level behaviours

The NHS Leadership model describes nine behaviours which together contribute towards strong and effective NHS leaders. If you are invited to interview, you will also need to demonstrate the range of behaviours required to contribute effectively in this board level role:

- **inspiring shared purpose** - create a shared purpose for diverse individuals doing different work, inspiring them to believe in shared values so that they deliver benefits for patients, their families and the community
- **leading with care** - understand the underlying emotions that affect their team, and care for team members as individuals, helping them to manage unsettling feelings so they can focus their energy on delivering a great service that results in care for patients and other service users
- **evaluating information** - are open and alert to information, investigating what is happening now so that they can think in an informed way about how to develop proposals for improvement
- **connecting our service** - understand how things are done in different teams and organisations; they recognise the implications of different structures, goals, values and cultures so that they can make links, share risks and collaborate effectively
- **sharing vision** - convey a vivid and attractive picture of what everyone is working towards in a clear, consistent and honest way, so that they inspire hope and help others to see how their work fits in
- **engaging the team** - promote teamwork and a feeling of pride by valuing individuals' contributions and ideas; this creates an atmosphere of staff engagement where desirable behaviour, such as mutual respect, compassionate care and attention to detail, are reinforced by all team members
- **holding to account** - create clarity about their expectations and what success looks like in order to focus people's energy, give them the freedom to self-manage within the demands of their job, and deliver improving standards of care and service
- **developing capability** - champion learning and capability development so that they and others gain the skills, knowledge and experience they need to meet the future needs of the service, develop their own potential, and learn from both success and failure
- **influencing for results** - are sensitive to the concerns and needs of different individuals, groups and organisations, and use this to build networks of influence and plan how to reach agreement about priorities, allocation of resources or approaches to service delivery

It is also essential that any director champions the standards of public life – by upholding the highest standards of conduct and displaying the principles of selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.

More information at the NHS Leadership Academy's [Healthcare Leadership Model](#)

Appendix B - Role of the NHS Board

NHS boards play a key role in shaping the strategy, vision and purpose of an organisation. They hold the organisation to account for the delivery of strategy and ensure value for money. They are also responsible for assuring that risks to the organisation and the public are managed and mitigated effectively. Led by an independent chair and composed of a mixture of both executive and independent non-executive members, the board has a collective responsibility for the performance of the organisation.

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Appendix C - The seven principles of public life

The principles of public life apply to anyone who works as a public office-holder and therefore will apply to the successful candidate for this role:

- **selflessness** - holders of public office should act solely in terms of the public interest
- **integrity** - holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships
- **objectivity** - holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias
- **accountability** - holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this
- **openness** - holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing
- **honesty** - holders of public office should be truthful
- **leadership** - holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour whenever it occurs

The Commissioner for Public Appointments would like to find out what you think of the public appointments process. When you have completed the process, the Commissioner would appreciate a few minutes of your time to [complete a survey](#). Your response will be anonymous and will inform the Commissioner's ongoing work with Government Departments to improve the public appointments process.

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. New regulations now require NHS Improvement to 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](#).

About NHS Improvement

NHS Improvement is responsible for overseeing Foundation Trusts, NHS Trusts and independent providers. We offer the support these providers need to give patients consistently safe, high quality, compassionate care within local health systems that are financially sustainable. By holding providers to account and, where necessary, intervening, we help the NHS to meet its short-term challenges and secure its future.

NHS Improvement is the operational name for the organisation that brings together Monitor, NHS Trust Development Authority, Patient Safety, the National Reporting and Learning System, the Advancing Change team and the Intensive Support Teams.

Contact us

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