



Sussex Community
NHS Foundation Trust



HUNTER
Executive talent for the healthcare sector

Chair

Candidate information pack
January 2023



*Excellent care at the
heart of the community*

Welcome

Thank you for your interest in becoming Chair of Sussex Community NHS Foundation Trust.

Now, more than perhaps ever before in its 75 year history, the incredibly important role the NHS plays in society is being recognised. Here at Sussex Community NHS Foundation Trust our people are continuing to provide excellent care at the heart of the community in the most challenging of circumstances.

Over recent years, we have faced unprecedented challenges, but there have also been many opportunities to celebrate the contribution that we make to our local Sussex communities. Our teams continue to deliver under significant pressure and with an increasing demand for our services. The population continues to grow, people are living longer, often with multiple long- term conditions; more recently our communities and colleagues have been confronted with the COVID-19 pandemic, which has had an enormous impact on us all. To meet these new and increasing demands, the commitment, dedication and expertise of our people have enabled us to work more closely together and support each other to deliver compassionate care to the people and communities we serve.

We are now looking for a new Chair to lead our Board and Council of Governors to help ensure we are able to meet the challenges we face in the coming times. We are looking for someone with warmth, humour and a strong moral compass. An empathetic and innovative leader with expertise in delivering change in complex situations, an ability to bring people and partners together to achieve common goals, and a clear and demonstrable commitment to living and leading by **our values**.

We believe in supporting everyone to be the best that they can be and in enabling individuals to bring their whole self to work. We are committed to increasing our diversity at all levels in the organisation and, for this key role, we are particularly keen to attract candidates who can bring diverse perspectives. We welcome expressions of interest from the widest possible range of backgrounds particularly those who are underrepresented at Board level in the NHS.

If this sounds like a challenge you are up for, then we would love to hear from you. Please contact our recruitment partners Rhiannon Smith or Jenny Adrian at Hunter Healthcare on 07939 250362 or by email at jadrian@hunter-healthcare.com.

Lesley Strong

Senior Independent Director
Sussex Community NHS Foundation Trust

About Us

We are the leading provider of community services in Sussex. We help people to plan for and manage changes in their health to prevent the need for hospital admission and to help get people home sooner. Our teams deliver a wide range of medical, nursing and therapeutic care to more than 9,000 people every day.

We work in people's homes, clinics, intermediate care units and care homes across the county. Each year our clinicians see adult or child patients more than 2.6 million times, caring for people from their earliest moments until their last.

So far we have provided over 900,000 COVID-19 vaccinations alongside our other services and despite the challenges of the pandemic our services have continued to innovate and win awards. Last year, our West Sussex health visiting service retained its Baby-Friendly Unicef Gold Award, recognising excellent and sustained practice in the support of infant feeding and parent-infant relationships. The Trust was also awarded the highest possible Disability Confident status – Level 3: Disability Confident Leader, following advances put in place for both disabled applicants and disabled colleagues over the past few years. In addition, we won two awards for innovation and best practice amid the challenge of COVID-19 from the Community Hospitals Association.

What We Do

We provide essential medical, nursing and therapeutic care to adults, children and families throughout a wide area of Sussex, both in the community and in dedicated clinical settings. In total we have around 5,500 members of staff working across Brighton & Hove, West Sussex and the High Weald Lewes and Havens area of East Sussex.

Our staff work in multi-disciplinary teams combining a range of specialisms and backgrounds and linking closely with our health and social care partners to offer integrated, seamless services to our patients. Some of what we do includes the following.

- Community Rehabilitation and Support – Supporting people with complex health needs and long-term conditions or people needing end of life care.
- Community Rapid Response – Assessing and caring for patients with urgent care needs, helping to keep them out of hospital.
- Intermediate Care – Short Term Recovery and Rehabilitation – Keeping patients out of hospital where we can, or helping them to leave hospital when this is the right thing for them.
- Integrated Discharge – Working with patients, carers and hospital staff, to help a patient return home from a hospital stay as soon as possible.
- Health Promotion – Supporting people to improve health and well-being.
- Minor Injuries Units and Urgent Treatment Centres – Seeing people who have minor injuries or need urgent medical attention but aren't in a life-threatening situation.
- Children and Families – Coordinating flexible services for children and families through our health visitors and our child development centres.
- Specialist services including Chailey Clinical Services, Special Care Dental Services and Sussex Rehabilitation Centre.

For more information, visit our website [here](#).

You can also view a list of our services, [click here](#).

Sussex Community at a Glance

5,500 STAFF
500+ VOLUNTEERS

PROVIDED MEDICAL, NURSING
AND THERAPEUTIC CARE TO OVER

9,000 PEOPLE EVERY DAY

PROVIDED SERVICES TO A COMMUNITY OF

1.3 MILLION

PEOPLE

70% OF STAFF
WOULD RECOMMEND
the Trust as a place
to work

82% OF STAFF SAID
the care of patients/service
users is the organisation's
top priority

INCOME GREW
£30 MILLION
in year compared to 2020-21

PROVIDED A NUMBER OF
**LARGE SCALE COVID-19
VACCINATION CENTRES**

playing a pivotal role in the Sussex
COVID-19 Vaccination Programme

WE REDUCED OUR ABSOLUTE
CARBON FOOTPRINT BY
3,993
tonnes CO₂e
(-41%) between 2010-11 & 2021-22

Opened a
**SPECIALIST
DENTAL CLINIC**
at Crawley Hospital

Our Vision and Values

Our vision is of a health and care system that has excellent care at the heart of the community.

Across the age range, we care for some of the most vulnerable people in our communities, from our health visitors caring for babies and young children through to our multi-disciplinary community teams caring for the elderly.

In all we do our work is driven by our vision of excellent care at the heart of the community.

The aim is to deliver 'the right services to the right people, in the right place, by the right people and at the right time, quality and cost' by ensuring that the organisation has in place the right strategies, structures, systems, staff and skills, underpinned by shared values.

Trust Values

To realise our vision we will remain true to our shared values:

COMPASSIONATE CARE

Caring for people in ways we would want for our loved ones.

WORKING TOGETHER

As a team, forging strong links with our patients, the wider public and our health and care partners, so we can rise to the challenges we face together.

ACHIEVING AMBITIONS

For our users, for our staff, for our teams, for our organisation.

DELIVERING EXCELLENCE

Because our patients and partners deserve nothing less.

Our System

Sussex Health and Care Integrated Care System

Across Sussex, the NHS and local councils that look after social care and public health are working together to improve health and care as part of Sussex Health and Care Integrated Care System (ICS).

We take collective action to improve the health of local people, ensure that health and care services are high-quality and to make the most efficient use of our resources.

Over the last few years, health and care organisations across Sussex have increasingly worked together in partnership to make sure the experience of local people using services is more joined-up and better suits their individual needs.

On 1 July 2022 a new statutory organisation, NHS Sussex, was created taking on the commissioning functions previously carried out by Clinical Commissioning Groups.

The main role of NHS Sussex is to agree the strategic priorities and resource allocation for all NHS organisations in Sussex.

This way of working is based on the priorities and outcomes that matter to local communities and allows all organisations to work together towards the same plan to improve health and wellbeing. This will help local people to stay healthy for longer, to receive more support and treatment at home and, if they do get ill, to ensure they get the right care in the right place at the right time.

Working together as part of the ICS does not affect or replace partners' existing statutory responsibility and accountability arrangements.

To read more about the Sussex Health and Care Integrated Care System and our vision for the future, please visit our dedicated website [here](#).

The role

The chair is responsible for the effective leadership of the board and the council of governors. They are pivotal in creating the conditions necessary for overall board and individual director effectiveness. To carry out their role, the chair must cultivate a strong, collaborative relationship with the chief executive. Many responsibilities in this role description will be discharged in partnership with the chief executive and the relationship between the chair and the chief executive sets the tone for the whole organisation.

The chair role combines the duty to lead effective governance, consistent with the Nolan principles and NHS values, with securing a long-term vision and strategy for the organisation. The chair plays a key role in shaping organisational culture and role modelling Trust values.

Central to the chair's role are five key responsibilities:

- **strategic:** ensuring the board sets the trust's long-term vision and strategic direction and holding the chief executive to account for achieving the trust's strategy
- **people:** creating the right tone at the top, encouraging diversity, change and innovation, and shaping an inclusive, compassionate, patient-centred culture for the organisation
- **professional acumen:** leading the board, both in terms of governance and managing relationships internally and externally
- **outcomes focus:** achieving the best sustainable outcomes for patients/ service users by encouraging continuous improvement, clinical excellence and value for money
- **partnerships:** building system partnerships and balancing organisational governance priorities with system collaboration; this role will become increasingly more important as local organisations move to delivering integrated care, prioritising population health in line with the NHS Long Term Plan.

Key responsibilities

Strategic

In their **strategic leadership** role, the trust chair is responsible for:

- ensuring the whole board of directors plays a full part in developing and determining the trust's **vision, values, strategy and overall objectives** to deliver organisational purpose and sustainability having regard to the council of governors' views.
- ensuring the trust's strategy aligns with the principles guiding the NHS and the NHS values
- ensuring the board identifies the key risks the trust faces in implementing its strategy; determines its approach and attitude to **providing effective oversight** of those risks and ensures there are **prudent controls** to assist in managing risk
- ensuring the board has effective oversight of performance against strategic objectives
- holding the chief executive to account for delivering the strategy and performance.

People

In their role **shaping organisational culture** and setting the right tone at the top, the trust chair is responsible for:

- providing visible leadership in developing a **healthy, open and transparent patient-centred culture for the organisation**, where all staff have equality of opportunity to progress, the freedom to speak up is encouraged, and ensuring that this culture is reflected and modelled in their own and in the board's behaviour and decision-making
- leading and supporting a **constructive dynamic** within the board, enabling grounded debate with contributions from all directors
- promoting the highest standards of **ethics, integrity, probity and corporate governance** throughout the organisation and particularly on the board

- demonstrating **visible ethical, compassionate and inclusive personal leadership** by modelling the highest standards of personal behaviour and ensuring the board follows this example
- ensuring that **constructive relationships based on candour, trust and mutual respect** exist between executive and non-executive directors, between elected and appointed members of the council of governors and between the board and the council
- developing **effective working relationships** with all the board directors, particularly the chief executive, providing support, guidance and advice.

In their role **developing the board's capacity and capability**, the trust chair is responsible for:

- ensuring the board sees itself as a team, has the **right balance and diversity of skills, knowledge and perspectives**, and the confidence to challenge on all aspects of clinical and organisational planning; this includes:
 - regularly **reviewing the board's composition and sustainability** with the chief executive and the board and council of governors nominations and remuneration committees as appropriate
 - considering **succession planning** and remuneration for the board, including attracting and developing future talent, working with the board and council of governors nominations and remuneration committees as appropriate
 - considering the **suitability and diversity** of non-executive directors who are assigned as chairs and members of the board's committees, such that as far as possible they reflect the workforce and respective communities served by the board
 - where necessary, leading in seeking the removal of non-executive directors and governors, giving counsel in the removal of executive directors

- leading on **continual director and governor development** of skills, knowledge and familiarity with the organisation and health and social care system, to enable them to carry out their role on the board/council effectively, including through:
 - induction programmes for new directors and governors
 - ensuring **annual evaluation** of the board and council's performance, the board's committees, and the directors/governors in respect of their board/council contribution and development needs, **acting on the results** of these evaluations and supporting personal development planning
 - taking account of their **own development needs** through, for example, personal reflection, peer learning and mentoring/reverse mentoring as part of the wider NHS provider chair community
- developing a board that is genuinely connected to and assured about staff and patient experience, as demonstrated by appropriate feedback and other measures, including the Workforce Race Equality Standard (WRES); Workforce Disability Equality Standard (WDES); and Equality Delivery System (EDS).
- other chairs in the system and the wider NHS provider chair community, including where appropriate, through:
 - integrating with other care providers
 - identifying, managing and sharing risks
 - ensuring decisions benefit the local population, prioritising the needs of the citizens served by the organisation at a system level
- ensuring that **effective communication with stakeholders** creates board debate encompassing diverse views, and giving sufficient time and consideration to **complex, contentious or sensitive issues**
- facilitating the council of governors' work on **member engagement**, so the governors can carry out their statutory duty to represent the interests of trust members and the general public to the trust
- facilitating the council of governors' work so that governors can carry out their statutory duties in respect of appointments, remuneration, audit, quality accounts, annual reporting and planning and statutory decision making
- ensuring that governors have the dialogue with directors they need to hold the non-executive directors and chair, individually and collectively to account for the board's performance.

Partnerships

In their role as an **ambassador**, leading in developing **relationships** and **partnership working**, the chair is responsible for:

- promoting an **understanding of the board's role**, and the role of non-executive and executive directors
- representing the organisation externally, developing and facilitating strong partnerships, and promoting **collaborative, whole-system working** through engagement with:
 - patients and the public
 - members and governors
 - all staff
 - key partners across public, private and voluntary sectors
 - regulators

Professional acumen

In their role as **governance lead** for the board and the council of governors, the chair is responsible for:

- making sure the board and council operate effectively and understands their own **accountability** and compliance with approved procedures – for example, meeting statutory duties relating to annual reporting
- personally, **doing the right thing**, ethically and in line with NHS and trust values, demonstrating this to and expecting the same behaviour from the board and the council of governors
- leading the board in **establishing effective and ethical decision-making processes**

- **setting board and council of governors agendas** relevant to the trust's current operating environment and taking full account of the **important strategic issues and key risks** it faces, aligned with the annual planner for council of governors meetings, developed with the lead governor
- ensuring that the board and council of governors receives **accurate, high quality, timely and clear information**, that the related assurance systems are fit for purpose and that there is a good flow of information between the board, its committees, the council of governors and senior management
- managing board and council of governors meetings and ensuring compliance with codes of conduct and procedures
- ensuring board and council of governors committees are properly constituted and effective
- arranging informal meetings of the directors when necessary to ensure that sufficient time and consideration are given to complex, contentious or sensitive issues
- leading the board in being accountable to the council of governors and leading the council of governors in holding the board to account.

In their role as **facilitator** of the board and of the council of governors, the chair is responsible for:

- providing the environment for agile debate that considers the big picture
- ensuring the board and council of council collectively and individually applies **sufficient challenge**, balancing the ability to seize opportunities while retaining robust and transparent decision-making
- facilitating the **effective contribution** of all members of the board and council of governors, drawing on their individual skills, experience and knowledge and in the case of non-executive directors, their independence

- working with and supporting the **trust secretariat** in establishing and maintaining the board's and the council of governor's annual cycle of business
- liaising with and consulting the **senior independent director**.

Outcomes focus

In their role as a **catalyst for change**, the chair is responsible for:

- ensuring all board members are well briefed on **external context** – e.g., policy, integration, partnerships and societal trends – and this is reflected in the board and council of governors debate
- fostering a **culture of innovation and learning**, by being outward-looking, promoting and embedding innovation, technology and transformation through the board and council of governors business and debate
- promoting **academic excellence and research** as a means of taking health and care services forward
- ensuring performance is accurately measured against constitutional and Care Quality Commission (CQC) 'well-led' standards
- ensuring performance on equality, diversity and inclusion for all patients and staff is accurately measured and progressed against national frameworks, including WRES, WDES and EDS
- above all, ensuring the board maintains an unrelenting interest in and focus on the continuous improvement and self-assessment of patient safety, experience and clinical outcomes.

Person Specification

AM = Assessment Method:
A = Application Form; I = Interview

Desirable Experience		AM
	<ul style="list-style-type: none"> • Prior experience as a non-executive director (any sector) • Prior experience on an NHS board (executive, non-executive or associate role) or other complex organisations outside the NHS, i.e., private, voluntary or other public sector providers of similar scale • Professional qualification or equivalent experience 	A
Essential Criteria		
Values	<ul style="list-style-type: none"> • A clear commitment to the NHS and the trust's values and principles 	A / I
Strategic	<ul style="list-style-type: none"> • Experience of leading and delivering against long-term vision and strategy • Experience leading transformational change, managing complex organisations, budgets and people 	A / I
People	<ul style="list-style-type: none"> • Strong interpersonal, communication and leadership skills • Experience of building effective teams, encouraging change and innovation and shaping an open, inclusive and compassionate culture through setting the right tone at the top and championing diversity at, and across, all levels • Strongly focused on the experience of all staff and patients • Fully attentive towards issues of equality, diversity and inclusion 	A / I
Professional acumen	<ul style="list-style-type: none"> • Evidence of successfully demonstrating the required competencies in other leadership roles • An ability to identify and address issues, including underperformance, and to scrutinise and challenge information effectively for assurance 	A / I
Outcomes focus	<ul style="list-style-type: none"> • A demonstrable interest in health and social care and a strong desire to achieve the best sustainable outcomes for all patients and service users through encouraging continuous improvement, clinical excellence and value for money • Strong understanding of financial management, with the ability to balance the competing objectives of quality, operational performance and finance • An appreciation of constitutional and regulatory NHS standards 	A / I
Partnerships	<ul style="list-style-type: none"> • A desire to engage with the local population and to collaborate with senior stakeholders across the health and care system • Experience managing conflict, finding compromise and building consensus across varied stakeholder groups with potentially conflicting priorities 	A / I

Applications will be assessed on merit, as part of a fair and open process, from the widest possible pool of candidates. The information provided by applicants will be relied on to assess whether sufficient personal responsibility and achievement have been demonstrated in previous/other roles, to satisfy the experience being sought.

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 board roles.

How to Apply

Application closing date is **17 February 2023**.

All applications must quote **SCCHAIR**

Please ensure your application includes the following:

- A CV which demonstrates how you meet the criteria
- A covering letter highlighting the aspects of the role and Sussex Community that particularly attract you and outlining why you feel you are right for us
- Contact details for four referees (who will not be contacted without your permission)
- A contact email address and telephone number
- A completed **Equal Opportunities Monitoring Form** and **Fit and Proper Persons Monitoring Form**.

Please send all documentation by email to Hunter Healthcare at applications@hunter-healthcare.com

KEY DATES

EVENT	DATE
Application closing date	17 February 2023
Longlisting	24 February
Shortlisting	3 March
Interviews & Selection events	13 March



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



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