



Doncaster and Bassetlaw  
Teaching Hospitals  
NHS Foundation Trust

# Non-executive Director

## Candidate information

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Bassetlaw Hospital

Doncaster Royal Infirmary

Montagu Hospital

# A word from

Suzy Brain England OBE, Chair



## **These are exciting times at Doncaster and Bassetlaw Teaching Hospitals (DBTH).**

Throughout the past number of years, as an organisation, we have consolidated the good progress we have made in patient care, treatment and experience, whilst further strengthening our links with partners both locally and nationally.

In 2018/19 we also had the opportunity to reflect upon our vision, values and objectives, clearly laying out where we want to head as an organisation. This has resulted in a revised vision for DBTH, which is to become 'the safest Trust in England, outstanding in all that we do'. While undoubtedly ambitious, we feel that with the skill, expertise and dedication we can count on amongst our colleagues, this is an entirely achievable destination for the Trust.

This is where you come in.

As Non-executive Director you will join a dedicated and skilled Board of Directors and Council of Governors who are committed to ensuring the Trust delivers the best operational performance, ultimately supporting us in achieving our vision as outlined above.

You will be required to bring personal commitment to the role, independence, impartiality, a wide range of experience, special knowledge and personal qualities.

You will be an experienced non-executive director (or equivalent) and have senior and/or Board level experience gained in a large/complex organisation. Additionally you should be able to demonstrate the following key skills:

- Strategic direction
- Holding to account
- Effective influencing and communication
- Team working
- The chairing of meetings
- Self-belief and drive
- Intellectual flexibility

We are particularly interested in candidates with a background and/or experience in:

- IT/Digital
- Academia

However, we will also consider candidates with a background in patient experience and engagement or experience with estates, finance or legal.

In all, we are looking for a highly influential, enthusiastic and motivated individual with great vision, energy, drive, relationships and the ability to enhance what we do as an organisation.

If you are interested in applying and would like to know more, visit our website [here](#). For an informal discussion with the Chair or a current Non-Executive Director, please contact Jeannette Reay, Head of Corporate Assurance, on 07557 313547, email: [jeannette.Reay@nhs.net](mailto:jeannette.Reay@nhs.net).

**Suzy Brain England OBE,**  
Chair of the Board

# Who we are

Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust (DBTH) is one of Yorkshire's leading acute trusts, serving a population of more than 420,000 across South Yorkshire, North Nottinghamshire and the surrounding areas.

Hosting three main hospital sites and a number of additional services, the Trust is one of only five Teaching Hospitals in Yorkshire and this year is projected to train 25% of all medical students in the region and 30% of all other healthcare professional students.

As a Trust, we employ over 6,600 people, and, we believe, every member of staff contributes to patient care and has a personal stake in our future successes and achievements.

We are fully licensed by NHS Improvement (formerly Monitor) and fully registered (without conditions) by the Care Quality Commission (CQC) to provide the following regulated activities and healthcare services:

- Treatment of disease, disorder or injury
- Nursing care
- Surgical procedures
- Maternity and midwifery services
- Diagnostic and screening procedures
- Family planning
- Transport services, triage and medical advice provided remotely
- Assessment or medical treatment for persons detained under the Mental Health Act 1983.

We provide the full range of district general hospital services and some specialist tertiary services, including vascular surgery. We also provide a number of community services, external to our main hospital sites including sexual health services.

In 2018/19, the Trust received income over £380 million, managing to perform well within financial constraints. Like many NHS organisations, since 2015 the Trust has worked to reduce a significant deficit, delivering savings in the last financial year of around £11 million. Although a challenging time for DBTH, it also represents significant opportunity, with increased scope to foster creativity and ingenuity in order to meet our cost pressures but also to continue to improve for the benefit of patients.

As we operate a number of sites, you will gain a sense of a large and expansive organisation; however it is very important that our Trust has a great sense of community and identity, with an accessible leadership team and a commitment to ensuring that every member of the team can make the difference.

We are proud that many of those in senior positions within the Trust began their careers here, and we have a large number of long serving team members, with one member of staff recently retiring after 60 years of service, having spent their entire career at the Trust.

It is our goal to give those who join Team DBTH the tools and opportunities in order to grow their career, so whether you spend just one year or fifty with us, it's our pledge to help you **Develop, Belong and Thrive, Here.**



# Providing Care

**Hosting three main hospital sites and a number of additional services, we are proud to serve the people of Doncaster, Bassetlaw and beyond.**

**Doncaster Royal Infirmary (DRI):** A large acute hospital with over 500 beds, a 24-hour Emergency Department (ED), and trauma unit status. In addition to the full range of district general hospital care, DRI also provides some specialist services including vascular surgery. It has inpatient, day case, diagnostic and outpatient facilities.

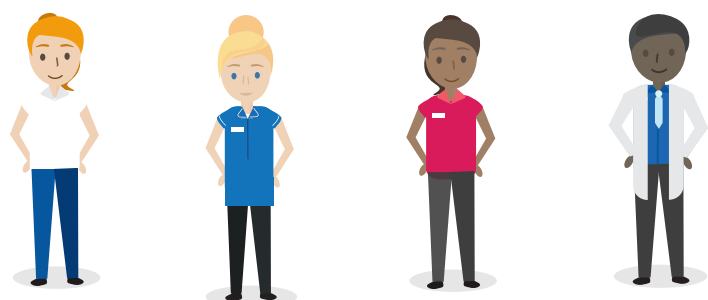
**Bassetlaw Hospital (BH) in Worksop:** An acute hospital with over 170 beds, a 24-hour Emergency Department (ED) and the full range of district general hospital services including a breast care unit and renal dialysis. Bassetlaw has inpatient, day case and outpatient facilities.

**Montagu Hospital (MH) in Mexborough:** A small non-acute hospital with over 50 inpatient beds for people who need further rehabilitation before they can be discharged. There is a nurse-led minor injuries unit, open 9am to 9pm. It also has a day surgery unit, renal dialysis, a chronic pain management unit and a wide range of outpatient clinics. Montagu is the site of our Rehabilitation Centre, Clinical Simulation Centre and the base for the abdominal aortic aneurysm screening programme.

We are also registered to provide outpatient and other health services at Retford Hospital, including clinical therapies and medical imaging.

We also provide some services in community settings across South Yorkshire and Bassetlaw. The rehabilitation beds we used to have at Tickhill Road Hospital in Doncaster transferred to Montagu Hospital in August 2012 however we still provide outpatient care of older people at this site.

In 2004, Doncaster and Bassetlaw Hospitals became one of the first 10 NHS trusts in the country to be awarded foundation trust status. This means we have more freedom to act than a traditional NHS trust, although we are still very closely regulated and must comply with the same strict quality measures as non-foundation trusts.



Doncaster Royal Infirmary



Bassetlaw Hospital



Montagu Hospital

# Our performance

## What we did, and how we did it.

In 2018/19 we had one of our busiest-ever years. Despite this, as a Trust we delivered really strong performance, reaching most of our targets while delivering high quality care.

We cared for approximately  
**123,200** inpatients



We cared for approximately  
**472,000** outpatients



### Our performance indicators 18/19



We recorded only **21 cases** of **C.Diff** in year.



We recorded **zero cases** of **MRSA** in year.



We achieved **six of eight cancer targets** in year.



We achieved **92.64%** for our **four hour access target**.



We achieved **88.8%** for our **Referral to Treatment target**.

We cared for approximately  
**175,200** emergencies



We delivered approximately  
**4,700** babies



Thorne



Doncaster



**Doncaster Royal Infirmary** cared for **515,250** patients.



**Montagu Hospital** cared for **78,500** patients.

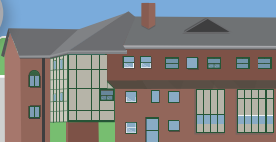
Mexborough



**Our clinics** cared for **7,900** patients.



**Bassetlaw Hospital** cared for **174,550** patients.



Worksop



# 2018/19 in brief



## Fantastic feedback

We received a range of positive patient and colleague comments, daily:

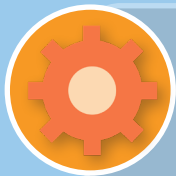
- ★ 99% of patients said we are caring and compassionate
- ★ 99% of patients said they were extremely likely to recommend our services.
- ★ The Trust is rated four stars out of five on NHS Choices.
- ★ The Trust is rated 4.1 out of 5 on Facebook.
- ★ Hundreds of staff share notes of thanks via social media regarding both work and the care received by friends and family.

## Incredible staff



We have some of the most talented colleagues in the UK, and this year:

- ★ Two colleagues were elected President of their national professional associations for [ENT](#) and [Laryngology](#).
- ★ Another was awarded a [honorary fellowship](#).
- ★ One colleague was awarded an [OBE](#) and another a [British Empire Medal](#).
- ★ Another member of Team DBTH was recognised for [exceptional contributions](#) to digital imaging informatics.
- ★ In all, the Trust was nominated for more than 20 national awards.



## Highly specialised

We have some of the best, specialised services in the country, delivering:

- ★ [UKAS accredited](#) Pathology services.
- ★ Accredited Endoscopy services.
- ★ [Accredited](#) Echocardiography services.
- ★ High performing vascular surgery, one of the few in the North of England.
- ★ Our Stroke services will soon provide [Hyper Acute Stroke Service](#) (HASU) for the region.
- ★ This is in addition to the highly specialised and skilled staff we count on each and every day.

## Best performance



We are amongst the best in the country for high performing services:

- ★ Within top 20% highest performing Emergency Departments in the country.
- ★ [Region-leading results](#) for Patient Led Assessment of the Care Environment (PLACE).
- ★ Recently enhanced Cancer Rapid Diagnosis services.
- ★ The first to reach [75% staff flu vaccination](#) in the country for the fourth year running.
- ★ Low HSMR (mortality) rates, reducing from a high of 114.
- ★ Soon to be enhanced by [Digital Transformation](#).



# 2018/19 in brief



## New Facilities

This year, we invested over £12 million in our sites, which included:

- ★ Mutli-million pound investment in [new catering facilities](#).
- ★ Refurbishment of DRI's Gate Four entrance and installation of 'living wall'.
- ★ Opening of two '[Changing Places](#)' restrooms, one at DRI and another at Bassetlaw Hospital.
- ★ The official unveiling of the [Butterfly Garden](#).
- ★ Breaking ground on the new [CT Suite](#) at DRI.
- ★ This is in addition to countless repairs, maintenance tasks and other changes to our sites.

## Safety and Quality

We have made excellent progress across our quality and safety indicators:



- ★ [Zero cases](#) of MRSA for almost 700 days.
- ★ 25% reduction in occurrence of [C.Diff](#) since last year.
- ★ Implimentation and adoption of better sepsis diagnosis.
- ★ Introduction of a number of projects with an emphasis on patient-centered care including: [Making Mealtimes Matter](#), [Sleep Helps Healing](#) and increasing [visiting times](#).
- ★ Further expansion of '[Sharing How We Care](#)', including second ever conference.



## Training, Development and Research

As a Teaching Hospital we have nationally recognised educators and researchers:

- ★ Essential Training rate at 82.5%.
- ★ 47 additional research projects approved by the Trust and support for colleagues to undertake further development.
- ★ Award-nominated mentoring and region-leading feedback.
- ★ We trained 25% of all junior doctors as well as 30% of all other health professionals in the area.
- ★ Introduction of innovative new roles.
- ★ We have begun to roll-out our Leadership programme to help colleagues Develop, Belong and Thrive Here.

## Quality Improvement (Qi)

We now host an innovative and pioneering Qi service at the Trust:

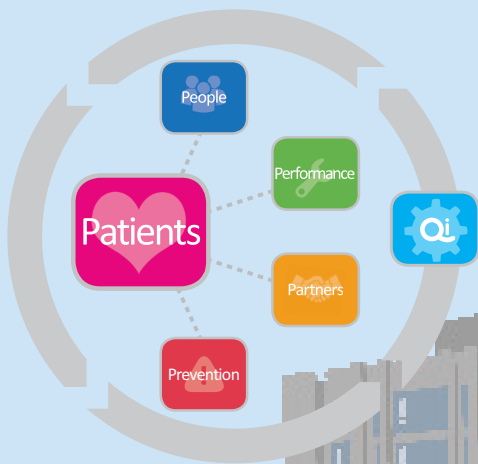


- ★ 300 staff are now involved in 190 improvement projects.
- ★ Over 2,000 staff are trained in our Qi way.
- ★ Improvement is embedded in all forms of training such as 'Leading to Outstanding'.
- ★ Outcomes from this work include enhanced pain relief for Trauma and Orthopaedic patients as well as better waiting list management within our Antenatal Clinic.
- ★ This work will continue in 2019/20 and is now part of what we do as Team DBTH.



# Our vision: To be the safest trust in england

Outstanding in all that we do



- W**e always put the patient first.
- E**veryone counts – we treat each other with courtesy, honesty, respect and dignity.
- C**ommitted to quality and continuously improving patient experience.
- A**lways caring and compassionate.
- R**esponsible and accountable for our actions – taking pride in our work.
- E**ncouraging and valuing our diverse staff and rewarding ability and innovation.



# Our Improvement journey

In mid 2018, we began in earnest a journey towards 'Quality Improvement (Qi)'. We believe it is essential that Qi is seen as the way things are done at DBTH, and therefore it is crucial that this approach is driven by all members of the team, from Board to ward.

**Our 'Due North' statement is:** To be the safest Trust in England, outstanding in all we do.

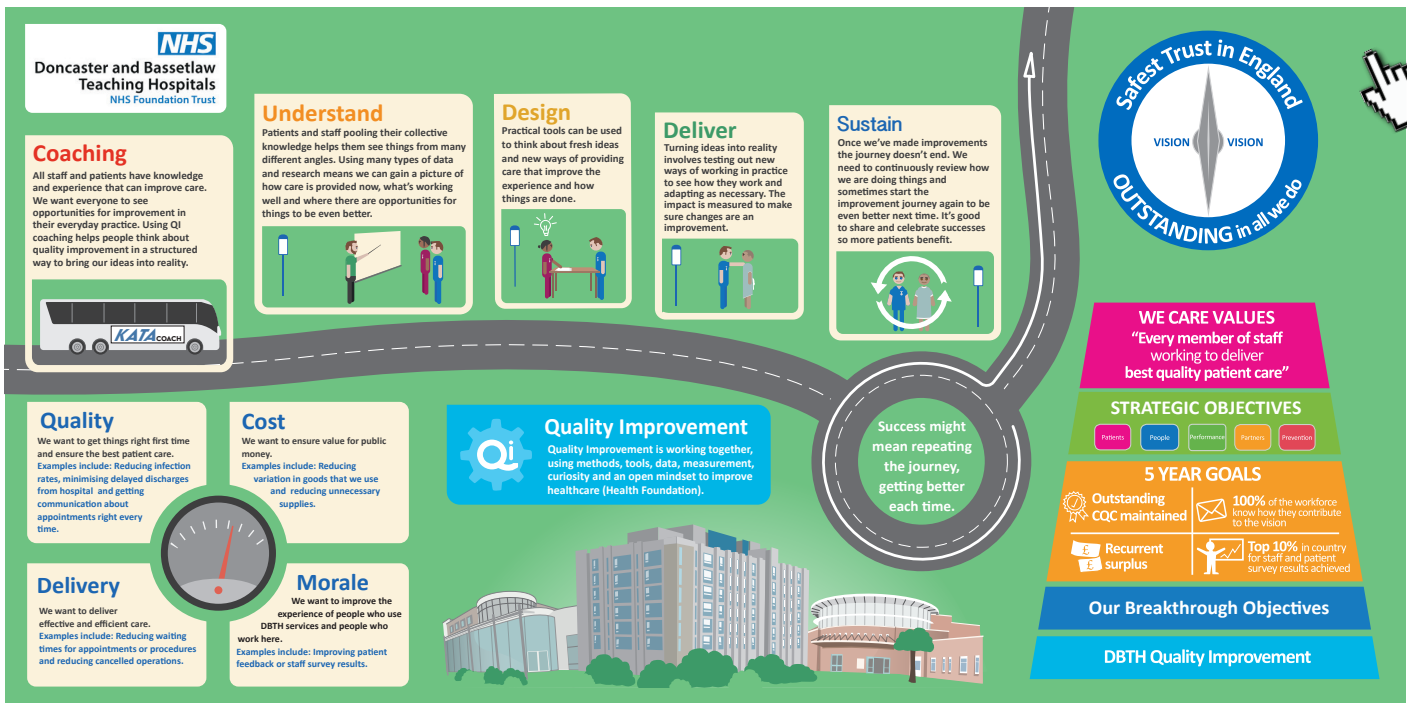
Our Executive Team are leading by example, and undertake 'coaching training' and other related work which in turn will help them to support Qi projects within our related directorates and divisions.

This is also further supported as we are just

one of seven trusts in the country to have been accepted upon a NHS Improvement programme which gives us additional support to implement Qi projects throughout DBTH.

This is all part of our ambition to become CQC 'Outstanding', and only by promoting, developing and implementing the ideas of our staff can this become reality.

Below you can find the roadmap for how we will support Qi within the Trust and also a short animation explaining our Qi approach.





# Doncaster and Bassetlaw Teaching Hospitals

NHS Foundation Trust

## For more information

You can find details of our Annual Report, Constitution, Strategic Direction and other corporate documentation online at:

<https://www.dbth.nhs.uk/about-us/how-we-are-run/trust-strategy-2017-2022/>



# The role

**We are seeking to appoint an experienced Non-executive Director to our Board of Directors who can make a positive difference to the lives of people in our communities.**

You will be required to bring personal commitment to the role, independence, impartiality, a wide range of experience, special knowledge and personal qualities. You may have senior and/or Board level experience gained in a large/complex organisation or other types of organisational structures and, in addition, should be able to demonstrate the following key skills:

- Strategic direction
- Holding to account
- Effective influencing and communication
- Team working
- Chairing of meetings
- Self-belief and drive
- Intellectual flexibility.

The time commitment is four to five days each month.

**To apply, please submit a CV and supporting letter using the contact details below.**

For more information, or an informal discussion with the Chair or a current non-executive director, please contact Jeannette Reay, Head of Corporate Assurance/ Corporate Secretary, on 07557 313547, email: [Jeannette.Reay@nhs.net](mailto:Jeannette.Reay@nhs.net)

The Trust is keen to increase the diversity of the Board of Directors to better mirror the users of its hospital services and welcome applications from people living with disabilities and from any race or religious background.



# The person

## Roles and Responsibilities of Non-Executive Directors

An NHS Foundation Trust's Board of Directors plays a key role in shaping the strategy, vision and purpose of the 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, patients, staff, carers and the public are managed and mitigated effectively. Led by an independent Chair and composed of executive and independent non-executive members, the Board has a collective responsibility for the performance of the organisation and are held to account by the Council of Governors.

Non-executive directors work alongside other non-executives and executive directors as an equal member of the Board. They share responsibility with the other directors for the decisions made by the Board and for the success of the organisation in leading the local improvement of healthcare services for patients. Non-executives use their skills and personal experience 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 with best practice and statutory requirements.
- Working with the Trust's Council of Governors.
- Provide independent judgement and advice on issues of strategy, vision, performance, resources and standards of conduct.
- Constructively challenge, influence and help the executive team to develop proposals on such strategies to enable the organisation to fulfil its leadership responsibilities to patients and the healthcare of the local community.
- Ensure that patients are treated with dignity and respect at all times, and that the patient is central to Trust decision making.
- Ensure that the Board sets challenging objectives for improving its performance across the range of its functions.
- Structure the performance of management in meeting agreed goals and objectives.
- In accordance with agreed Board procedures, monitor the performance and conduct of management in meeting agreed goals and objectives and statutory responsibilities, including

the preparation of annual reports and annual accounts and other statutory duties.

- Ensure that financial information is accurate and that financial controls and risk management systems are robust and defensible and that the Board is kept fully informed through timely and relevant information.
- Accept accountability for the delivery of the organisation's objectives and ensure that the Board acts in the best interests of patients and its local community.
- Contribute to the determination of appropriate levels of remuneration for executive directors.
- Participate in committees (including the nominations and remuneration committee and charitable funds committee) established by the Board of Directors to exercise delegated responsibility.
- As a member of board committees, appoint, remove, support, encourage and where appropriate "buddy" senior executives.
- Bring independent judgement and experience from outside the Trust and apply this to the benefit of the Trust, its stakeholders and its wider community.
- Assist fellow directors in providing entrepreneurial leadership to the Trust within a framework of prudent and effective controls, which enable risk to be assessed and managed.
- Assist fellow directors in setting the Trust's values and standards and ensure that its obligations to its stakeholders and the wider community are understood and fairly balanced at all times.
- Ensure that 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.
- Engage positively and collaboratively in Board discussion of agenda items and act as an ambassador for the Trust in engagement with stakeholders including patients and the local community.
- Support the continued development and promotion of a positive and constructive relationship with the Council of Governors.

# Person Specification

## Applicants must be able to demonstrate:

-  Understanding and interest in healthcare issues.
-  A commitment to NHS values and principles of NHS Foundation Trusts.
-  Highly developed interpersonal and communication skills.
-  Ability to understand complex strategic issues and analyse and resolve difficult problems.
-  Sound, independent judgment, common sense and diplomacy.
-  Political savvy, with the ability to grasp relevant issues and understand relationships between interested parties.
-  Sound knowledge of corporate governance.
-  Sufficient time and commitment to fulfil the role.
-  Recent experience of decision making within a board-level environment.

## Board Level Competencies

If you are invited to interview, you will also need to demonstrate the range of competencies required to contribute effectively in this board level role, including:

- Patient and community focus - a strong commitment to the provision of high quality and safe care for patients, engaging with carers and the community, and to tackling health inequalities in disadvantaged groups.
- Strategic direction - the ability to think and plan ahead, to develop a clear vision and enthuse others, balancing needs and constraints.
- Previous experience of Non-Executive or at Board level.
- Holding to account - the ability to accept accountability for board performance, and probe and challenge constructively, and the ability to hold the Chief Executive and executives to account.
- Effective influencing and communication - a high level of ability to gain support and influence, political acumen.
- Team working - be committed to working as a team member, and the ability to take on a personal leadership role and build an effective

team.

- Self-belief and drive - the motivation to improve performance and confidence to take on challenges.
- Intellectual flexibility - the ability to think clearly and creatively, make sense of complexity and clarify it for other people.
- Chairing of meetings - you will be able to effectively chair meetings, keeping to a predetermined agenda and strict timings.

## Appointment

The Council of Governors is responsible for the appointment and removal of the non-executive directors, including the Chair. The Appointments and Remuneration Committee of the Council of Governors is responsible for the recruitment and selection of non-executive directors on behalf of the Council of Governors.

Appointments will be ratified by the Council of Governors' at its meeting on 30 January 2020.

## Term of Office

An initial term of office is a maximum of three years. In view of the need for progressive refreshing of the Board of Directors, there should be no expectation of automatic re-appointment and any term beyond six years will be subject to particularly rigorous review.

The Council of Governors may determine to hold open public competition at the end of each or any term served by an individual non-executive director.

Removal of a non-executive director, other than on the expiry of a term of office, is a matter for the Council of Governors as set out in the Constitution. NHS Improvement has statutory powers to remove any or all of the Board of Directors.

## Remuneration

Remuneration is based on time commitment of four to five days per month. The remuneration of non-executive directors is reviewed by the Council of Governors on an annual basis. Remuneration is paid at £13,000 subject to annual review.

## Eligibility

Only registered members of the Trust's public constituency are eligible for appointment as a non-executive director. Members of the staff of this Trust are not eligible. Candidates, if eligible, may submit an application for Trust membership with their application but will not be eligible for appointment unless and until they have been added to the register of members. Registering as a member is free, takes only a few moments and can be done online at [www.dbth.nhs.uk/about-us/become-a-member](http://www.dbth.nhs.uk/about-us/become-a-member)

## Appraisal

Non-executive directors are subject to annual appraisal by the Chair.

## Disqualification for appointment

Not everybody is eligible to be appointed as a non-executive director of an NHS Foundation Trust, for example if you are:

- A person who has been adjudged bankrupt or whose estate has been sequestrated and (in either case) has not been discharged;
- A person who has made a composition or arrangement with, or granted a trust deed for, his creditors and has not been discharged in respect of it;
- A person who within the preceding five years has been convicted in the British Islands of any offence if a sentence of imprisonment (whether suspended or not) for a period of not less than three months (without the option of a fine) was imposed on him;
- A person who does not satisfy all of the 'fit and proper person' requirements set out in regulation 5(3) of The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.

In addition, a person may not serve or continue to serve as a non-executive member of the Board of Directors if they meet any of the following criteria:

- He/she no longer satisfies the relevant requirements for appointment;
- He/she is a person whose tenure of office as a chairman or as a director of a Health Service Body has been terminated on the grounds that his/her appointment is not in the interests of public service, or for non-disclosure of a pecuniary interest;
- He/she has within the preceding two years been dismissed, otherwise than by reason of redundancy, by the coming to an end of fixed term contract or through ill health, from any paid employment with a Health Service Body;
- Information revealed by a Criminal Records Bureau check is such that it would be inappropriate for him to become or continue as a Director on the grounds that this would adversely affect public confidence in the Trust or otherwise bring the Trust into disrepute;
- He/she is a person who has had their name removed by a Direction under Section 154 of the 2006 Act from any list prepared under Part 4 of that Act, and have not subsequently had their name included on such a list;
- He/she is a member of a local authority's overview and scrutiny committee;
- He/she is the subject of a disqualification order made under the Company Directors' Disqualifications Act 1986;
- He/she has failed or refused to undertake any training which the Board of Directors requires all Directors to undertake;
- He/she has failed to sign and deliver to the Secretary in the form required by the Board of Directors confirmation that he accepts the trust's Standards of Business Conduct Policy;
- He/she is a partner or spouse of an existing Director.



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