

# Non Executive Director

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**Livewell Southwest**

Plymouth

Devon

UK

Candidate Pack

V5

June 2018

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## THE ROLE

**Job Title:** NON EXECUTIVE DIRECTOR

**Reports to:** The Chair

**Location:** Plymouth, Devon, Southwest.

**Annual Salary and Benefits:** £10,125 (approx 3 days per month)

## SUMMARY

Livewell Southwest, one of the largest social enterprise organisations in England is looking for a Non Executive Director to complement its Board. With 3000 staff and more than 80 services across multiple locations in Plymouth, the South Hams and West Devon our organisation is a multi-specialist community provider. We cover a diverse range of clinical care, community, physical and mental healthcare, adult social care, as well as professional specialist services. We are about people not patients where wellbeing is our priority. As we move into a system wide model of integration with acute, primary and community partners we are looking for an experienced performance healthcare professional, one of exceptional integrity with clinical, health, NHS and/or social care expertise. This is a highly influential role, presenting the opportunity to shape the future of integrated health and social care across the western locality, making a positive difference for people using our service, our staff, partners and our community. Our successful candidate will complement the Board with extensive knowledge of the wider system, have performance and leadership credibility within the NHS, healthcare or equivalent. They will genuinely hold people at the heart of what they do to deliver a high quality and effective service.

## NON EXECUTIVE DIRECTOR

### ROLE PURPOSE

To support people to stay well in the place and community in which they live, where they can enjoy the best quality of life.

- **PERFORMANCE** – Review, advise and effectively challenge performance and quality governance across our organisation adding value and strategic direction to expect the highest standards of care. Be a champion and expert in all areas of performance.
- **RELATIONSHIPS** – In common with other Board members act as a collaborative ambassador facilitating effective working partnerships across our organisation, community and wider system, working together to deliver ambitious integration plans at pace.
- **INFLUENCE and CHANGE**– Influence and support the health, social care and sector integration agenda at a regional level at a time of considerable challenge and change.
- **STRATEGY** – Ensure our 2018-2021 strategy delivers on our objective to support people to stay well in the place and the community in which they live, where they can enjoy the best quality of life.
- **LEADERSHIP** – Support the executive team to lead a large organisation through significant transformation in an inspiring, engaging, credible and aligned way whilst continuing to deliver the best possible care for our people.

### SPECIALIST RESPONSIBILITIES - PERFORMANCE

- Review and advise on standards of quality, care and governance through a time of integration.
- Ensure performance and quality improvement are held core to the overall strategy and wider healthcare system in a highly regulated environment.
- Ensure high quality clinical policies, procedures and systems are in place and these are robustly analysed, monitored and challenged for effectiveness, improvement and innovation.
- Advocate that the best structures and processes of support are in place to proactively identify and respond to risks to quality of care.
- Promote a professional performance culture that actively expects collaboration, teamwork, accountability, people and partner engagement to deliver seamless care.
- Play a key role in the monthly Performance Committee.
- Accountable for providing assurance to the Board by reporting to the Audit committee.

## RESPONSIBILITIES

- As a Non Executive Director, you will be a member of the Board, sharing responsibility with other members for decisions made for the success of the organisation in delivering objectives.
- Assist Director colleagues in setting and delivering strategic aims, ensuring that necessary financial and human resources are in place and that performance is effectively monitored and reviewed.
- Ensure that the Board maintains its responsibility for the effective governance of the organisation and achievement of quality of care and financial success.
- Actively engage and promote the voice of people who use our services, staff, community and partners.
- Work closely with Board colleagues in a supportive and constructive manner, using independent judgement and advice to develop strategy, service transformation and direction.
- Take part in the appointment of senior executives and the Remuneration Committee.
- Work with Board colleagues in setting and demonstrating agreed values and standards ensuring that our obligations to stakeholders and the wider community are understood and fairly balanced.
- Engage positively and collaboratively in Board discussions and act as an ambassador in engagement with stakeholders including the local community, staff, partners and media.
- Ensure that the organisation values diversity in its workforce and demonstrates equality of opportunity in its treatment of staff, stakeholders and community in all aspects of what we do.
- Execute the responsibilities of a company director according to lawful and ethical standards.
- Monitor performance and conduct of the senior management team in meeting agreed goals, objectives and statutory responsibilities, including the preparation of annual reports, annual accounts and other statutory duties.
- Obtain assurance that all quality and performance information is accurate and that appropriate controls and assurance systems are robust and defensible.
- Bring independent judgement and experience based on healthcare, commercial, financial and legal governance expertise for the benefit of the organisation.
- Ensure that all policy and procedures are followed and reviewed to deliver a service of continual improvement that exceeds expectation.
- Chair and lead with guidance from the board assurance framework sub groups or committees relevant to your expertise.

## THE PERSON

Our Non Executive Director will be an experienced Board level executive with professional health and/or social care experience and insight of the wider western system. In particular we would welcome candidates with contemporary performance, quality and governance credentials in the sector.

They will require a strong commitment to the values of community and integrated care, championing that this is delivered effectively and safely to the highest standard.

The successful candidate will bring a portfolio of boardroom skills including performance management, leadership, financial acumen, relationship building and change management.

They will have a proven track record of high level governance and organisational skills including strategic planning, financial management, risk management, organisation performance management and service delivery in a regulated environment.

Experience of and a high level of commitment to building and developing successful partnerships, alliances and working relationships with a range of stakeholders.

They will have exemplary communication skills coupled with high emotional intelligence being politically astute, with good interpersonal skills that provide a basis to create strong strategic relationships.

Our Non Executive will already carry a successful healthcare reputation gained in their current field, be someone of considerable personal and professional stature who has strong credentials, displaying the utmost integrity and transparency.

The right person will be self-motivated, intellectually flexible, resilient with sound measured judgement, commercial and business acumen.

They must be a strategic thinker with strong negotiating and influencing skills who can establish valuable lasting relationships at all levels. They will need the skills and knowledge to influence senior decision makers.

Above all, our Non Executive Director must have the most credible healthcare performance and quality experience to complement our Board's potential and quickly make a tangible difference to the future of integrated health and social care for the western system.

## ESSENTIAL

### Performance

- Review, advise and effectively challenge performance and quality governance across our organisation adding value and strategic direction to expect the highest standards of care.
- Experience of delivering to the heart of an organisation whilst staying true to performance and sustainability.
- Track record of overseeing the improved delivery of performance objectives in a clear and transparent way.
- Ability to assess and challenge organisational risk, having clear governance, safety and regulatory requirements at the fore.
- Articulate at reviewing, responding and advising on performance and quality insight focusing results on proactive improvement and innovation.

### Relationships

- In common with other members of the Board act as a collaborative ambassador facilitating effective working partnerships across our organisation, community and wider system working together to deliver ambitious integration plans at pace.
- Be influential in future integration plans through positive internal, external and partner relationships.
- Substantial experience of stakeholder management in complex, changing and political environments.
- Skilled at building and working with strategic alliances across a range of stakeholders.
- Experience of working within a Board and executive team developing positive and robust relationships.

### Influence and Change

- Influence and support the health, social care and sector agenda at a regional level at a time of considerable challenge and change.
- Ability to influence and negotiate at a high level on behalf of the organisation and the sector.
- Experienced at influencing effective change and development with commissioners, politicians, governing bodies, media and other equivalent stakeholders.
- Consultative and advisory in approach, influencing and negotiating with credibility engendering respect, trust and confidence.

### Strategy

- Ensure our 2018-2021 strategy delivers on our objective to support people to stay well in the place and the community in which they live, where they can enjoy the best quality of life
- Experienced at leading strategic change and integration.

- Can demonstrate and articulate strategic thinking and deliver it with clarity.
- Evidence of working collaboratively within a Board to deliver short, medium and long-term objectives.

### Leadership

- Proven track record of operating at the most senior level in overseeing a large complex, multi-faceted organisation.
- Support an executive team leading a large organisation through significant transformation in an inspiring, engaging, credible and aligned way whilst continuing to deliver the best possible care for our communities.
- Exceptional communication skills at all levels in all mediums.

### Essential Attributes and Experience

- Passion for delivery of excellence in health and social care.
- Authentic communicator, naturally engaging at all levels.
- Performance driven, Innovative, leading change.
- Flexible, calm, well organised, and able to prioritise.
- Influence, negotiate and challenge for the greater good.
- Self-motivated with a work ethic that delivers results.
- Resilient, with a positive approach to overcome challenge and deliver change.
- Intellectual dexterity.
- Clinical and healthcare expertise and experience with a track record of excellence.
- Commitment to drive organisational performance with confidence.

## DESIRABLE

- Lives in the Southwest or has a connection with Plymouth and the surrounding areas.
- Experience of social enterprise

## WELCOME NOTE

Dear Candidate

Many thanks for your expression of interest in our Non Executive Director role.

Livewell Southwest is one of the largest social enterprises in England delivering health and social care services through our committed and professional staff and partnerships. We are a forward thinking organisation delivering a unique and growing range of services across Plymouth, South Hams and West Devon as well as some specialist services for those living in Devon and Cornwall, working as part of the NHS funded family.

We work in partnership with those commissioning and providing health and social care services locally, regionally and where appropriate nationally, and have strong collaborative relationships and commitments with Plymouth City Council, University Hospital Plymouth NHS Trust, Devon Partnerships Trust, Local and regional Commissioners, Plymouth University, Health Education England Southwest, the NHS, Community and Voluntary Sector organisations.

We value diversity and it is important to us that our workforce represents as closely as possible the diversity of the communities we serve.

As an organisation supporting community health and social care we aim to be successful, sustainable and recognised as an example of best practise through exemplary leadership, integrated models of care and expertise. Our people are our greatest asset and we seek to identify, nurture and develop them at every opportunity. We are focused on continuing to innovate our service and to develop our workforce to meet the future needs of our communities, true to our purpose to support people to be safe, well and at home.

Our strategy enclosed highlights our mission and how we will achieve this through collaboration, co-ordination, choice, prevention and community. With this in mind we are looking for someone exceptional, an influential and experienced healthcare performance professional who can join our Board in leading our organisation to best serve our staff, people who use our services, families, partners and community in a sustainable and forward thinking way. They will need to recognise the challenge and opportunities our sector faces now and over the coming months. Making the most of these through innovation, lasting relationships and partnerships, continuous improvement and a focused performance approach delivering a positive impact on our integration journey.

You will need to demonstrate the highest integrity and strategic ability to be the right fit for this role. If influencing positive change in performance and integration in health and social care is your passion and expertise we would be delighted to hear from you.

Best Wishes

Duncan Currall

Chair

**Our mission** is to support people to stay well in the place and the community in which they live, where they can enjoy the best quality of life.

**Wellbeing is our priority:**  
Healthy people and healthy communities are vital and our long term investment priority.

**We are about people not patients:**  
People, our employees and our communities are at the very heart of everything that we do.



### How will we achieve this?

**1. Collaboration:** We will work together with our system partners to achieve effective, integrated, affordable services. Our commitment is to implement new ways of working to significantly reduce the need for hospital bed-based care, including people with complex needs, by wrapping our services around home and community-based care. This will reduce future demands on acute and primary care services.

**2. Co-ordination:** We will re-align our service delivery models towards a "best bed is your own bed" approach. We will co-ordinate support and care, ensuring access to community services is available for people young or old, regardless of need e.g. physical and mental health, family, social care, housing, debt or lifestyle.

**3. Choice:** People we care for will be supported to independently manage their own wellbeing, health and care in the way that they determine will increase their quality of life.

**4. Prevention:** We will endeavour to support people of all ages, including our workforce, to be as fit, healthy and as independent as possible, for as long as possible.

**5. Community:** We will create strong networks and partnerships with a wide range of professionals and community groups so that support is responsive and provided within the person's local community e.g. voluntary organisations, education centres, families, neighbours, carers.

## Livewell 2018-2021 Strategy Deliverables

### Well Skilled: Investment in our Workforce

**We will continue to focus on developing a well-trained and competent workforce.**

- ▶ Our workforce will be trained to produce a single trusted holistic assessment, so that people need only tell their story once.
- ▶ By 2018 our entire workforce will be trained in Making Every Contact Count.

**Our community health and social care teams will work even more closely with primary care to better support people to live independently at home and in their community.**

- ▶ 75% of care assessments will be community-based by 2020
- ▶ By 2020 people will be able to access our services 7 days per week

### Well connected: Investment in Digital

- ▶ We will deliver, with our partners, a single point of access to services for people and professionals within commuting distance of Plymouth.
- ▶ Our workforce will have the right equipment, skills and confidence to support community-based working, and will be able to give people the tools and support they need to manage their own wellbeing.

- ▶ We will actively pursue innovation with partners to empower people delivering and using services to become confident in the use of digital technology.
- ▶ We will use digital solutions to give our workforce more time to care, achieving a 10% increase year on year to 2020.

### Sustainable: Wider Community Investment

- ▶ We will develop new partnerships to enable the majority of our services to be delivered at home or as close to home as possible.
- ▶ Voluntary and community organisations will be included in all care pathways.
- ▶ In 2018 we launch a charitable foundation to address health inequality, through providing community grants.

- ▶ We will create meaningful opportunities to enable unemployed people to return to work.
- ▶ We will increase and invest in employee leadership across our organisation, recognising that our employees also represent the communities in which they live.

## HOW TO APPLY

### NON EXECUTIVE DIRECTOR

Follow these steps to apply:

- 1) Provide a copy of your current CV by attachment.
- 2) Provide a covering letter outlining how you meet the essential criteria, attributes and experience for the role.
- 3) Ensure applications are received by Monday 23<sup>rd</sup> July by 1700
- 4) Email your CV and covering letter to [jane.yeates@yjandw.com](mailto:jane.yeates@yjandw.com)

If you are selected for interview we will confirm next steps by 26<sup>th</sup> July

### KEY DATES to be aware of

Closing Date for applications – 1700 Monday 23<sup>rd</sup> July 18

Informal discussions and visits – first 2 weeks in August

Interviews– first 2 weeks in August

### CONTACTS AND INFORMATION

If you would like an informal discussion about the Non Executive Director role please contact:

Jane Yeates (Recruiting Consultant) - [jane.yeates@yjandw.com](mailto:jane.yeates@yjandw.com)

- Phone 07958 708747

Thank you for your interest, we look forward to receiving your application.