

Non-Executive Directors

Government of Jersey Health and Community Services Department - Jersey, Channel Islands

ROLE DESCRIPTION

Post title:	Non-executive directors, Health and Community Services Board
Reports to:	Chair of the Board
Liaises with:	Board members (non-executive directors and executive directors), senior managers, senior clinicians, staff of the Health and Community Services Department ("the Department"), service users, carers and the public, other providers in Jersey and the Minister for Health and Social Services.

The Board is the first-ever unitary Board for the Government of Jersey's Health and Community Services Department ("the Department"), which delivers hospital, mental health and adults social services to our island community.

The Board is being established on a non-statutory basis (ie. with no legal powers) pending development of the legislation necessary to establish the Board in law, hence is it described in the Terms of Reference as an interim Board. The Board will be required to work in accordance with the Terms of Reference.

It should be noted that the Terms of Reference as subject to approval by the States Assembly on, or around, 23 March. The States Assembly (or the States of Jersey as it is also known, is the parliament of Jersey

Overall purpose of Board

As a non-statutory Board, Board members will not have the fiduciary and decision-making powers commonly associated with health boards across the British Isles, Commonwealth, and the US. The Board will operate by providing strategic leadership to the Department and assuring the Minister for Health and Social Services ("the Minister") as to quality, safety, performance and development of the Department's services and associated risks.

This will include:

- a. directing, overseeing, and scrutinising the Department in matters related to:
 - delivery of well governed, person centred care and services which meet the needs of Islanders
 - provision of safe, accessible, compassionate, and responsive care
 - improving quality, efficiency and cost effective of services, including the effective deployment of resources
 - management of risk (clinical, corporate, financial)
 - safeguarding people
 - delivery of the Minister's plans, policies and directions, and compliance with decisions of the States Assembly.
- b. shaping a positive, inclusive culture for the Department, in which service users, families, carers, and staff feel safe, heard, and engaged and in which staff are empowered to do their best work.
- c. investigating matters related to delivery of services, including the interface between the Department and other service providers.
- d. seeking assurance as to the Department's performance across all areas of the Department's activity.
- e. advising and making proposals to the Minister in respect of priorities for reform / improvement, public and operational policy, and resource requirements.

Overview of responsibilities of non-executive directors

As a non-executive director you will work with the Chair and other Board members as equal members of the unitary Board. You will share responsibility for the success of the Department in delivering safe, efficient, effective and compassionate care to Islanders.

You will use your skills, knowledge, and expertise to provide strategic direction to the Department and gain assurance about its work. You will ensure the Board operates in accordance with its Terms of Reference and delivers in accordance with its annual work plan.

You will collaborate and be committed to working with the local community and local partners to deliver change. You will ensure the best interests of Islanders and staff is central to the work of the Board.

As a founding member of the Board, your responsibilities will include supporting staff across the Department, and within partner agencies, to make the adjustments necessary to ensure the Board, the wider organisation and the Island health and care system can operate together effectively. You will need to be comfortable with the ambiguity that may arise as the Board, and the new governance arrangements that flow from it, are embedded.

You will be familiar with the complexity of health and care systems, and rapidly familiarise yourself with the differences between the Island system and other jurisdiction's systems.

As a non-executive director, you will work with the Chair to forge strong links with the Minister for Health and Social Services, who will be responsible for holding the Chair to account for the performance of the Board.

You will consistently demonstrate high standards of corporate and personal conduct and will bring independent and objective judgement to bear on issues of strategy, performance, and resources.

Responsibilities

Strategy

- Informing the strategic aims of the Department, ensuring that the necessary financial, commercial, service and workforce plans are in place for the Department to meet its objectives
- Ensuring the Department performance is effectively monitored and reviewed;
- Providing innovative, collaborative leadership within a framework of prudent and effective controls, which enable risk to be assessed and managed;
- Providing independent judgement and advice on issues of strategy, vision, performance, resources and standards of conduct. Constructively challenge, influence and help the Board develop proposals on such strategies;
- Upholding the Department's values and standards, ensuring its obligations to service users, their cares, families and friends and the wider community are understood and fairly balanced
- Obtaining assurance that clinical, financial and other performance information is accurate and that controls and risk management systems are robust and defensible;
- Committed to embedding in the Department the highest standards of probity, integrity and governance. Contribute to ensuring that the Department's internal governance arrangements confirm with best practice and statutory requirements;
- Chairing (or participating) in committees or advisory groups established by the Board to exercise delegated responsibility for being assured on the areas of responsibility delegated by the Board to that committee;
- Obtaining assurance that the Department has appropriate processes and procedures to deliver high standards of professional, clinical, administrative and personal behaviour across the trust, and that is effectively safeguards all people
- Engaging positively and collaboratively in Board discussion of Department business and act as an ambassador for the Department in engagement with stakeholders including other providers, the local community and political leaders.

Partnerships

- Being committed to partnership working; collaborate and forge strong partnerships
- Being comfortable with the ambiguity of working across the Department's boundaries
- Being aware of and understand the governance arrangements for cross-organisation and inter-government working

People

- Being an influential leader, enthusing and persuading others to collaborate and embrace wide-ranging changes in healthcare provision
- Leading by example in relation to equality, diversity, inclusion and respect. Ensuring these values are central to the work of the Board and its considerations regarding service delivery, workforce and leadership.

Outcomes

- Monitoring the performance and conduct of management in meeting agreed goals and objectives and statutory responsibilities, including the preparation of reports and accounts and other statutory duties;
- Providing assurance to the Minister and the Chair as to how the non-executive directors (both individually and collectively) have held the executive directors to account
- Actively engaging with staff, service users, key stakeholders and the wider community to help identify issues and provide assurance about the effectiveness of the Board's leadership of the Department

Professional acumen

- Being aware of and understand all relevant legislation, regulatory and government policies, and Department policies applicable to the role of non-executive director

- Bringing independent judgement and experience based on expertise from outside Department and apply this to the benefit of the Department, partners and the wider community;
- Identifying own training and development needs and undertaking appropriate training / education as required, including any compulsory training as determined appropriate
- Participating in an annual appraisal where objectives will be agreed with the Chair, performance monitored and personal development needs discussed;
- Acting responsibly in respect of colleague's health, safety and welfare.

General matters

The Minister is seeking to appoint up to five non-executive directors in addition to the Chair. A fixed-term Chair has been appointed until November 2023 to support the establishment of the new Board.

The Minister will appoint one of the five non-executive directors as Deputy Chair.

The Board will appoint one of the independent non-executive directors will be appointed as the Senior Independent Director, and one as Chair of the Audit Committee

The Board will determine other assurance committees and / or advisory groups to be established.

PERSON SPECIFICATION

Essential criteria and qualities

Significant Board level (or relevant senior leadership experience) in a complex, changing organisation. This will most usually be within a health / care provider organisation whether in Jersey, the British Isles or another jurisdiction.

Demonstrable in-depth understanding of the components of a complex health / care provider organisation and the processes of strategic decision-making, interpreting and scrutinising data and evidence, planning, data financial control, risk management, performance management and assurance.
Ability to understand the complexity of the health and care system and be comfortable with the ambiguity of working across organisational boundaries.
Excellent diplomatic, interpersonal and communication skills, with the ability to engage a wide-ranging audience and network effectively with a variety of organisations/individuals within and outside the Department.
Passionate about achieving the best for the people of Jersey.
Committed to shaping a positive, inclusive culture for the Department, in which service users, families, carers and staff feel safe, heard and engaged, and in which staff are empowered to do their best work. This includes a commitment to equality, diversity and inclusion and to upholding and embodying the Government of Jersey's values (see below)
Awareness and understanding of requirements of working in a regulated environment.
Awareness and understanding of safeguarding
Politically astute, with the ability to grasp relevant issues, think creatively and understand relationships between interested parties.
Sound knowledge of and commitment to corporate and clinical governance, with skills to assess, develop and embed new systems and standards of corporate and clinical governance in the Department.
Strong business and financial acumen.
<p>Must deliver the following qualities:</p> <ul style="list-style-type: none"> • a grasp of the difference between "directing" and "managing" • a bias towards strategic thinking, including being comfortable with developing and debating scenarios without taking immediate action

<ul style="list-style-type: none"> • a sophisticated understanding of their area of expertise (see areas of expertise below) • independence of thought and judgement, with ability challenge appropriately. • capacity to be held responsible even when detached from the day-to-day operation • able to take the helicopter view and deal with both the concrete and the abstract • a range of thinking styles to cope with the diversity of issues they will be required to resolve • an ability to make the connection between policies and strategic decisions • an ability to learn from results and to assess the quality of implementation of decisions
Must meet the fitness criteria set out below
Flexibility regarding time commitment and ability to travel.

Desirable Criteria

A strong personal commitment to public service values (Nolan Principles) of accountability, probity, openness and equality of opportunity.
Understanding of the legal duties, liabilities and responsibilities of non-executive directors (to support transition from a non-statutory to a statutory Board)
Understanding of political and operational environment in the Government of Jersey, and the Island of Jersey
Evidence of continuing professional/personal development.

Areas of expertise / skills mix

The five non-executive directors and Chair should, between them, have the following mix of areas of expertise and skills. A single non-executive may have expertise and skills in more than one area.

Any relevant experience should be highlighted in the letter of application and will be tested at interview.

Medical	Have significant experience of working at consultant level in a health / care provider organisation. Would ideally include working a Medical Director.
Nursing	Have significant experience of working at Chief Nurse, Director of Nursing or Lead Nurse level in health / care provider organisation. Would ideally include significant experience of managing or having oversight of allied health professionals.
Social Services	Have significant experience of working in mental health and / or social work services at Director level or Board level.
Strategic Finance	Have significant experience of leading development and implementation of financial strategy, including in-depth knowledge of health and care financing.
Chief Executive Officer	Direct experience of acting as a Chief Executive Officer and leading a health / care provider organisation through a period of significant change.
Human resources and organisational development in a health care provider	Knowledge of the complexity health and care workforce including in relation to professional standards and work planning. They must have significant Board level or relevant senior management experience in the area of strategic workforce leadership and organisational development in a health / care provider organisation.
Digital transformation / digital health service provision	In-depth knowledge and understanding of the digital transformation needs of health / care provider organisations, with significant experience of leading digital change at Board or relevant senior management level.

Other skills will also be relevant, for example: strategic planning, health care facilities procurement and management.

The non-executive director posts are contracts for services and are not subject to the provisions of employment law. A non-executive director is an appointee not an employee.

Time commitment

The Chair (already appointed) is contracted for 48 days per year.

The non-executive directors are contracted for 10 Board days per year, plus associated preparation and travel time. Additional days will be negotiated as required.

The Senior Independent Director will be contracted for an estimated 6 days additional per year, over and above their contracted NED days. It is recognised that matters may arise that may require additional input. Any additional days will be negotiated as required.

Visibility of Board members is paramount, and it is expected that Board members will attend Board meetings in person, however, the Terms of Reference provide that members may attend remotely. This supports participation by Board members who are not based in Jersey or the UK, in the event of travel disruption, or where there are difficulties associated with travel. Remote attendance will need to be agreed by the Chair.

There will be 10 Board meetings in the first 12 months post establishment of the Board, with the Board then meeting at least 6 times per year from year 2 onwards.

This time may be required during the working day or in the evening. Some flexibility is required dependent upon the needs of the Department, and in the event that an emergency occurs which requires the attention of a non-executive director.

Remuneration

Non-executive directors will be paid £13-£14,000 per year.

The Senior Independent Director will be paid an additional £2,500 per year to delivery their duties.

Chair of the Audit Committee Chair, and the Chairs of other committees established by the Board, will be paid an additional honorarium of c. £2,000 per year.

Travel to and from Jersey, and accommodation in Jersey, will be provided. Other reasonable expenses and subsistence costs will be in accordance with GoJ policy.

Tenure

The Minister will appoint the non-executive director for an initial period of up to 3 to 5 years, subject to satisfactory appraisal by the Chair. The Minister may extend the term of appointment of a non-executive Board member in accordance with the policies of the Jersey Appointments Commission, which currently provides for a maximum 9-year term of office.

Exclusions from appointment

Some individuals are excluded from appointment as a non-executive director. These includes individuals who:

- a. are a Member of the States Assembly
- b. are a Government of Jersey employee (or person similarly contracted)
- c. have a financial interest in, or may derive financial benefit from, the services provided or commissioned by the Health and Community Services Department, or
- d. have a conflict of interest that would call into question their ability to undertake the role.

DBS Check

Non-executive directors may occasionally have access to children and vulnerable adults through their work in the Department. To safeguard service users by identifying unsuitable candidates any appointment will be dependent upon the satisfactory completion of an enhanced disclosure through the Disclosure and Barring Service. Checks will be carried out before the individual takes up full duties.

Fit person criteria

The majority of the Department's services are not currently subject to independent regulation by the Jersey Care Commission but it is anticipated that all the Department's acute services will fall under the Commission's remit from early 2024. All Board members are therefore required to meet the fitness criteria set out in Article 2 of the REGULATION OF CARE (STANDARDS AND REQUIREMENTS) (JERSEY) REGULATIONS 2018.

They must:

- be of good character
- have the qualifications, skills, knowledge or experience necessary to the task

They must not:

- have been sentenced to a term of imprisonment without the option of paying a fine, for an offence that, in the reasonable opinion of the Jersey Care Commission, would make the person unsuitable
- be named on a barred list
- have ever been declared bankrupt in Jersey or elsewhere
- be disqualified for holding office as a company director in Jersey or elsewhere
- be physically and mentally fit to manage the regulated activity.

Government of Jersey values

Board members will need to demonstrate a strong personal commitment to the Government of Jersey's values and behaviour statements

We are respectful

We care about people as individual and show respect for their rights, views and feelings.

We are better together

We share knowledge and expertise, valuing the benefits of working together.

We are always improving

We're continuously developing ourselves and our services to be the best they can be for Jersey.

We are customer focused

We're passionate about making Jersey a better place to live and work for everyone.

We deliver

We're proud of Jersey as a place and are passionate about shaping and delivering great public service.

