

Independent Chair Candidate Pack

Deadline for applications: Monday 15 January 2024

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Introduction

Dear Candidate,

Thank you for your interest in joining Health Innovation East Midlands, it is my pleasure to introduce this information pack and to invite you to get in touch if you would like to request an informal conversation.

I have been Managing Director since 2019 and steered the organisation through challenging times during Covid-19, a change to hybrid working, an office move and a recent name change, coupled with a new license period. I am extremely proud of our brilliant team. All colleagues are highly motivated, enthusiastic and professional in supporting our health and care partners in the East Midlands in adopting innovations and improvements.

This is the first time we have sought to recruit a new Chair since the Health Innovation East Midlands (previously known as East Midlands Academic Health Science Network) was formed in 2013. Our outgoing Chair, Martin Hindle, has helped transform and shape Health Innovation East Midlands as it has grown and evolved during the past ten years to become a valued part of the health innovation landscape locally, regionally and nationally.

Health Innovation East Midlands is hosted by Nottingham University Hospitals NHS Trust who provide us with key management services such as HR, Payroll, Finance, Governance and IT. Our recruitment process is being managed by Nottingham University Hospitals NHS Trust so you may receive messages from them on our behalf during the application process.

I wish you luck and look forward to receiving your application.

Kind regards,



Nicole McGlennon, Managing Director



About Us

About Health Innovation East Midlands

Originally commissioned in 2013 and recommissioned in 2018 for a five year licence period, Health Innovation East Midlands (formerly known as East Midlands Academic Health Science Network) is one of 15 local health innovation organisations and together we have complete coverage of England. In April 2023, we commenced a one year licence extension and from October 2023, we were relicensed for a further five year period under our new name of Health Innovation East Midlands (HIEM). HIEM is part of the national network known as the Health Innovation Network, the collective voice of 15 local health innovation organisations.

Our work is all about “transforming lives through innovation”. We aim to improve the health and wellbeing of all citizens within our communities and contribute to a vibrant local economy. Covering an area with a population of 4.8 million people, we seek to understand the needs of our health and care system and be well placed to broker innovative solutions. We develop projects, programmes and initiatives that reflect the diversity of our region and healthcare challenges. We want to attract a candidate who can provide assurance and oversight of the work we do within the East Midlands, as well as ensure that all parts of our diverse community are heard and represented in supporting the plans of our strategic partnerships.

Under our new name, our remit will stay the same - providing access to proven innovations and offering a range of supporting services to our health and care partners – but our name better reflects our formal role as the innovation arm of the NHS for the East Midlands.

What we do

We bring together partners from across all sectors involved in health and care including the NHS, social care and public health, research, third sector and industry – to identify, test and spread new technologies and better ways of working. We aim to save the NHS money, generate economic growth, empower health and care staff, and improve the experience and outcomes of patients.

Our work is broadly split between:

- **Local activity** agreed based on East Midlands local system needs and priorities, identified through liaison with ICSs / ICBs and NHS Midlands.
- **Coordinated adoption and spread of national priorities** agreed with the other local health innovation organisations and our national commissioners, focusing on innovation, transformation, and patient safety. These national priorities are set out in three core national health innovation commissions (listed below).

The work of all local health innovation organisations is broadly split between three different, but complementary commissions:

- Via NHS England, covering our main innovation work.



- Via NHS England, focusing on specific elements of the national NHS Patient Safety Strategy (delivered via our Patient Safety Collaborative).
- Via the Government's Office for Life Sciences (part of the Department for Science, Innovation and Technology) covering economic growth – through our support for commercial innovators, we enable inward investment into regions along with creation and safeguarding of jobs.

However, no matter what commission or whether the work is linked to our national or local activity, everything we do seeks to achieve three key aims:

- Transforming outcomes for patients.
- Enabling efficiencies for the wider NHS and health and care systems.
- Through our support for commercial innovators, generating millions of pounds of investment into the East Midlands and creating and safeguarding dozens of jobs.

You can find out more on our website: <https://www.healthinnovation-em.org.uk/> and by reading our [Latest Annual Impact Report](#).

Our values

We are unique – no-one else does what we do and what makes us truly special is the passion and expertise of our team.

Every day our focus is to transform lives within and beyond the East Midlands, and together we are:

Navigators – *guiding innovators around the complex NHS and social care system.*

Experts – *a passionate group of multi-professional experts from a wide range of backgrounds, representative of the organisations we serve.*

Advocates - *we act as champions for innovators, patients and citizens and the health and care workforce and work tirelessly to support them to bring about positive change.*

Connectors - *we are the only NHS bodies that collaborate across all sectors with a role in health innovation, transformation and improvement.*

Responders - *we seek out and respond to the needs of our stakeholders – we listen and act a neutral and honest partner.*

About our staff

We have 59 core staff across eight teams covering innovation delivery, improvement delivery and commercial as well as our enabling functions such as communications, analytics and operations.

Our staff have a variety of different backgrounds and skills, some with continued professional registrations and a broad mix of previous experiences in the NHS, industry, private sector and local authority. Our recent staff survey indicates we have a highly motivated workforce who feel valued and empowered to deliver.

About our Governance Board

The Governance Board meets on a quarterly basis and comprises:

- Independent Chair
- Three Independent Directors (one of which is the Assistant Chief Executive of our host Trust)
- Managing Director
- Commercial Director
- Co-chair of the HIEM PPI Senate

Advisors:

- Director of Communications and Engagement
- Programme Delivery Director
- Head of Corporate Office

About the Health Innovation Network

All 15 local health innovation organisations were established by NHS England in 2013 to spread innovation at pace and scale – improving health and generating economic growth. Local health innovation organisations span across England with each organisation working across a distinct geography serving a different population in each region.

Local health innovation organisations exist to transform the way the NHS identifies, adopts and spreads promising innovations to improve patient outcomes, release time to care through streamlined processes, and help save the NHS money.

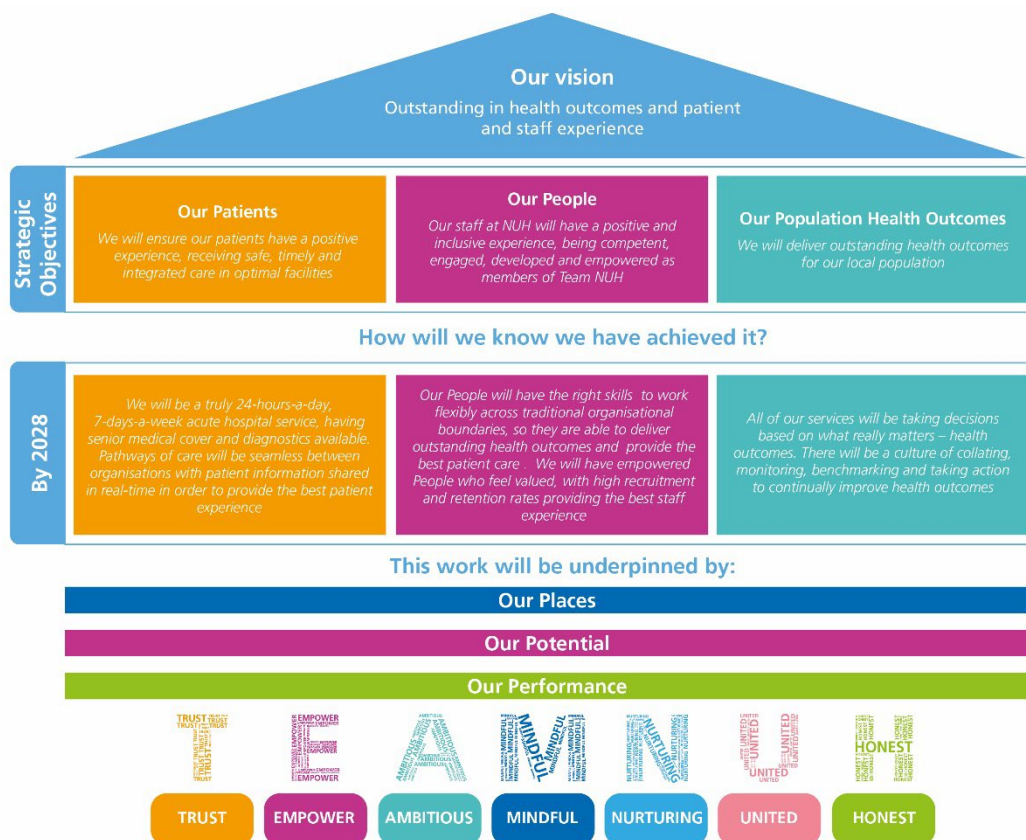
Local health innovation organisations provide the NHS with an infrastructure to rapidly drive adoption of national programmes, address NHS priorities and unmet need through innovation, and co-create and evaluate potential solutions, through local testing in real-world settings.

Find out more about the work of the 15 local health innovation networks on the [national website](#) (please note this is being updated during late 2023 / early 2024 so may still refer to AHSNs).

About Nottingham University Hospitals NHS Trust

Whilst a standalone NHS organisation, HIEM is hosted within Nottingham University Hospitals NHS Trust (NUH).

Although employed by the Trust we are totally independent with our own work programmes, separate offices, budgets, governance arrangements, branding and visual identity, emails and website. Below is the vision, mission and general duties of our host trust, which we support.



Every day, our teams at Nottingham University Hospitals NHS Trust (NUH) make a difference. We save lives, we improve lives and we usher in new life. We are proud to play a central role in supporting the health and wellbeing of people in Nottingham, Nottinghamshire and our surrounding communities.

With over 19,000 colleagues and 800 volunteers, NUH is the largest employer in the region. Our teams work across Queen's Medical Centre, the City Hospital, Ropewalk House and a number of community facilities within the region. We have an annual budget of around £1.6 billion, 80 wards and around 1,700 beds. We provide services to more than 2.5 million residents of Nottingham and its surrounding communities and provide specialist services for a further 3-4 million people from across the East Midlands.

At Nottingham University Hospitals our colleagues work incredibly hard to deliver high quality care, always putting the patient at the heart of what they do. We were established in 2006 from the strong foundation, rich heritage and worldwide reputation that our city has for quality healthcare, clinical innovation and professional excellence. The Trust has a divisional structure incorporating six clinical divisions and several corporate departments. We are now one of the biggest and busiest NHS Trusts in the country with 1.2 million outpatient appointments, more than 200,000 accident and emergency attendances, and around 8,000 babies born each year. We are national and international leaders for many of our specialist services, including Hearing, Stroke, Renal, Neurosciences and Cancer and our Major Trauma Centre is the largest in the country.

Our Nottingham Children's Hospital is the first children's hospital in Europe to achieve Pathway to Excellence® accreditation from the American Nurses' Credentialing Center

(ANCC) and we are also the first acute hospital to be awarded Magnet® accreditation for the quality of our nursing.

We are the third biggest teaching hospital in the country and are proud of our strong links to the University of Nottingham, Nottingham Trent University and Loughborough University. This allows for the provision of excellent training and education for our students. We are also one of the most research active places outside of London-Oxford-Cambridge and host the National Institute for Health Nottingham Biomedical Research Centre and Nottingham Clinical Research Facilities, which together are centres of excellence for clinical research, as well as the life sciences and technology industries at which Nottingham excels.

About the role of HIEM Independent Chair

Role Summary

The Chair will provide leadership to the Health Innovation East Midlands Governance Board and support the organisation's work towards the vision of '*transforming lives through innovation*'.

We are looking for an exceptional individual with knowledge and experience of the NHS and/or healthcare related industry or third sector bodies at Board or similar level, who is adept at working in complex systems and networks.

The Chair will have a constructive approach and an impartial and engaging style, earning the confidence and trust of senior stakeholders in our region and nationally, with commissioners and fellow Chairs in the Health Innovation Network.

The role includes chairing meetings four times a year of our Governance Board and also be a member of the national Health Innovation Network Committee, which comprises the Chair and Chief Executive of every local health innovation organisation. The purpose of the Health Innovation Network Committee is to approve the Network's strategy, annual business plan and the operating budget, taking high level strategic, in principle decisions that support delivery of the business plan.

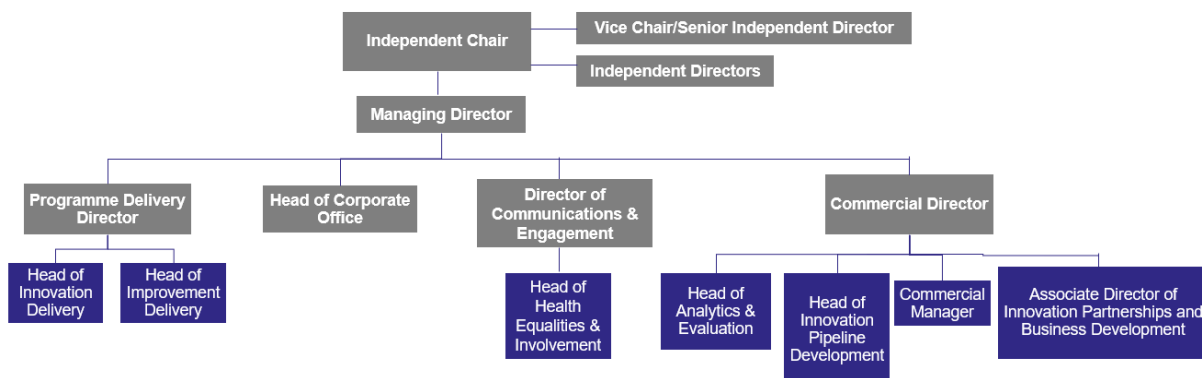
To request an informal conversation with Nicole McGlennon, please email:

Louise.harrison@nottingham.ac.uk

Please also contact Louise if you would like to request an informal conversation with our current Independent Chair, Martin Hindle.

Leadership and Board Structure

Our Governance Board members are highlighted in grey in the below diagram. Our Executive Team comprises of our four Directors and the Head of Corporate Office. Our Programme Board includes our Executive Team and our senior leaders highlighted below in blue:



Terms of Appointment

Remuneration

- The remuneration for this appointment is in line with our national guidance set by the Appointments Commission for NHS Chairs and will be communicated to the successful candidate.
- The remuneration is taxable, subject to National Insurance contributions and is not pensionable.
- All Independent Chairs are eligible to claim allowances for travel and subsistence costs necessarily incurred on HIEM business.

Time Commitment

The time commitment will be 2-4 days per month, this may vary depending on organisational needs. This may be during the working day and/or in the evening.

All members of the Governance Board are required to attend the quarterly meetings of the Board, which usually normally take place on Mondays between 13:00 and 16:00 (these dates may be subject to change). A list of the pre-set dates of the Governance Board meetings will be provided to the successful appointee.

The Independent Chair will also meet on a regular basis with the Managing Director. Opportunities to meet with the Executive Team is also encouraged.

The Chair along with other Board members is invited to other organisational wide events for example HIEM Town Hall, attendance at these offers opportunities to meet the wider organisation.



Location

The organisation currently operates a hybrid working approach where staff work both from home and at our offices. Our office address is:

Sir Colin Campbell Building
University of Nottingham Innovation Park
Jubilee Campus
Triumph Road
Nottingham
NG7 2TU

Governance Board meetings take place quarterly face-to-face at our offices. When required virtual meetings are acceptable.

It is expected that the Independent Chair will work flexibly and there is likely to be a limited amount of travel around the HIN geographical area and beyond from time to time.

Tenure of Office

Independent Chair appointments are subject to receiving satisfactory references.

The Independent Chair is appointed on a renewable four-year term basis, subject to satisfactory appraisal.

These are quasi-public appointments and are not subject to the provisions of employment law. The Independent Chair are appointees not employees.

To ensure that public service values are maintained at the heart of the NHS, all directors are required, on appointment, to agree to and abide by the NHS code of conduct for senior managers and the Nolan principles.

How to Apply

HIEM invite applications to be made directly to: Louise.harrison@nottingham.ac.uk

To apply please prepare:

- A full CV which demonstrates your ability to meet the criteria contained in the Person Specification
- A covering letter highlighting the aspects of the Job Description and work of HIEM that particularly attract you to the role

The deadline for receipt of applications by **midday on Monday 15 January 2024.**

After the interview stage, the successful candidate will be asked to complete an Equal Opportunities monitoring form and a fit and proper person test.

Interviews will be conducted in late January 2024, the date will be confirmed to shortlisted candidates after the closing date above.

Role Description and Person Specification

Role Summary

The Chair will lead the HIEM Governance Board and be a key ambassador for the HIEM within the region, with member organisations, with the private sector, and in representing the HIEM nationally. The Chair must ensure that high standards of probity and governance prevail and that the HIEM remains within the terms of its licence.

As the Chair you will:

- Have an experienced background in health and health care related industries, with extensive Board-level experience in one or multiple sectors,
- Have networks within health care and industry in the East Midlands and be willing to broker introductions to HIEM in order to support the organisation and its mission,
- Be accustomed to bringing people together from different backgrounds and organisations in order to find common ground and mutual advantage,
- Have very well-developed personal skills in communication, negotiation and diplomatic handling of multiple agendas and stakeholders,
- Have a good knowledge of the characteristics of the East Midlands, its public services, the health, social and economic challenges it faces,
- Be an articulate, confident and influential figurehead and spokesperson for HIEM in a wide range of settings with a wide range of audiences.

Key responsibilities

Board Leadership

- To set the tone and style of Board discussions which facilitate effective decision making and constructive debate.
- Effectively work with the Managing Director on setting the Board agenda and on timely implementation of Board decisions.
- To ensure regular performance evaluation of the Board, its committees and individual members, and act on the results of such evaluation, by ensuring appropriate training/development where necessary to enhance its overall effectiveness as a team.
- Demonstrate leadership by supporting a positive culture, built upon mutual respect, transparency and valuing all contributions.
- Provide leadership, good judgement, and advice on matters of strategy, performance,

finance, resourcing and delivery of objectives.

- Develop a constructive, open and meaningful relationship with the Managing Director and Executive team through timely communications, while respecting executive responsibility.
- Vision, drive and enthusiasm in supporting the development of the future strategy of HIEM, taking into account the potential changes in the health innovation and life sciences ecosystem.
- Ability to support the senior management team in maintaining performance on core NHS-funded contracts whilst also developing revenue opportunities.
- Demonstrable knowledge of the different responsibilities of the Chair and Managing Director and the differing degree of involvement of the two roles in day-to-day operations.

Governance

- To ensure the compliance with the Terms of the HIEM license, and all other applicable legislation and regulations including those of our host Trust.
- To ensure high standards of governance are maintained and reported accordingly.
- To build and maintain an effective and balanced Board, initiate change and plan succession in Board appointments in collaboration with the Managing Director.
- To ensure support and challenge of the Managing Director and the Board in order that the Board conforms to the highest standards of corporate governance and makes appropriate decisions.
- Conduct a performance appraisal of the Managing Director in line with our host Trust guidance and performance management process.
- Conduct a process of self-appraisal in line with our host Trust policies.

