



# HUNTER

Executive talent for the healthcare sector



## Croydon Health Services NHS Trust



## Chair Candidate information pack August 2022

Excellent care for all  
Home | Community | Hospital

PROFESSIONAL  
COMPASSIONATE  
RESPECTFUL  
SAFE



We value and promote diversity and are committed to equality of opportunity for all and appointments made on merit. We believe that the best boards are those that reflect the communities they serve.

We particularly welcome applications from women, people from the local black and minority ethnic communities, and disabled people who we know are under-represented in chair and non-executive roles.

Our recruitment processes are conducted in accordance with the Code of Governance to ensure that they are made on merit after a fair and open process so that the best people, from the widest possible pool of candidates, are appointed.

# WELCOME

NHS England has a specific role in appointing and supporting NHS trust chairs and non-executives. We are looking for an exceptional leader to chair Croydon Health Services NHS Trust (CHS). This is a unique opportunity to help shape the future of local services by sharing your talents and expertise to help transform the hospital and make a positive difference to your community.

NHS boards play a key role in shaping the strategy, vision and purpose of an 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 and the public are managed and mitigated effectively. Led by an independent chair and composed of a mixture of both executive and independent non-executive members, the board has a collective responsibility for the performance of the organisation.

The purpose of NHS boards is to govern effectively, and in so doing build patient, public and stakeholder confidence that their health and healthcare is in safe hands. This fundamental accountability to the public and stakeholders is delivered by building confidence:

- in the quality and safety of health services
- that resources are invested in a way that delivers optimal health outcomes
- in the accessibility and responsiveness of health services
- that patients and the public can help to shape health services to meet their needs
- that public money is spent in a way that is fair, efficient, effective and economic.

## THE TRUST AND CHS AT A GLANCE

**4,000+**

TOTAL WORKFORCE

**385,000**

RESIDENTS

**529**

BEDS

**£345M**

ANNUAL TURNOVER

**50**

LOCAL GP PRACTICES

**£500M**

NHS FUNDING

# ABOUT CROYDON HEALTH SERVICES NHS TRUST

**Croydon is a trailblazer in integration to join-up health and care services for local people, in line with radical reforms in the NHS.**

Croydon was one of the first to bring together an acute NHS Trust and local Clinical Commissioning Group under a single Place Based Leader to speed-up decision making and deliver real quality improvement.

This continues long and successful collaboration to improve the health and care of people in one of London's largest boroughs.

As part of the 'One Croydon Alliance,' the borough is closing the gaps between services for local people by working together across the local NHS, social care and voluntary services to provide more holistic care for patients, keep people well and create opportunities for staff.

Croydon is now leading the way for COVID-19 recovery as part of the Integrated Care System in South West London and is now increasingly seen as a forerunner in local integration and wider collaboration to build a more resilient workforce, reduce variations in care and deliver better value for money in the NHS.

At the same time, the Trust is increasing its role as an anchor institution at the heart of its local community. As the borough's largest employer, this includes supporting local business through kick-starters and apprenticeships to increase employment, and working with local universities to train the next generation of health and care workers in Croydon.

Further information can be found within this candidate pack.

## CARING FOR ONE OF LONDON'S LARGEST BOROUGH'S

Croydon Health Services NHS Trust (CHS) has more than 4,000 staff and volunteers caring for over 385,000 Croydon residents in south London.

Their community services cover every corner of the borough, caring for people of all ages at home or in clinics close to where they live. This includes specialist home treatment for children with cancer and long-term conditions, and a 24/7 Rapid Response Service to assess older patients within two hours of being referred by their GP. They also provide dedicated health services to some of the most vulnerable in their community, including asylum seekers and people experiencing homelessness.

Their main campus, Croydon University Hospital provides more than 100 specialist services and is home to the borough's only intensive care unit, Emergency Department and 24/7 maternity services, including a labour ward and midwifery-led birth centre.

Their sibling hospital, Purley War Memorial Hospital (PWMH) in the south of the borough, offers outpatient care, including diagnostic services, physiotherapy and ophthalmology services run by Moorfields Eye Hospital, alongside an onsite GP surgery.



# KEY CHALLENGES

## HIGH QUALITY CARE

The Trust is rated “requires improvement by the Care Quality Commission with ambitious quality improvement plans in place. Staff also face significant operational pressures in addition to COVID recovery.

Urgent and emergency services are particularly under pressure, with an increase in blue-light ambulance patients over two years (19/20-21/22).

However, the Trust’s length of stay is significantly than many other trusts, with work ongoing to reduce delays for patients needing admission and to improve patient flow with the support of borough partners when patients no longer need acute care or can be supported by seen by the Trust’s hospital at home teams, like Virtual Wards and Rapid Response, who are able to closely monitor people with a long-term illness or after a hospital stay.

## SUPPORT FOR STAFF

Improving staff experience and workplace culture is one of the Trust’s highest priorities, with work underway to help staff deal with the pressures of the pandemic, including greater access to mental health and emotional care and support.

The results of the 2021 NHS Staff Survey revealed a challenging picture across the health service, and especially for CHS. For the first time, the survey assessed the levels of fatigue being felt by healthcare staff. One in three staff felt burnt out over the past twelve months – in line with the national average.

## SUSTAINABLE FINANCES

The NHS must make significant efficiencies to balance the rising costs with increasing demand. CHS has an ambitious and challenging plan for 2022/23, including:

- £22.6m (6%) recurrent savings
- £10m non recurrent support
- £8m elective recovery fund income
- To achieve a deficit of £16.7m
- Against annual income of £400m

At the same time, the Trust must increase its role in improving the health and prosperity of their community. Working together at ‘place’ to benefit their patients, community and staff, and collaborating in SWL and across the NHS, to bring the best practice back to the borough.

As the borough’s largest employer, they are also growing its role as an anchor institution, working with local universities to train the next generation of health and care workers in Croydon and supporting local business through kick-starters and apprenticeships to increase employment

## REDUCING HEALTH INEQUALITIES

One of their greatest challenges remains reducing long-standing health inequalities.

Almost half of South West London residents experiencing the largest gaps in health inequalities, live in Croydon. That’s 170,000 facing some of the largest gaps in health inequality – around 40% of their local population

By working together the Trust is striving to deliver excellent care and improve health and wellbeing for people in the community. This includes more preventative care including new community partnerships to reach out to people who do not normally engagement with the NHS, and new Health and Wellbeing spaces, jointly run with One Croydon, to offer short-term support without an appointment to provide advice, information and help people access the right services for them.

# LONDON LEADERSHIP VALUES

## CORE VALUES

Our core values right now are:

- **Courage**, passion and decisiveness
- **Compassion** (which we define as being open, fair, generous, enabling and responsive)
- **Integrity** (behaving with consistency and doing what we say)

## ASPIRATIONAL VALUES

Over the next 12 months we would also like to demonstrate that we are:

- Consistently hard on the problems but **generous** with people

This will mean we are supportive and selfless and show respect to one another in public and in private

- Effortlessly **inclusive**

## ACCIDENTAL VALUES AND BEHAVIOURS

The most common or most destructive accidental behaviours/values that we see in the system right now and which we would like to eradicate include:

- Putting **institutions** and staff ahead of patients and citizens
- Using power to obstruct or for 'gaming', point scoring, personal attacks and bullying
- Using information and knowledge as a 'bargaining chip' or to shame colleagues instead of sharing information openly and creating opportunities to learn
- Failing to be open and honest not saying things 'in the room'
- Learned helplessness and 'playing safe'

## PERMISSION TO PLAY VALUES

Alongside honesty and integrity, we expect leaders in the London NHS to be:

- Working collaboratively, and
- Taking accountability for the mandate

# OUR VISION AND VALUES

## OUR VISION

### “Excellent care for all and helping people in Croydon live healthier lives”

Rooted in their community through their hospitals and clinics across the borough, CHS always strive to provide excellent care for all.

Croydon is a great place to live and work but some people in their borough face the challenges of poverty, housing or other environmental factors that can contribute towards poorer health and shorter lives.

The Trust’s local population is also growing rapidly in size. CHS has the youngest population of any London borough, with almost a third of their residents aged under 25 and, at the same time, people are living longer.

This means they have to do much more to prevent ill-health and help people in Croydon to stay well. They must do this at the same time as providing rapid access to diagnostic services and medical expertise when and where it is needed.

Collaboration is the key. Only by working well together with their partners in the borough, can CHS connect the services available to give people more coordinated and person-centred care which will deliver real benefits for their patients and service users in the years to come

## PARTNERSHIP WORKING AND CARE IN COLLABORATION ACROSS CROYDON

The Trust is led by a Chief Executive and Place Based Leader for health, with responsibilities for the delivery of healthcare services in one of London’s largest boroughs.

They are supported by a single executive team with shared functions, including safeguarding, a common vision, shared principles and defined objectives

CHS know that as little as 10% of their health is linked to access to healthcare, which is why Croydon’s NHS is working together with social care and the voluntary services as of the One Croydon Alliance to close the gaps between services and care of people in the borough.

Through collaboration in Croydon, the Trust is:

### Making the most of the resources available

- With shadow budget arrangements now in place to give oversight of almost £1 billion spend across health and social care in Croydon
- Helping to spot opportunities to spend best for the health and care of their community

### Giving people greater control of their health and care

- Pioneering community networks that give the same prominence to housing as they do health
- 30% of residents reporting an increase in health and wellbeing within a year of referral

### Breaking down barriers between professional teams

- Social workers, community geriatricians, nurses and therapists working together to help people regain their independence after illness 1,000 patients home sooner and nearly 900 admissions avoided in the first year alone
- Freeing-up hospital beds for people who need to be cared for in hospital

## CHS VALUES

CHS want local people to feel confident in their care, and for their staff to feel proud to work there. Their values shape everything they do, every single day. They determine their behaviour and the experience of those they look after.

We will always be **professional**, **compassionate**, **respectful** and **safe**.

### PROFESSIONAL

- Set ourselves very high standards and share best practice
- Keep our uniforms smart, and be professional and consistent in our approach
- Work in partnership to best support our community's needs
- Use resources wisely without compromising quality or safety

### COMPASSIONATE

- Treat everyone as we would want to be treated ourselves
- Demonstrate kindness, dignity, empathy and compassion
- Make time for the people we are caring for, to understand their needs and wants
- Organise our services to give people the best possible experience of care

### RESPECTFUL

- Be courteous and welcoming, and introduce ourselves
- Value the diversity and needs of everyone
- Always involve people in decisions about their care, listening to and respecting their wishes
- Appreciate the contribution that staff from all backgrounds bring to our services

### SAFE

- Be open and honest in everything we do, sharing what we do well and admitting our mistakes, to constantly improve our care
- Protect the confidentiality of those in our care and show sensitivity to people around us
- Feel free to raise concerns so we are always learning
- Make time for training and development and support research so people always receive the highest standards of care



# OUR OBJECTIVES 2021-23

EXCELLENT  
CARE FOR ALL  
AND HELPING  
PEOPLE IN CROYDON  
LIVE HEALTHIER LIVES

## • OUR VISION •

Working together we want to improve the health and wellbeing of people in Croydon by joining up the care and support available in our community.

## • LIVING OUR VALUES •

Professional • Compassionate • Respectful • Safe

## • OUR OBJECTIVES FOR 2021/23 •



### 1. IMPROVE HEALTH AND REDUCE INEQUALITIES

- Improve our use of data to identify and monitor inequalities
- Target and adapt services to focus on prevention and need
- Maximise the uptake of immunisations, particularly in high-risk groups
- Continue to develop joint working in localities particularly focussing on preventing and management of Long-Term Conditions



### 2. HIGH QUALITY CARE

- Recover, transform, and Invest to improve access, focussing on particular pathways
- Achieve greater engagement and involvement of the people who use our services
- Improve patient experience through compassionate care and by meeting essential national and local standards, including infection prevention and control
- Embed the Croydon Quality Improvement approach throughout the health and care system
- Ensure our critical enabling functions are fit to support our ambitions



### 3. SUPPORT OUR STAFF

- Develop and transform our workforce to deliver new and integrated models of care
- Improve staff engagement, nurture health and wellbeing and encourage further COVID vaccination uptake
- Enhance equality, diversity and inclusion
- Foster a culture of compassionate, inclusive and visible leadership including leadership pipeline development and improving leadership qualities
- Drive recruitment and better retention
- Support SWL CCG staff in Croydon through Integrated Care System transition



### 4. SUSTAINABLE FINANCES

- Make further progress towards a financially sustainable health system for Croydon
- Improve our productivity and efficiency
- Enable transformation by implementing a Shadow Health and care Budget with our One Croydon partners, focussing on Investing in Mental Health and Out of Hospital services
- Achieve a fair budget for Croydon through transition to an Integrated Care System



### 5. DEVELOP OUR LEADERSHIP

- Deepen 'place-based' integration through the One Croydon Alliance
- Collaborate with SWL Acute Trusts to improve care and reduce inequalities through the SWL Acute Provider Collaborative
- Play a full role in achieving transition to a SWL Integrated Care System

# JOB DESCRIPTION

To carry out their role effectively, 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. It is important the chair and the chief executive are clear about their individual and shared roles, and their respective responsibilities towards the unitary board.

Together, the chair and the chief executive set the tone for the whole organisation. They are ultimately responsible for ensuring that the population the trust serves and the wider system in which the organisation sits receive the best possible care in a sustainable way.

## RESPONSIBILITIES OF THE CHAIR

**The chair has a unique role in leading the NHS trust board.** The 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.

Fundamentally, the chair is responsible for the effective leadership of the board. They are pivotal in creating the conditions necessary for overall board and individual director effectiveness. Central to the chair's role are five 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
- 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
- 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
- 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 nominations committee
  - considering **succession planning** for the board, including attracting and developing future talent
  - 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 giving counsel in the removal of executive directors
- leading on **continual director 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 effectively, including through:
  - induction programmes for new directors
  - ensuring **annual evaluation** of the board performance, the board's committees, and the directors in respect of their board 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).

## 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
  - all staff
  - key partners across public, private and voluntary sectors
  - regulators
  - 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**

## PROFESSIONAL ACUMEN

In their role as **governance lead** for the board, the chair is responsible for:

- making sure the board operates effectively and understands its own **accountability** and compliance with its approved procedures – for example, meeting statutory duties relating to annual reporting
- personally **doing the right thing**, ethically and in line with the NHS values, demonstrating this to and expecting the same behaviour from the board
- leading the board in **establishing effective and ethical decision-making processes**
- **setting an integrated board agenda** relevant to the trust's current operating environment and taking full account of the **important strategic issues and key risks** it faces
- ensuring that the board 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 and senior management
- ensuring board committees are properly constituted and effective

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

- providing the environment for agile debate that considers the big picture
- ensuring the board 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, drawing on their individual skills, experience and knowledge and in the case of non-executive directors, their independence
- working with and supporting the **trust board secretary** in establishing and maintaining the board's annual cycle of business

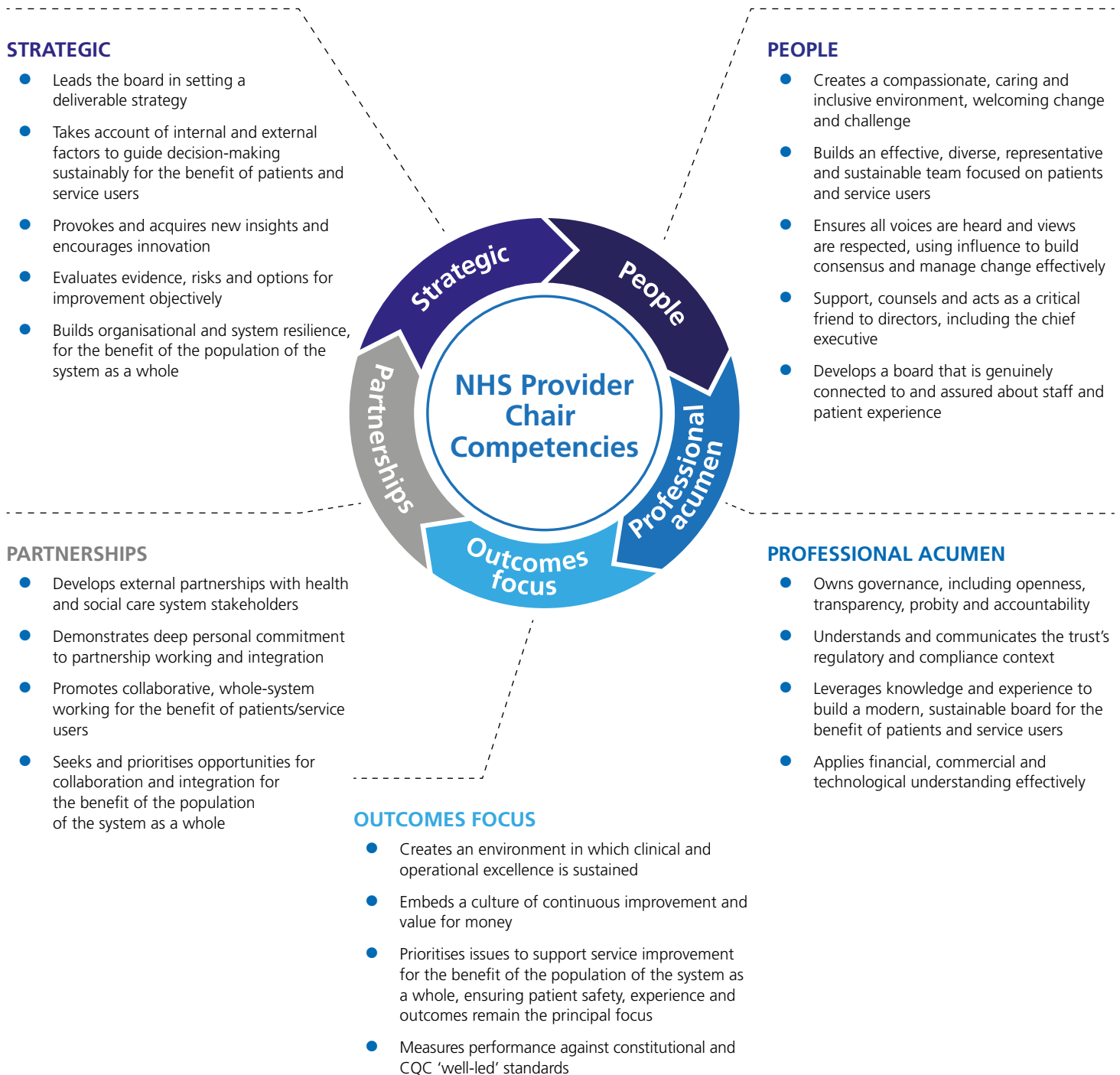
## OUTCOMES FOCUS

- 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 board debate
- fostering a **culture of innovation and learning**, by being outward-looking, promoting and embedding innovation, technology and transformation through the board 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 '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.



# CHAIR COMPETENCIES

The competency framework describes the core competencies required in the NHS provider chair's role, in the context of the NHS principles and values in the NHS Constitution. We envisage that the competency framework will be used to recruit and appraise chairs. The figure below shows this and detail the associated requirements under each competency.





# PERSON SPECIFICATION

We are looking for candidates who want to use their energy, skills and experience to help drive the delivery of sustainable healthcare services for the people of South West London.

## SKILLS, EXPERIENCE & ATTRIBUTES:

### VALUES

- A clear commitment to the NHS and the trust's values and principles

### STRATEGIC

- Experience of leading and delivering against long-term vision and strategy
- Experience leading transformational change, managing complex organisations, budgets and people

### PEOPLE

- 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

### PROFESSIONAL ACUMEN

- Prior board experience (any sector, executive or non-executive role)
- Evidence of successfully demonstrating the NHS provider chair competencies in other leadership roles
- An ability to identify and address issues, including underperformance, and to scrutinise and challenge information effectively for assurance

### OUTCOMES FOCUS

- 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

### PARTNERSHIPS

- 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
- Working with the ICB and ICP leadership to support the delivery of the objectives of the Health and Care Act 2022



## DESIRABLE EXPERIENCE

- Prior experience as a non-executive director (any sector)
- Prior experience on an NHS board (executive, non-executive or associate role)
- Professional qualification or equivalent experience
- Prior senior experience of complex organisations outside the NHS, i.e. private, voluntary or other public sector providers of similar scale

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 these important roles.



# APPENDIX 1: TERMS OF APPOINTMENT

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**The current remuneration for this role is £47,100 per annum.**

- The initial appointment will be for a period of up to four years, after which you may be considered for further terms of office, subject to the needs of the organisation and a good performance in the role.
- You will have considerable flexibility to decide how you manage the time needed to undertake this role. On average, it will require 2 to 3 days a week, including preparation time away from the Trust, the occasional evening engagement and events designed to support your continuous development.
- Applicants should live in or have strong connections with the area served by the Trust.

Given the significant public profile and responsibility members of NHS Boards hold, it is vital that those appointed inspire confidence of the public, patients and NHS staff at all times. NHS England makes a number of specific background checks to ensure that those we appoint are “fit and proper” people to hold these important roles. More information can be found on our website.

## APPENDIX 2: MORE INFORMATION

For information about the Trust, such as business plans, annual reports, and services, visit their website. Other sources of information include:

- **Croydon Health Services NHS Trust – Overview – Care Quality Commission**
- **South West London ICS**
- **<https://twitter.com/croydonhealth>**
- **LinkedIn**

Follow the links for more information about:

- **Support to prepare candidates to apply for a non-executive vacancy including:**
  - Building your application
  - Sources of information and useful reading
  - Eligibility and disqualification criteria
  - Terms and conditions of chair and non-executive director appointments
  - How we will handle your application and information

- **View all current chair and non-executive vacancies**
- **Sign up to receive email alerts on the latest vacancies**
- **Contact details for the Non-executive Appointments Team**

NHS England respects your privacy and is committed to protecting your personal data. We will only use personal data where we have your consent or where we need to comply with a legal or statutory obligation. It is important that you read this information together with our privacy notice so that you are fully aware of how and why we are using your data.

# HOW TO APPLY

For more information, you can get in touch with:

- **Croydon Health Services NHS Trust** – for an informal and confidential discussion with Matthew Kershaw, Chief Executive please contact his EA, Pat Nawaz on 0208 401 3348 or by emailing [patricia.nawaz@nhs.net](mailto:patricia.nawaz@nhs.net)
- **Hunter Healthcare** are helping us to identify potential candidates, if you would like a confidential discussion about the role contact Rhiannon Smith or Jenny Adrian at [jadrian@hunter-healthcare.com](mailto:jadrian@hunter-healthcare.com) or 07939 250362
- **NHS England** – for general enquiries contact Miriam Walker on 0113 825 0009 or by emailing [miriam.walker@nhs.net](mailto:miriam.walker@nhs.net)

If you wish to be considered for this role please provide:

- a CV that includes your address and contact details, highlighting and explaining any gaps in your employment history
- a supporting statement that highlights your motivation for applying and your understanding of the NHS and the role. You should outline your personal responsibility and achievement within previous roles and how your experience matches the person specification
- the names, positions, organisations and contact details for three referees. Your referees should be individuals in a line management capacity, and cover your most recent employer, any regulated health or social care activity or where roles involved children or vulnerable adults. Your references will be taken prior to interview and may be shared with the selection panel

- please complete and return the **monitoring information form**
- tell us about any dates when you will not be available
- confirm your preferred email and telephone contact details

This information should be emailed to [england.chairsandneds@nhs.net](mailto:england.chairsandneds@nhs.net) quoting reference **L2523** in the subject line.

## KEY DATES

- Closing date for receipt of applications: **13 October 2022 at 12 noon**
- **Preliminary interviews:** Long-listed candidates will be invited for a preliminary interview with Hunter Healthcare. Feedback from these interviews will be given to the panel
- **Stakeholder event:** the shortlisted candidates will be invited to the Trust to meet groups of its key stakeholders during early/mid November 2022
- **Interview date:** 15 November 2022 in London
- **Proposed start date:** 1 January 2023

## KEY DATES:

<b>Application closing date</b>	13 October 2022
<b>Shortlisting</b>	Late October
<b>Stakeholder event</b>	Early November
<b>Interviews</b>	15 November





# Croydon Health Services

NHS Trust



Hunter Healthcare  
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**HUNTER**  
Executive talent for the healthcare sector