

# Briefing for candidates applying for the post of Director



## Introduction

In response to the restructuring of NHS Wales the Welsh NHS Confederation is going through a period of change and adjustment in order to meet the changing needs of Members and to ensure that it makes a strong and appropriate contribution to the improvement of the health of the people of Wales and the health and social care provided to them. What follows in this briefing is to provide candidates with an overall picture of the Welsh NHS Confederation, what its aims are and what it is setting out to do.

This is a good time for a new Director to take up post with the new NHS Structure still developing and the time set for the Confederation to take the opportunity to build on past successes and to shape its future in the new environment and the challenges it holds for us all.

## Background

The Welsh NHS Confederation's (WNHSC) status and relationships within the Overall NHS Confederation (NHSC) are as follows:

- The NHS Confederation (NHSC) is a registered charity and is governed by a Corporate Management Board representing its constituent parts. It also operates a number of limited companies. A WNHSC's Management Board representative is a member of the Board.
- The NHSC has a Senior Management Group to provide advice to the Chief Executive and the Board, and to implement its policies and decisions.
- The NHSC serves members in England, Northern Ireland and Wales. Its core members are mainly NHS organisations, although in England, members include independent health providers. The NHSC also has associate members who have limited access to its services and products. There are no core members in Scotland, but a growing number of Scottish health organisations subscribe to our published material.
- Although working exclusively for their local members, the Welsh NHS Confederation (WNHSC) and the Northern Ireland Confederation for Health and Social Services are an integral part of the London based NHSC organisation, although they are semi autonomous and self governing divisions. The WNHSC is reviewing its governance arrangements and it is likely that a Management Board composed of Chairs and Chief Executives of the member organisations will be established in the near future.
- The NHSC has a number of sector based Networks which, in the main, serve members based in England: Foundation Trusts; PCTs; NHS Partners; Ambulance Services; Mental

Health Services. While they are an integral part of the NHSC and its overall governance and management arrangements, they are semi autonomous, self governing divisions, with their own boards and directors. Only core NHSC members can join the networks for which they pay an additional fee. Networks are covered by and represented in the overall governance arrangements for the NHSC.

- All WNHSC's staff are either seconded to or employees of the NHSC. The Director is professionally accountable to the London based Chief Executive but reports directly to the Management Board and its Chair.
- The WNHSC is financially self sufficient, all its assets and liabilities are held in the name of the NHSC. We receive financial and IT support services from the NHSC, but are self contained in all other aspects of our work.

## Role, Values & Aims

WNHSC's current role is to work with its members as an independent driving force for positive change by:

- Influencing policy formulation, implementation and the public debate;
- Supporting leaders through networking, sharing information and learning;
- Promoting excellence in employment.

Our core values are to:

- Ensure we are member driven;
- Put patients and the public first;
- Provide objective challenge;
- Create dialogue and consensus.

We aim to:

- Promote, support and represent the highest standards in management practice, while respecting the common purpose of NHS management and being able to reflect the differing perspectives within the membership, driven by genuine member involvement.
- Reach out to new audiences within our potential membership.
- Continuously improve the existing services/products we provide to Members - striving for excellence and value for money.
- Develop new services that provide direct practical support to help members do their job.
- Be the authoritative voice for policy and decision makers, the media and other players in the all aspects of the NHS policy debate.
- Be a top quality, fit for purpose organisation.

## Functions of the Welsh NHS Confederation

Since the restructuring of NHS Wales the WNHSC has reviewed its relationship with its members and its role in general. With a small member base of 10 organisations the representative role and that of being an independent voice for NHS organisations could not operate in the same way as when there were 36 member organisations. Thus WNHSC's public and external role has needed to change. It will still need to be a 'critical friend' with this function now being conducted in an objective, rather than a critical or adversarial manner. This will require a close working relationship with member organisations to ensure that the external activity in responding to issues in the public domain meets their wishes, is appropriate to the WNHSC's role and is in accord with the brief agreed with them. With a much reduced member constituency, the WNHSC has also needed to identify its niche in the new Welsh NHS. While NHS organisations have agreed that it should remain a membership organisation. It should continue to be a federated part of the NHS Confederation to retain the benefits of being part of a larger organisation and Charity, but it also needed to diversify and build on its strengths as a service provider. On this basis the role and functions of the WNHSC will in future be as follows:

### As a fee based membership organisation:

a) The Welsh NHS Confederation will serve its members needs and derive its authority from them based on its understanding of the health and wellbeing issues facing the people of Wales, the consequent challenges faced by members, and the developing world of health and social care. To do this the WNHSC will need to demonstrate:

- A strong authoritative profile;
- Objectivity;
- Clear focus on its priorities;
- Sharp accountability;
- Uniqueness (not doing what can be done more effectively by others).

b) In serving Members the WNHSC will:

### Represent and Support Management

- Influencing the overall direction of the health debate in Wales and representing members' views from an objective perspective on key issues affecting members and ensuring that politicians, decision-makers and opinion-formers, are made fully aware of the facts.
- Providing practical support to members through policy analysis, best practice reviews, research and by organising, seminars and conferences to discuss/explore key developments that affect them.
- Searching for ideas and information outside the usual sources that aims to connect our members with the latest thinking from across the world. Bring people together from all parts of the NHS and from the wider health community through conferences, seminars and networks.

- Preparing briefings to help inform decision-makers and opinion-formers on the key issues of the day.

### Communications

- Working closely with the press and media, providing comment and background briefing on topical health stories and issues.
- Forming alliances with partner organisations in the drafting and publication of public interest information.

### Horizon scanning

- Undertaking, facilitating and supporting blue sky thinking;
- Facilitating and supporting the health futures debate through research, the dissemination of information and learning programmes.

### As a contracted service provider:

1. The WNHSC will support Chairs and CEs in their collective peer group and other related activity by:
  - I. Arranging meetings and other events, organise and brief guest attendees/speakers etc., prepare and disseminate notes, follow up and report action;
  - II. Undertaking research, collecting and analysing information and preparing briefings to support Chairs and CEs in their collective work plans and agenda items;
  - III. Liaising with Chairs and CEs on all Wales issues that occur outside and between meetings;
  - IV. Preparing routine correspondence, submissions and responses;
  - V. Providing a press/media service either acting as a hub/clearing house for dealing with general enquiries regarding NHS Wales, advising on responses and, as appropriate, dealing with them on behalf of Health Boards and NHS Trusts;
  - VI. Coordinating the work and preparation relating the submission of evidence and attendance to Welsh Assembly committees and working groups. Preparing evidence and briefings, help in the selection and support of witnesses and representing NHS bodies as appropriate;
  - VII. Providing, as required, coordination and support to key All Wales Executive Groups e.g. DOFs, Medical Directors, Nurse Directors etc;
  - VIII. Advising, supporting and, as appropriate, acting on behalf of LHBs NHS Trusts and other appropriate stakeholders in designing and implementing communication and public relations strategies relating to the implementation of major policies, plans and pan Wales topical health issues
  - IX. Providing support and coordination of all Wales joint meetings of Health Boards between WLGA, Solace, ADSS, the third sector and other stakeholder organisations;

2. The WNHSC will support NHS organisations in Wales in the development of a considered and consistent voice on all matters relating to workforce issues and in representing their interests as follows:

- I. Negotiating specific conditions of service on behalf of NHS Wales employers;
- II. Providing evidence to UK national pay review bodies;
- III. Developing links to a wide range of organisations in Wales, across the UK and beyond, to share experience and knowledge on human resource and workforce issues;
- IV. Participating in the development of capability, capacity and confidence in the service on all matters relating to workforce management and development;
- V. Developing a knowledge resource of the most innovative and effective practice in workforce management and approaches to employment;
- VI. Horizon scanning and undertaking research in order to identify and consider emerging topics that may influence the workforce agenda, and to connect workforce futures with the wider health policy agenda; and
- VII. Supporting the NHS in promoting itself as the employer of choice in Wales.

3. As part of the All Wales Leadership and OD Programme and in partnership with NLIAH and PSMW the WNHSC will:

- I. plan and deliver Board development programmes, Chair's twinning and knowledge sharing networks, member induction, aspiring chairs/vice chairs development programmes, member mentoring and personal development networks;
- II. Plan and deliver Executive Director twinning and knowledge sharing networks;
- III. Plan and deliver aspiring executive directors development programmes; sub board twinning and knowledge exchange networks.

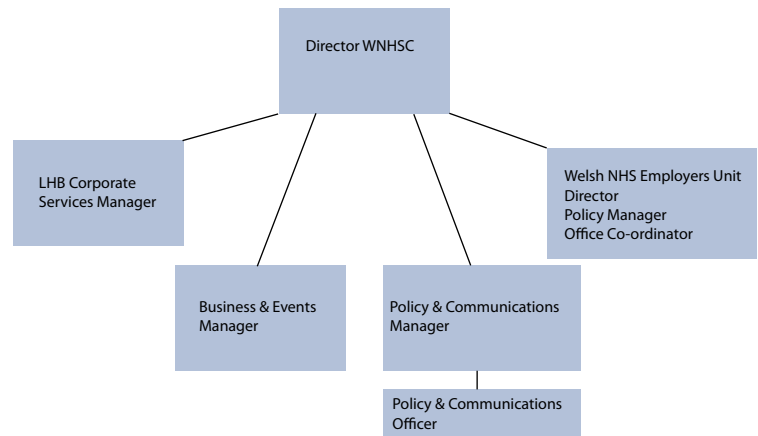
## Funding

Future funding will come from membership fees and a Service Level Agreement with member organisations, both of which are in the final stages of negotiation to cover a three year period from 1 April 2010. Additional income comes from partnership agreements with various organisations related to the health industry, commissions from the Welsh Assembly Government, NLIAH and others, and a wide range of events.

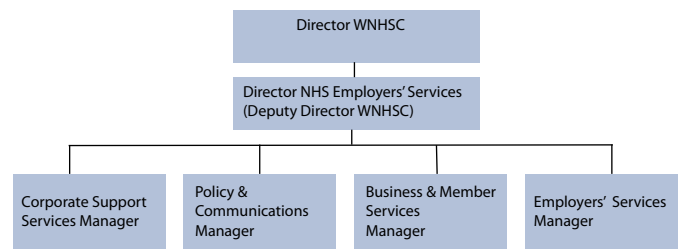
## Organisational Structure

The WNHSC's existing organisational structure needs to change to enable it to serve members efficiently and effectively in the new NHS Wales. The following diagrams represent the current organisation and a revised structure that has been discussed but not yet implemented. The new Director will need to consider how they would wish to shape and organise the new team. The possible new structure illustrated below would bring the three parts of the existing structure together to provide better cohesion, stronger overall support and wider skill sharing to the team. In fact we are already beginning to work in this way as circumstances now require this.

### Current Structure



### Possible New Structure



#### Support Team

- 1 x Policy and Communications Officer
- 1 x Policy Analyst (new post but using existing vacancy)
- 2 x Admin Assistants (both currently funded but only one filled).

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## About the Welsh NHS Confederation

The Welsh NHS Confederation represents the organisations making up the NHS in Wales: trusts and local health boards. We act as an independent voice in the drive for better health and better healthcare through our policy and influencing work, and by supporting members with events, information and training. To find out more about us go to -

[www.welshconfed.org](http://www.welshconfed.org)