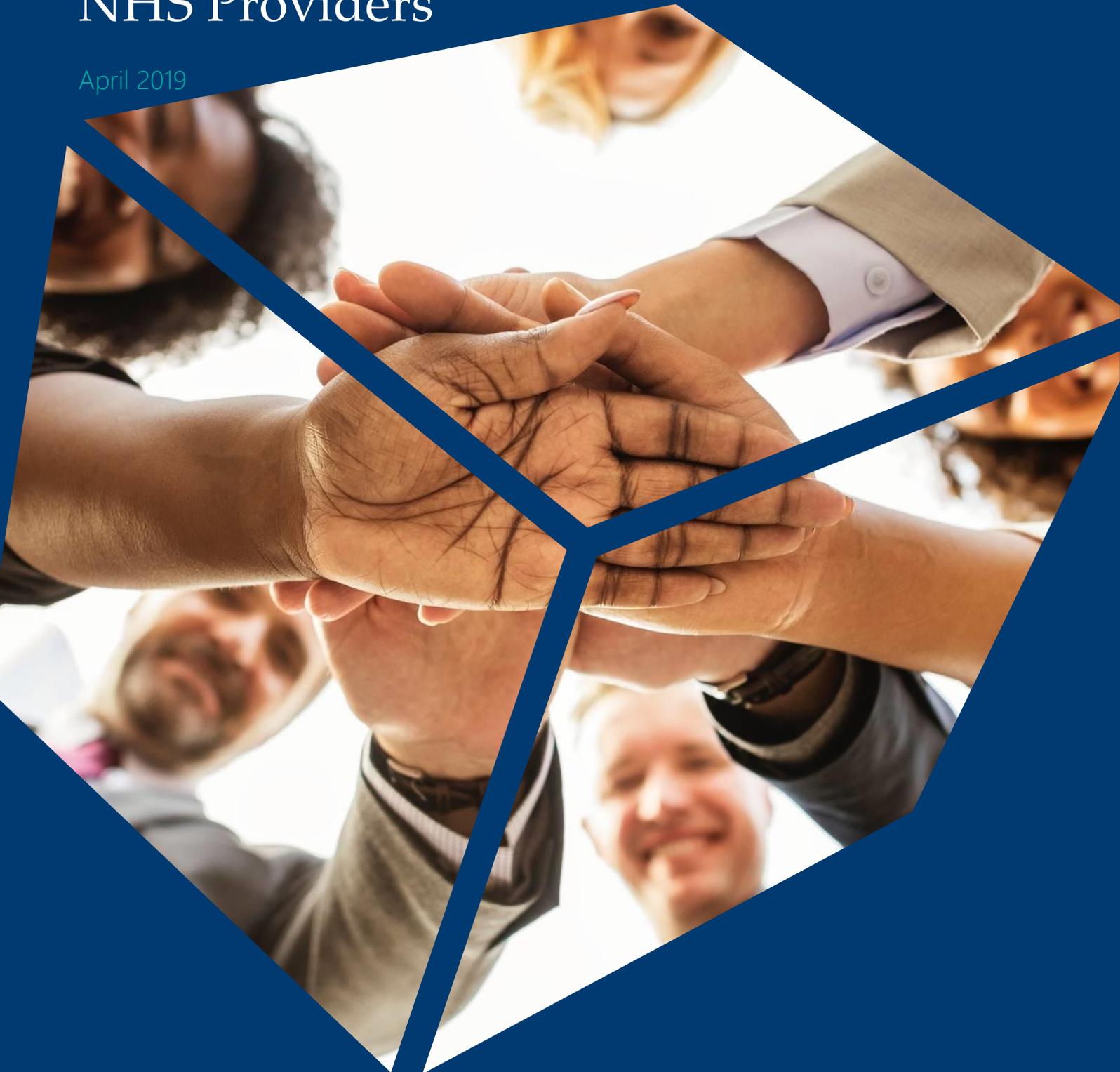




Candidate brief for the position of Chair NHS Providers



April 2019



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About NHS Providers



NHS Providers is the membership organisation for the NHS hospital, mental health, community and ambulance services that treat patients and service users in the NHS. We help those NHS foundation trusts and trusts to deliver high-quality, patient-focused care by enabling them to learn from each other, acting as their public voice and helping shape the system in which they operate.

NHS Providers has all trusts in membership, collectively accounting for £84bn of annual expenditure and employing over one million staff. As the single voice for NHS providers, we are recognised for our effective lobbying and influence, as a promoter of shared learning, and as a provider of exceptional support and development to our members. We are the 'go to' organisation for comment and debate on the issues facing public providers of NHS services. We have a particularly important role to support our members in a changing NHS landscape, as the focus increasingly shifts to working in integrated local health and care systems.

We are a busy, high performing, team of around 50 staff, based in central London. In a recent survey, nearly two thirds of staff (64%) would 'strongly recommend' NHS Providers as a good place to work. Over 90% of staff felt 'very satisfied' or 'fairly satisfied' with their job.

Our strategy

Our new three year strategy runs from 1 April 2019 and sets out our vision, mission, strategic objectives and ways of working.

Our vision

An outstanding membership organisation and trade association for all NHS providers, unrivalled in the influence, voice and support we offer our members.

Our mission

To support members to deliver high-quality, sustainable NHS care for their patients and service users.

Our strategic objectives

- **Influence** – to shape the environment and culture in which our members operate – with a specific focus on finances, quality, workforce, governance, regulation, transformation, integration and system working;
- **Voice** – to be the collective voice of NHS providers, reflecting the diversity of our membership, and championing their interests in the media, government, the NHS and wider healthcare community;
- **Support** – to help our members drive improvement and innovation through effective shared development, support and learning;



- **Excellent organisation** – to provide outstanding value for money to our members, create a supportive environment for staff and continually improve.

Our ways of working

- **Member led** – we are a membership organisation. To be effective, we need to be excellent at identifying our members' needs and meeting them. We must be fully accountable and transparent to our members in all that we do;
- **Patient and quality led** – the NHS needs to be truly patient and service user led to improve health outcomes. Our members also need to continuously improve the quality of services they provide. This emphasis on patient and service quality therefore needs to sit at the heart of all our work;
- **Collaborative** – we work in a complex, highly interdependent, system with many influential players. We rely on our members to generate the evidence we need and we can only deliver our objectives by working collaboratively. We therefore need to be a highly effective strategic partner;
- **Innovative** – if the NHS is to meet the challenges it faces, it needs to innovate and transform, creating radically different patterns of healthcare delivery. Our members are in a unique position to help drive this change. We need to support and enable this innovation and, if required, help lead it;
- **Inclusive** – we will embed equality, diversity and inclusion as a central tenet of our work, embracing this as a moral imperative and a business need. This is the case for us as much as it is for our members. We will live these values, offer support and help lead change;
- **Professional** – we aspire to a high degree of professionalism and rigour in all that we do, including our governance. Our work will be evidence based and underpinned by robust data. We will recruit, retain and develop the right level of professional skill, experience and expertise.

Our work

Influence

NHS Providers' policy development and influencing work is focused on promoting and protecting our members' interests against a backdrop of a rapidly changing health and social care system, and a challenging financial context. We develop policy solutions that are grounded in practice, produced in partnership with our members, based on their experience and our wide-ranging knowledge of member needs and how frontline services work. Working closely with government, parliamentarians and sector regulators, our understanding of policy-making and the political context ensures that the interests of NHS public providers are represented at the highest levels. We are adapting rapidly to reflect the changing context in which our members operate – for example, a growing emphasis on how providers can help lead and work within integrated health and care systems and how they can work more effectively with primary care and local government. 91% of our members say that we are influential in shaping the agenda for the NHS.

Voice

NHS Providers has built a reputation as a highly effective voice for our members, speaking truth to power and ensuring the provider sector viewpoint is well represented in national and trade media from the BBC *Today* programme to the Health Service Journal. We produce a wide range of regular newsletters and briefings. These include a daily media summary, a weekly bulletin of the key issues affecting the provider sector and our particularly valued *on the day* briefings that give speedy, provider focused, analysis of the latest national policy announcements. 85% of our members say that NHS Providers has a strong media profile and presence and 96% of our members use our *on the day* briefings.



Support

NHS Providers provides an extensive and highly valued support offer for our members. We run 12 networks, mostly attended by board level delegates. Our annual conference and exhibition attracts the largest number of trust board directors in the annual NHS calendar. Our member dinner programme, often hosted by our chair, gives members “Chatham House” access to the most senior leaders in the NHS and we offer a range of development programmes including board development, director induction and governor support. 86% of our members use our network meetings. In the last 12 months, 75% of our members have used one of our development programmes, with over 80 events offered to more than 1,100 delegates. 96% of those delegates rated the event they attended as a 4, or 5, out of 5.

Our business model

The 2019/20 NHS Providers annual budget will be £5m. The vast majority of our income deliberately comes from annual membership subscriptions as this ensures our independence and our ability to speak to truth to power. It also means that we remain close to the members we serve. Members pay an annual subscription of between £15,000 and £25,000 dependent on their annual turnover. The rest of our income comes from a combination of commercial sponsorship (e.g. exhibition stands) and fees charged for our development programmes.

Links

- Three year strategy: <https://nhsproviders.org/about-us/our-strategy>
- Providing for our members 2019/20: <https://nhsproviders.org/media/637429/providing-for-our-members-2019-20.pdf>
- Member research report 2018/19 <https://nhsproviders.org/media/518763/member-research-report.pdf>
- Latest performance report: <https://nhsproviders.org/media/637448/nhs-providers-six-monthly-performance-report-march-2019.pdf>
- NHS Providers Board <https://nhsproviders.org/about-us/our-board/nhs-providers-board>



Job description

The chair will lead the board in shaping NHS Providers' strategy, supporting its members through the challenges they face. This individual will also have an important and influential external representational role, which will be shared with the chief executive. The chair will represent NHS Providers in the important informal network of chairs of key statutory bodies in the NHS (such as NHS England, NHS Improvement, Care Quality Commission, and Health Education England) and will fit credibly as a peer in this group.

The chair will have an important role to play with members, engaging them individually and collectively, to ensure that NHS Providers understands their needs and that members know what NHS Providers is doing on their behalf.

The chair will guide, support and line manage the chief executive, who is responsible for delivering the organisation's strategy.

This appointment comes at an exciting and challenging time for the sector and for NHS Providers. It offers the chair a compelling opportunity to play an important leadership role at the heart of the NHS.

Working with a diverse board and executive team, this is an opportunity for sector leadership, working at the helm of an influential organisation.

Key responsibilities and accountabilities

The chair will:

- lead the board of trustees and the chief executive in the development and promotion of NHS Providers' vision, mission and strategy, supporting its ambitions and ensuring it is seen by its members as a valuable organisation that meets their needs and delivers value for money;
- be chair of the board of trustees, chairing board meetings effectively, and providing non-executive leadership to the board and NHS Providers as a whole;
- work in partnership with the chief executive as an advocate and representative on NHS Providers' behalf, identifying, accessing and influencing key stakeholders, policy creators and thought leaders;
- guide, coach and line manage the chief executive, enabling him/her to perform to the best of their abilities;
- develop the trustees' collective and individual capabilities as board members, ensuring that the board remains representative of the diverse membership it speaks for; and
- ensure that NHS Providers has appropriate governance, risk management and oversight arrangements in place to sustain the organisation's financial, operational and reputational health.



Person specification

The appointed chair will bring a successful, compelling, track record as a leader in a politically and strategically complex environment. He/she will demonstrate the ability to influence and build productive relationships. This individual will be able to swiftly gain credibility with our members and understand the nuances and complexity of operating within a membership organisation with a trustee model.

He/she will also have:

Experience

- A track record as a senior leader in politically complex, fast moving, and strategically challenging environments such as healthcare, the wider public or not-for-profit sectors;
- Experience of shaping and responding to national policy debates, influencing key figures and institutions to achieve desired outcomes;
- Experience of building alliances and working relationships with a range of stakeholders at all levels;
- A substantial reputation in his/her chosen field;
- All candidates will need to demonstrate their significant enthusiasm for, and commitment to, the provider sector, and the ability to build credibility with NHS Providers' members quickly.

Skills/Knowledge

- The demonstrable ability to understand and represent the diversity of member interests;
- The ability to command respect and influence national debate and discussion;
- A strong, practical, understanding of the difference between executive and non-executive leadership; and
- The ability to question intelligently, debate constructively, challenge rigorously and reach decisions dispassionately.

Personal attributes

- A commitment to the principles underlying NHS provider organisations including a strong focus on patients and staff and what is needed to deliver outstanding patient care;
- A values driven, compassionate, leader with an inclusive approach and a demonstrable commitment to equality and diversity;
- Willingness to put the interests of the organisation, its members and the wider NHS above their own;
- A natural collaborator who understands how to lead collectively; and
- Impact combined with sensitivity, energy and enthusiasm.



Terms of appointment

The chair of NHS Providers will be appointed by the board of trustees. A small sub-group of board members has been formed to manage the process and to make recommendation to the NHS Providers board.

The time commitment required is expected to be circa 8 days per month, so this role could be held as part of a wider portfolio of commitments.

NHS Providers' offices are in central London (1 Birdcage Walk, SW1) but this is a national role and it is expected that the appointed chair will be able to travel as required to engage with, and represent, members fully.

Remuneration is set at £55,000 per annum; expenses for NHS Providers business (including travel and subsistence) are covered by the organisation. The initial term is three years and renewable for a further three years by the trustee board following consultation with members.

Key dates and process

Deadline for applications is **Monday 29th April 2019**.

Selected candidates will be invited to attend preliminary interview with Odgers Berndtson during May. The sub-group of board members will shortlist applications. Shortlisted candidates will be invited to attend a 'fire-side chat' with the chief executive and deputy chief executive, and offered phone calls/meetings with the outgoing chair and other board members details to be confirmed. A formal panel interview will then follow in June, with a view to the appointment being finalised at NHS Providers' July board meeting.



How to apply

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How to apply

In order to apply, please submit a comprehensive CV along with a covering letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria. Please include current salary details and the names and addresses of three referees. Referees will not be approached until the final stages and not without prior permission from candidates.

The preferred method of application is online at: www.odgers.com/71248

If you are unable to apply online please email: 71248@odgersberndtson.com

All applications will receive an automated response.

Any postal applications should be sent direct to Odgers. All candidates are also requested to complete an online Equal Opportunities Monitoring Form which will be found at the end of the application process. This will assist NHS Providers in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Equal Opportunities Monitoring Forms will not be used as part of the

selection process and will be treated as strictly confidential.

Personal data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and / or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.

Contact details

For a conversation in confidence, please contact our advisors Odgers Berndtson.

020 7529 6314
donna.fendick@odgersberndtson.com

We are committed to ensuring everyone can access our website and application processes. This includes people with sight loss, hearing, mobility and cognitive impairments. Should you require access to these documents in alternative formats, please contact carmel.gibbons@odgersberndtson.com.

Also, if you have any comments and/or suggestions about improving access to our application processes please don't hesitate to contact us response.manager@odgersberndtson.com.





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