



Private and Confidential

Position Specification

University College London Hospitals NHS Foundation Trust

Chair

Reference 1610-029L

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Introduction from University College London Hospitals NHS Foundation Trust

University College London Hospitals NHS Foundation Trust (UCLH) is one of the most complex NHS trusts in the UK, serving a large and diverse population locally and nationally. It balances the provision of nationally recognised, specialist services with delivering high-quality acute services to the local populations of Camden, Islington, Barnet, Enfield, Haringey and Westminster. The Trust treats over one million outpatients, sees more than 132,000 patients in A&E, admits over 170,000 inpatients each year, and has an annual turnover of over £0.9 billion. UCLH aspires to become a world-leading research hospital across all areas of patient care and treatment and will do so with increased focus on relevant clinical trials and use of novel therapies, furthering its tradition of innovation and distinction in research and development.

One of the first trusts to gain foundation status, UCLH provides first-class acute and specialist services across seven central London sites dedicated to the diagnosis and treatment of many complex illnesses. The Trust has a world-leading reputation for neurosciences, a growing reputation for cancer treatment, and is regarded as one of the most successful providers of women's health care in the UK. Supported by the provision of excellent medical and surgical care, UCLH is committed to growing and expanding these three areas of strategic clinical focus.

In partnership with University College London (UCL), UCLH is one of the country's five comprehensive Biomedical Research Centres (BRC) and, as a member of UCLPartners, brings together some of the UK's world-renowned medical research centres and hospitals. In 2017, the UCLH BRC was awarded £111.5 million across five years to expand its research, and UCL and UCLH will also host a new £250 million UK Dementia Research Institute.

The Trust works with UCL Medical School, and London South Bank and City universities, to give high quality medical and clinical training and education. It is also part of the National Cancer Vanguard, working with partners serving a population of c. 10 million, and helps accelerate the delivery of key outcomes from the National Cancer Strategy.

The healthcare system across North Central London (NCL), including clinical commissioning groups, local authorities and NHS providers, has worked to develop an NCL-wide Sustainability and Transformation Plan (STP), [STP summary](#). This sets out how local health and care services will be transformed and become sustainable over the next five years, building and strengthening local relationships and supporting local people to live healthier lives, access care in different settings, and change how care is delivered.

UCLH has recently appointed a new Chief Executive, Professor Marcel Levi, and is seeking a new Chair to join the Trust as part of an on-going Board succession plan.

Vision and Values

UCLH is committed to delivering top-quality patient care, excellent education and world-class research. The Trust delivers its vision through a strong commitment to four core [values](#) – Safety, Kindness, Teamwork, Improving – which underpin how it serves patients and their families, and how to behave with colleagues in UCLH and beyond.

Further information can be found on the UCLH website at [about UCLH](#).

INTRODUCTION

Our Strategic Developments

Campus vision - phases 4 & 5

Phases 4 and 5 of UCLH's central London campus development bring exciting opportunities. Phase 4 is a £270 million eleven-storey clinical facility which will be home to one of only two NHS Proton Beam Therapy centres in the UK and a state of the art day surgery unit. Phase 5 is a new facility on Huntley Street which will bring together the Royal National Throat Nose and Ear and the Eastman Dental Hospitals. The buildings are due to be completed by 2019 and 2020 respectively.

NHNN reconfiguration

The NHNN, Queen Square, is the UK's largest dedicated neurological and neurosurgical hospital. It provides comprehensive services for the diagnosis, treatment and care of all conditions that affect the brain, spinal cord, peripheral nervous system and muscles. Together with its neighbour, the UCL Institute of Neurology, it is a major international centre for research and training.

UCLH is investing £23 million to redevelop the NHNN. By the end of 2017, the NHNN will have two new operating theatres, four existing theatres will have been refurbished, and bed capacity will increase by 22 with the addition of 16 ward and six critical care beds respectively. This increase in capacity will enable the NHNN to deliver world-class care in a modern environment.

Digital transformation and culture change

UCLH has recently awarded a 10-year contract to Atos to become its digital transformation partner and create a step change in how digital services are delivered at the Trust. Five digital themes underpin UCLH's vision and ambition:

- **Digitally activated population:** Provide citizens with access to their personal health and care information and equip them with tools which enable them actively to manage their own health and wellbeing;
 - **Connected care:** Create and share care records and plans across health and care systems seamlessly to enable integrated care delivery across organisations;
 - **Insights driven health system:** Identify patients at risk of illness, monitor the effectiveness of interventions on patients with established disease, and deliver whole systems intelligence so the needs of our entire population can be predicted and met;
 - **Digitally enabled workforce:** Enable care professionals to work and communicate effectively, anywhere, at any time;
- Sustainable care:** Improve efficiency and reduce costs by working together to deliver digital services where this benefits our population.

UCLH is continually striving to improve the services offered to patients. More details of its developments, including building projects and services can be found at [new developments](#) on the UCLH website.

Trust Governance

Role of the Board

UCLH's Board of Directors (Board) comprises 16 statutory members including the Chair and Chief Executive of the Trust. The Board sets the overall policy and strategic direction for the Trust, approves and monitors UCLH's business plans, budgets and major capital expenditure, and monitors performance against objectives. Board members also sit on committees such as the remuneration and audit committees. For further information, please visit [Board](#).

Composition of the Council and its role

UCLH's Council of Governors (Council), which is chaired by the Trust's Chair, is made up of 23 elected Governors (four public; 12 UCLH patients; one carer of a patient; and six staff) and 10 appointed Governors from partner organisations representing key stakeholders.

The Council is a valued and effective body advising the Trust on issues that are important to patients and to the wider community. It works with the Trust to ensure it provides the best possible service to its patients.

The Council is not responsible for the day-to-day running of the Trust, but works with the Board to produce the Trust's future plans; it ensures that the voices of members and partners are used to inform the Trust's decisions. Its statutory responsibilities are described in the [UCLH Constitution](#).

Clinical operational model

UCLH has a clinical leadership model delivered through four Medical Directors and its Chief Nurse. Three of the Medical Directors manage the operational service through three clinical boards: medicine; specialist hospitals; and surgery and cancer; and 17 clinical divisions are supported by corporate functions such as finance and workforce.

POSITION SPECIFICATION

The Chair Role

The Chair is responsible for the leadership of both the Board of Directors (Board) and the Council of Governors (Council) and ensures their effectiveness in all aspects of their roles.

The Board is collectively responsible for the success of UCLH. This includes the effective delivery of UCLH's vision to deliver top-quality patient care, excellent education and world-class research, and to provide a positive work environment for all employees.

To be effective the Chair must:

- Uphold the highest standards of corporate governance, integrity and probity;
- Set a style and tone that will promote effective decision-making and constructive debate;
- Promote effective relationships and open communication between Non-Executive Directors and the Executive team;
- Establish and develop constructive relationships and open communication with Governors, patients and staff, and ensure their views are represented;
- Ensure the effective running of the Board and Council;
- Promote effective communication between the Board and the Council;
- Undertake regular performance evaluation of the Board, its committees and Directors;
- Build a constructive relationship with NHS Improvement, other healthcare regulators and relevant NHS and healthcare partner organisations, particularly with North Central London Sustainability and Transformation Plan stakeholders and Local Authorities;
- Represent the Trust and act as both a spokesperson and an ambassador; and
- Establish a relationship of trust, collaboration and openness with the Chief Executive.

The key responsibilities of the Chair are to:

- a) Ensure that UCLH works in strong partnership with NHS health partners, national and local government and community partners to maximise the benefits for the patients and public it serves;
- b) Promote high standards of corporate governance including a clear structure for the effective running of Board committees and support for Non-Executive Directors in order to capitalise on their contribution and maintain their independence;
- c) Set the agenda of Board discussions to promote effective decision-making and constructive debate;
- d) Ensure the effective implementation and communication of Board decisions, holding the Chief Executive accountable for their delivery;
- e) Ensure that the Board maintains the financial viability of the Trust, using its resources effectively to meet its responsibilities within the requirements issued by NHS Improvement (its economic regulator);
- f) Develop an effective relationship of trust with the Chief Executive, providing support and advice while respecting executive responsibility;

- g) Determine the levels of remuneration for the Executive Directors, to appoint the Chief Executive and have a role in the appointment of other Executive Directors, and conduct an annual performance appraisal of the Chief Executive;
- h) Promote inclusion and equality of opportunity in the treatment of staff and patients;
- i) Lead the Council, providing clear direction and focus and ensure that the Board and the Council collaborate effectively for the benefit of UCLH;
- j) Promote open communication with all Governors and utilise their skills to maximise their contribution, promoting their work both inside and outside the Trust; and
- k) Develop and refresh knowledge and skills.

Candidate Profile

UCLH is seeking to appoint a truly exceptional individual as Chair. The successful candidate will have a demonstrable track record of achievement, including complex change management, ideally gained in a senior leadership role within an organisation with a significant budget and of comparable size and complexity, in either the public, private or voluntary sectors.

Specifically, the ideal candidate will demonstrate the following:

- Substantial prior board experience, coupled with evidence of successfully leading an organisation of similar size and complexity. Evidence of holding senior management teams to account, driving continuous improvement in quality and managing change, and proven ability to assess and prioritise competing requests;
- An enabling style with first class chairing skills, the ability to engender respect from others at all levels of the organisation and to foster an inclusive culture;
- Highly developed interpersonal and communication skills with the ability to work in a constructive way and listen sensitively to the views of others;
- The ability to influence and persuade at the highest levels in private and public sector contexts, along with experience of building strong alliances and productive working relationships with a range of stakeholders, securing high quality outcomes for public benefit;
- Sound knowledge of governance, including strategic planning, financial management, risk and performance management and service development in a regulated environment;
- Political awareness and an ability to think strategically, to assimilate complex data and make informed judgement, together with an appreciation of the NHS political and operational environment;
- An interest in healthcare and commitment to NHS values and to the needs of UCLH patients, staff and the local and national communities served by the Trust; and
- Evidence of a commitment to inclusion, diversity and equality of opportunity.

UCLH is committed to appointing diverse, talented and high-performing individuals and welcomes applications from candidates irrespective of their background.

Appointments are made in keeping with UCLH's commitment to value diversity and promote equality in that there should be equal opportunities for all and no discrimination on the grounds of age, disability, gender, race, religion or sexual orientation, providing individuals meet the required criteria.

Eligibility

Individuals who are resident within one of London's 32 boroughs or who have been a patient of UCLH in the past three years will be eligible for appointment. A candidate will not be eligible for interview until this has been confirmed.

Ineligibility

See Appendix 1.

Remuneration

£64,000 per annum.

Location

Central London.

This position specification is not exhaustive. There will be other accountabilities not specified here that would be expected from a Chair.

TERMS OF APPOINTMENT

This appointment is made by the Council of Governors (Council) for a three year period.

Contract requirements

To qualify for the appointment as UCLH Chair you must be a member of the Trust.

UCLH has an obligation to ensure that an individual is a fit and proper person¹ to be a Director. To determine this, UCLH will review the proposed appointment (see link below) and complete a criminal records and bankruptcy check. Non-Executive Directors are also required to complete a health declaration and to declare any conflicts of interest.

Tenure of office and time commitment

The Chair holds office under the Constitution of UCLH. You will be appointed for an initial period of three years by the Council subject to satisfactory contract checks. Re-appointment may be made for a second term by the Council, subject to continuing satisfactory performance and the needs of UCLH.

You may resign at any time by giving notice. The Chair should liaise with the Council via the Lead Governor to agree a notice period and leaving date.

You are expected to devote approximately three days per week to the role. This will include some time during the working day and in the evening. You are expected to attend all meetings of the Board of Directors (Board) and Council and undertake the training and development required to fulfill your responsibilities.

Performance review

The Council will undertake a performance review annually. In the event of your performance not being satisfactory the Council can terminate the appointment.

Remuneration

In addition to your remuneration, reasonable travel and subsistence expenses will be reimbursed in accordance with Trust policy in respect of expenses necessarily incurred on Trust business.

Remuneration is taxable under 'chargeable as employment income' and subject to Class I National Insurance Contributions. It is not pensionable.

Conflicts of interest

You cannot be a chair of two NHS foundation trusts simultaneously or a governor of a foundation trust.

You are required to declare any conflicts of interest in respect of relevant business interests or other appointments or connections with commercial, local authority, voluntary or NHS bodies. The declaration is required on appointment, annually, and at any time during the execution of UCLH business where a conflict arises that is relevant or material or could be perceived to be so. The register of interests is published annually.

¹ http://www.cqc.org.uk/sites/default/files/20141120_doc_fppf_final_nhs_provider_guidance_v1-0.pdf

Governance matters

You are required to subscribe to the NHS FT [code of governance](#) and to comply with the [UCLH Constitution](#) as approved by the Board and Council.

You should declare immediately to the Trust Secretary if you are ever arrested or cautioned and required to declare if you have any pending prosecutions or convictions (excluding speeding or parking fines) and any cautions, or if you have ever been arrested. Failure to disclose any of these facts may result in termination of your contract.

All confidential information you acquire during your appointment must remain confidential to UCLH and must not be released, either during appointment or following termination (by whatever means), to any unauthorised person or persons.

Role and responsibilities

The requirements of the role are set out in the position specification you received on application. The Chair has the same general legal responsibilities as any other director. In addition you will chair the remuneration committee of the Board and non-executive appointment panels.

The Trust will provide a tailored induction; it will include site visits and meetings with senior management and external stakeholders. UCLH Trust Headquarters is at 2nd Floor Central, 250 Euston Road, London NW1 2PG.

The Trust will indemnify you against personal liabilities which may occur in certain circumstances whilst carrying out your duties.

Disclosure of information/data protection

By signing this contract you consent to the disclosure of your annual remuneration and other benefits in the Annual Accounts of UCLH and agree that the Trust may process personal data relating to your personnel files for management purposes.

Termination of contract

Paragraph 9.11 of the UCLH Constitution sets out the circumstances that disqualify an individual from holding a directorship – see [Appendix 1](#). Should any of these circumstances become applicable to you, your appointment will be terminated.

SELECTION AND RECRUITMENT PROCESS

Recruitment Process

UCLH has appointment Russell Reynolds Associates to support this recruitment.

The **Interview Panel** will comprise:

- Philip Brading – Partner Organisation Governor
- David Coulter – Public Governor/Chair of the Nomination Committee of the Council
- John Knight – Patient Governor
- Christine Mackenzie – Patient Governor
- Wayne Sexton – Staff Governor
- Sir Hugh Taylor – Chairman, Guy’s and St Thomas’ NHS Foundation Trust

We anticipate an offer to short-listed candidates of an informal meeting with the Chief Executive, prior to the Final Interview. In addition, a stakeholder event(s) is likely to take place prior to Final Interview. Following the Final Interview, the Panel will make a recommendation to the Council.

Indicative timetable, subject to change:

Close advertisement	Noon, Friday 5 May 2017
<i>Long List Meeting</i>	<i>Target Week 15 May</i>
RRA interviews	May
<i>Short List Meeting</i>	<i>Target Week 5 June</i>
Stakeholder engagement	Target mid-June
Final Interviews	Target Week 19 June
Appointment announced	Target 3 July 2017

If you need further information *about this role*, please contact one of the following:

Patrick Johnson	Email: fiona.birkmire@russellreynolds.com
Sandra Schwarzer	Email: sandra.schwarzer@russellreynolds.com

For an informal and confidential discussion with Richard Murley, UCLH Chairman, *prior to the closing date*, please contact:

Jeannette Field	Tel: +44 (0) 20 3447 8160
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Application Instructions

The closing date for application is **Noon, Friday 5 May 2017.**

All applications must include the following:

- The reference number 1610-029L in the subject line.
- A short covering letter of not more than two A4 sized pages explaining why this appointment interests you and how you meet the appointment criteria and competencies as detailed in the candidate profile.
- A current CV with educational and professional qualifications and full employment history, explaining any gaps in your employment history, giving details where applicable, of budgets and numbers of people managed, relevant achievements in recent posts, together with reasons for absence within the last two years.
- The names of at least two referees who may be contacted at short list stage, i.e. *before* final interview.
- Confirmation from you that you are happy for Russell Reynolds Associates or its client to undertake any necessary background checks, including career, regulated health or social care activity where roles involved children or vulnerable adults, credit and qualifications, or similar, post short list stage.
- Notification of any dates you are unable to accommodate within the indicative timetable set out in the previous section.
- The completed **Appendix 2** giving your preferred contact details which will be used for all correspondence between us.
- The completed questionnaire contained in **Appendix 3**.
- The willingness and ability to confirm that you are a fit and proper person. For further details, please see: <http://www.cqc.org.uk/content/regulation-5-fit-and-proper-persons-directors>

Please submit your full application by email to Responses@RussellReynolds.com from which you will receive confirmation of safe receipt within two working days.

If you need assistance regarding your application, please email Fiona.Birkmire@RussellReynolds.com

APPENDICES

Appendix 1: Ineligibility

The circumstances that disqualify an individual from holding a directorship are set out in paragraph 9.11 of the [UCLH Constitution](#)

Individuals **cannot** become a Non-Executive Director at UCLH if they:

- Are an NHS employee;
- Have been dismissed within the last two years other than by reason of redundancy from any paid employment with a Health Service Body;
- Have been the subject of a bankruptcy restriction order or an interim order;
- Have made an arrangement with creditors which has not been discharged;
- Have received a prison sentence or a suspended sentence of three months or more in the last five years;
- Are disqualified under the Company Directors Disqualification Act 1986; or
- Are otherwise an unfit person to be a Director.

Appendix 2: Personal Details

Surname:	Forename(s):	Title:
Address for correspondence:		
Postcode:		
Contact Telephone Number (including national or international dial codes):		
Mobile Telephone Number:		
E-mail address:		

Appendix 3: Diversity Monitoring Questionnaire

Name (BLOCK CAPITALS)

Our client is committed to pursuing equality of opportunity.

This section of your submission will be detached from your application. The information collected will only be used for monitoring purposes in an anonymised format and will help the organisation analyse the profile and make up of applicants and appointees to jobs in support of their equal opportunities policies. Your answers will be treated confidentially and will not affect your job application in any way. We thank you in advance for your co-operation.

Part A: Gender

- Male
- Female

Part B: Age

- | | | |
|-----------------------------------|--------------------------------|--|
| <input type="checkbox"/> Under 25 | <input type="checkbox"/> 45-49 | <input type="checkbox"/> Do not wish to answer |
| <input type="checkbox"/> 25-29 | <input type="checkbox"/> 50-54 | |
| <input type="checkbox"/> 30-34 | <input type="checkbox"/> 55-59 | |
| <input type="checkbox"/> 35-39 | <input type="checkbox"/> 60-64 | |
| <input type="checkbox"/> 40-44 | <input type="checkbox"/> 65+ | |

Part C: National Identity

What do you consider your nationality to be?

- British
- English
- Irish
- Scottish
- Welsh
- Other (please specify if you wish)
- Do not wish to answer

Part D: Ethnic Background

What is your ethnic background?

Asian

- Bangladeshi
- Indian
- Pakistani
- Other Asian background (specify below if you wish)

Mixed ethnic background

- Asian and White
- Black African and White
- Black Caribbean and White
- Other mixed ethnic background (specify below if you wish)

Black

- African
- Caribbean
- Other Black background (specify below if you wish)

Chinese

- Any Chinese background (specify below if you wish)

White

- Any White background (specify below if you wish)

Other ethnic background

- Any other ethnic background (specify below if you wish)

- Do not wish to answer

Other information you wish to specify

Part E: Disability monitoring

The Disability Discrimination Act 1995 (DDA) defines a disabled person as someone with a physical or mental impairment, which has a substantial and long-term adverse effect of at least one year on a person’s ability to carry out normal day-to-day activities.

Do you consider yourself to be disabled as defined in the Disability Discrimination Act?

- Yes
- No

If you are selected for interview will you require any additional arrangements at interview? If so please specify below:

Part F: Sexual orientation

Which of the following best describes how you think of yourself?

- Bisexual
- A gay man
- A gay woman / lesbian
- Heterosexual
- Other (please specify)
- Do not wish to answer

Part G: Religion

What is your religion?

- No Religion
- Buddhist
- Christian
- Hindu
- Jewish
- Muslim
- Sikh
- Do not wish to answer

- Any other religion (please specify)?

This form will not be disclosed to anyone involved in assessing your application.