



The King's Fund

Ideas that change
health care

Position Specification

Chair of Trustees, The King's Fund

Reference 1902-072L

Final Doc#994531/ #990916

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The King's Fund is an independent charity working to improve health and care in England, using its research and policy analysis alongside award-winning digital communications to become England's leading health and care think tank. It combines this with work with individuals, organisations and communities building their capability, supporting them to adopt best practice and share learning. It has been a leading voice on the case for, and implementation of, integrated care and population health, the analysis of health and care funding and the importance of leadership. Its vision is that the best possible health and care is available to all.

The King's Fund was founded in 1897 by the then Prince of Wales, later King Edward VII, to help London's voluntary hospitals. The work of the Fund has since evolved in response to the creation of the NHS and to changes in health policy in practice and was granted a Royal Charter in 2008. It is an endowed charity with net assets of £200 million. In 2017, it generated external income of £10.8 million from a variety of sources, of which £4.3 million was generated from charitable activities. External income covered just over half of the Fund's total expenditure of £15.3 million; the balance being provided from the investments. Staff salaries accounted for just over half of the total expenditure.

In January 2019, Richard Murray was appointed as Chief Executive of The King's Fund, after five years as the Director of Policy. He is a trained economist with experience in academia, the Department of Health and McKinsey. He brings considerable institutional knowledge and the support of his executive and board colleagues.

Under its current four-year strategic plan (2016 – 2019), the Fund works to improve the way health and care is organised, funded and delivered by:

- Undertaking research and analysis to shape policy and practice;
- Building capability to improve care by developing individuals, teams and organisations;
- Promoting understanding of the health and social care system; and
- Bringing people together through events and networks to learn, share knowledge and debate.

The Fund seeks to deliver a high impact by focusing on four strategic priorities:

- Leading the debate on **funding and productivity** by analysing NHS finances and performance and working towards a long term solution to health and social care funding.
- Transforming care for patients and service users by supporting the development of **health and care systems** that deliver integrated care.
- Addressing the wider determinants of health and supporting the role of patients, the voluntary sector and communities by focusing on **communities and population health**.
- Improving **culture and leadership** by providing leadership programmes and organisational development services, and by influencing the practice of leaders.

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This is an exciting and important time for The King's Fund as it approaches the end of its current strategic cycle. Work is underway to engage staff, trustees and stakeholders in the development of a new 5-year strategy.

The King's Fund currently has 130 members of staff located at its main offices at Cavendish Square in central London. The organisation has 5 main divisions: CEO's office (including HR), Communications and Information, Finance and Operations, Leadership and Organisational Development and Policy, Events and Partnerships. The charity also has a trading subsidiary called KEHF Ltd.

Internally, a strategic priority is to work towards becoming a high performing organisation in the way the Fund supports its people, achieves high standards of performance, quality and customer service, and manages its resources.

All staff are expected to demonstrate an understanding of, and to apply, its workplace values. The Fund's vision, mission and values can be seen at:

<http://www.kingsfund.org.uk/about-us/our-vision-mission-and-values/our-values>.

For more details about the Fund's work please visit our website at www.kingsfund.org.uk

The Role

The King's Fund is seeking an independent Chair to lead the Board of Trustees and to work in partnership with the Chief Executive to ensure the organisation is well placed to build on its recent success and face the challenges ahead. The Fund operates in a rapidly changing and complex area and this post requires an individual with demonstrable strategic and leadership skills.

With the exception of its President HRH Prince of Wales, the Chair of The King's Fund is the most senior office holder in the organisation. The Chair leads a Board of Trustees which, working with the Chief Executive and his Directors, sets the overall strategy of the Fund, oversees its investments, monitors its performance and ensures that it discharges its responsibilities as a registered charity and company limited by guarantee.

This is a high-profile post and the Chair would benefit from a good understanding of health and care in this country and the political environment in which it operates. The Chair will already have held positions at the highest levels within the organisations where he or she has worked, and will be a first-class communicator, able to engage effectively with front line staff, policy makers and researchers.

Specific Responsibilities:

As a Trustee:

- Ensuring that the organisation complies with its governing document, charity law, company law and any other relevant legislation or regulations.
- Ensuring that the organisation pursues its objects as defined in its governing document.
- Ensuring the organisation applies its resources exclusively in pursuance of its objects.

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- Contributing actively to the Board of Trustees' role in giving firm strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets.
- Safeguarding the reputation and values of the organisation.
- Ensuring the effective and efficient administration of the organisation.
- Ensuring the financial stability of the organisation.
- Protecting and managing the assets of the organisation and ensuring the proper investment of its funds.

As Chair of the Board of Trustees:

- Holding the Chief Executive and other Trustees to account.
- Liaising with the Chief Executive to develop the Board of Trustees.
- Facilitating change within the Board of Trustees and managing any conflicts that may arise.
- Sitting on appointment and disciplinary panels.
- Sitting on the Board's sub committees, namely the Investment Committee, the Facilities and Estates Committee, the Nominations Committee and the Remuneration Committee.
- Setting agendas for board meetings, together with the Chief Executive.
- Bringing impartiality and objectivity to decision-making.
- Chairing and facilitating board meetings.
- Giving direction to board policy-making.
- Monitoring that decisions taken at meetings are implemented.
- Liaising with the Chief Executive to keep an overview of the organisation's affairs, providing support and advice as appropriate.

Candidate Profile

The successful candidate will need to demonstrate, with evidence, the following attributes and experience:

- Commitment to the objects and values of The King's Fund and to the Nolan seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
- A track record of success in contributing at the highest level to the running of an organisation in the public, private or voluntary sector, and of dealing with complex issues.
- An understanding of England's health and care system would be beneficial.
- Prior significant and successful experience of operating on a Board and of contributing to board decision making. Experience of serving on a high profile and influential Board is an

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essential requirement, experience of chairing a high profile and influential Board is desirable.

- Evidence of the exercise of sound judgment – about people and issues – with the ability to assimilate evidence on wide-ranging topics rapidly, drill down through the detail to highlight issues, and reach logical conclusions.
- Strong process skills, and a belief in their importance, and in transparency and openness.
- Absolute personal and professional integrity.
- The practice of collective and compassionate leadership.
- An inclusive approach, with a belief in the importance of embracing diversity in its broadest sense.
- Excellent communication skills.
- Proven success in working with a diverse team of influential people.
- Understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship.

Timing, time commitment and remuneration

The successful candidate should be available to take up the post officially from December 2019. He/she will be elected for a term of 3 years, with the possibility of renewal for a further term of 3 years and in exceptional circumstances, renewal for a third 3-year term

The average time commitment is likely to be about 3 to 4 days per month. This includes Board of Trustees meetings held 6 times a year in London, one of which is an all day and overnight strategic planning meeting. The Chair will be required to attend about 10 Committee meetings during the year in addition to Board meetings. The Chair will be expected to meet regularly with the Chief Executive and undertake the range of activities as outlined above.

This is an unpaid position, other than reimbursement of travel expenses.

Location

The King's Fund, 11-13 Cavendish Square, London W1G 0AN.

The Selection and Recruitment Process

Russell Reynolds Associates has been appointed to support this recruitment. Short listed candidates are likely to have the opportunity of an informal discussion with the Chief Executive and some other Trustees as part of the process. There may also be other opportunities to engage with relevant people prior to Final Interview, depending to some extent on candidates' preferences.

The **Interview Panel** will comprise:

- Dame Ruth Carnall
- Sir Jonathan Michael
- Simon Fraser

Indicative timetable, subject to change:

Close advertisement	Noon, Monday 8 April
Calibration / Long List Meeting	Week 15 April
RRA interviews	Weeks 15, 29 April, 6 May
Short List Meeting	13 May
Pre-interview activities	Week 20 May
Final Interviews	Week 27 May
Appointment announced	Target mid-June 2019
In post	December 2019

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

Clare Gumbley | Email: clare.gumbley@russellreynolds.com

Patrick Johnson | Email: patrick.johnson@russellreynolds.com

Current members of The King's Fund Board of Trustees

Sir Christopher Kelly is Chair of The King's Fund, of the TPO Foundation and of the Responsible Gambling Strategy Board. He is also Senior Independent Director on the Board of the Co-op Group. He was previously chair of the Committee on Standards in Public Life, the NSPCC and the Financial Ombudsman Service. Between 1970 and 2001, he was a civil servant, working in HM Treasury, the Department of Social Security and latterly the Department of Health, where he was permanent secretary. In recent years, he has chaired a large number of different inquiries, working groups or reviews.

Dame Ruth Carnall has over 30 years' experience in health care, including 20 years as a chief executive in acute hospitals, mental health, community services and health authorities. She spent seven years in charge of the NHS in London as Chief Executive of NHS London and now works providing strategic advice to leaders in health care. Prior to NHS London, Ruth worked as an independent consultant with a range of clients from the public and private sector, including the Department of Health, Monitor, NHS Trusts, the Prime Minister's Delivery Office, the Cabinet Office and GSK. She was appointed by the Mayor of London, Boris Johnson, in 2013 to provide advice and expertise on major health issues affecting London. Ruth was made a Dame Commander of the British Empire in 2011 for her achievements in health care.

Jane Collins qualified in medicine at Birmingham University, becoming a consultant paediatric neurologist at Guy's Hospital, London, in 1991 and Great Ormond Street Hospital, London, in 1994. She was awarded an MD in 1988 for work at the UCL Institute of Child Health and was also awarded an MSc in Biochemistry. She is an honorary fellow of UCL and of the Institute of Child Health, UCL. Jane became Chief Executive of Great Ormond Street Hospital for Children and the Chief Executive of Great Ormond Street Hospital Children's Charity in 2001 and held both roles for 11 years. Jane joined Marie Curie as Chief Executive in September 2012. Marie Curie provides care for dying people across the UK through its hospices and community nursing services. In both her clinical and management careers at GOSH and Marie Curie, Jane has focused on improving both the quality and safety of care, as well as supporting new research and care programmes. Jane holds a number of external roles and has been Chair of the London Clinical Senate since February 2013. She is also the co-chair of the Ambitions in End of Life Care Group, a member of the Cicely Saunders Institute Advisory Council, the Palliative Care Leadership Network and will soon join the HELIX Centre of End of Life Care Steering Committee. Jane is frequently asked for her expert opinion by the BBC, ITV and other media outlets.

Dominic Dodd has been chairman of the Royal Free London NHS Foundation Trust since 2010. At the Royal Free he has led the board through authorisation as a foundation trust in 2012, acquisition of Barnet and Chase Farm Hospitals NHS Trust in 2014 and accreditation in 2016 as a hospital chain under the NHS Vanguard programme. Since 2009 he has also been a director of UCL Partners, the academic health science partnership. He was formerly an executive director of the Children's Investment Fund Foundation, a children's charity. Prior to that he was a managing partner of Marakon Associates, a strategy consulting firm.

Simon Fraser is currently Chairman of Foreign and Colonial Investment Trust and of The Merchants Trust and is on the board of Ashmore, and McInroy and Wood. He is also Chairman of the Investor Forum, a new initiative to help promote longer-term investment in UK-listed companies. Previously, Simon spent 28 years at Fidelity International after graduating from St Andrews University. During his time at Fidelity he worked in the United States, Europe and Asia and helped to build the company's network of international investment professionals

ultimately becoming Chief Investment Officer. Since leaving Fidelity in 2009 he has served on a number of boards including Barclays.

Paul Johnson has been Director of the Institute for Fiscal Studies since January 2011. He is a visiting professor at University College London. Paul has published and broadcast extensively on the economics of public policy including tax, welfare, inequality and poverty, pensions, education, climate change, and public finances. He has written books on pensions, tax and inequality and is one of the authors of The Mirrlees Review of tax system design. Paul has previously worked at the Financial Services Authority and was Chief Economist at the Department for Education and Director of Public Spending in HM Treasury, as well as Deputy Head of the UK Government Economic Service. Paul is currently a member of the Council and Executive Committee of the Royal Economic Society, and is also a member of the Climate Change Committee and of the Banking Standards Board. He is also on the board of the Office of Tax Simplification. He has previously served on the Economic and Social Research Council and was a founder council member of the Pensions Policy Institute. He has led reviews of the policy of auto-enrolment into pensions for the Department for Work and Pensions and of price statistics for the UK Statistics Authority.

Dr Aseem Malhotra is an Honorary Consultant Cardiologist at Frimley Park NHS Foundation Trust in Surrey. He is a founding member of Action on Sugar and has led work highlighting the harm caused by excess sugar consumption in the United Kingdom, particularly its role in type 2 diabetes and obesity. He has also been prominent in challenging mainstream advice on the role of saturated fat in the development of cardiovascular disease. Aseem is a frequent expert commentator in print and broadcast media and he has written for a number of publications including the *BMJ*, *The Guardian* and *Observer*, BBC online, *Huffington Post*, *The Daily Mirror*, *Daily Mail* and *The Daily Telegraph*. He co-ordinated the Too Much Medicine campaign by the *BMJ* and Academy of Medical Royal Colleges (AoMRC) to highlight the risks of overuse of medical treatments and serves on the AoMRC Choosing Wisely steering group. Aseem has appeared in the *Health Service Journal's* list of top 50 BME pioneers for the past two years and has won a number of awards for his work to raise awareness of diet-related illness. He has campaigned for automatic electronic defibrillators to be installed in schools and serves on the Saving Londoners' Lives external advisory board.

Sir Jonathan Michael qualified as a doctor at St Thomas' Hospital Medical School. In 1980 he was appointed Consultant Physician and Nephrologist at the Queen Elizabeth Hospital in Birmingham and Honorary Senior Lecturer at Birmingham University. He became a Fellow of the Royal College of Physicians (London) in 1985. Sir Jonathan became increasingly involved in hospital management during the 1990s, being appointed Clinical Director, then Medical Director, and finally Chief Executive of the University Hospitals Birmingham NHS Trust. In 2000, he was recruited to the position of Chief Executive of Guy's and St Thomas' Hospitals NHS Trust in London, an organisation that he led to become one of the first wave of foundation trusts in the NHS. He has held a number of regional and national roles, including membership of the UK Clinical Research Collaboration Board, chairmanship of the Board of NHS Innovations (London), chairmanship of the Association of UK University Hospitals and chairmanship of the Board of the NHS Foundation Trust Network. Sir Jonathan was knighted in the New Year's Honours in 2005 for services to the NHS. In 2007 Sir Jonathan was appointed by the Secretary of State for Health to chair an independent inquiry into the access to health care for children and adults with learning disabilities. The report, *Healthcare for All*, was published in July 2008. After three years as Managing Director of BT Health, Sir Jonathan

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rejoined the NHS as Chief Executive of the Oxford Radcliffe Hospitals in April 2010 which became Oxford University Hospitals NHS Trust in November 2011. Since retiring from the NHS in 2015, Sir Jonathan has worked as an independent healthcare consultant.

Jacqui Smith is currently Chair of the University Hospitals Birmingham NHS Foundation Trust and Interim Chair of Heart of England NHS Foundation Trust. She is Vice Chair of the Birmingham and Solihull sustainability and transformation plan board. She is also Chair of the Precious Trust – a Birmingham-based charity formed with Marcia Shakespeare to support girls at risk of gang violence – and Chair of the Public Affairs Practice of Westbourne Communications. She also works in Jordan and Egypt on political development projects. She has presented several radio documentaries, including a recent series on prison reform for BBC Radio 4, and appears on BBC and Sky News as a political commentator. Jacqui was MP for Redditch between 1997 and 2010 and served as a government minister for 10 years from 1999 to 2009, during which time she was a health minister and the UK's first female Home Secretary.

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Application Instructions

The closing date for application is Noon, Monday 8 April 2019.

All applications must include the following:

- The reference number 1902-072L 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 1** giving your preferred contact details which will be used for all correspondence between us.
- The completed questionnaire contained in **Appendix 2.**

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 Rosie.Vanlint@RussellReynolds.com

Appendix 1: Personal Details | The King's Fund, Chair – 1902-072L

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

Appendix 2: 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

- Under 25 45-49 Do not wish to answer
 25-29 50-54
 30-34 55-59
 35-39 60-64
 40-44 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)?

