



Birmingham & Solihull ICS

Two Independent Non-Executive Directors

Candidate information pack
February 2021

WELCOME

Dear colleagues

NHS England and NHS Improvement has confirmed that Birmingham and Solihull Sustainability and Transformation Partnership's (STPs) application to become an Integrated Care System (ICS) has been approved. The ICS will now move forward at pace, to enable it to deliver its full ambition by April 2022.

In an integrated care system, NHS organisations, in partnership with local councils and other partners, take collective responsibility for managing resources, delivering NHS care, and improving the health of the population they serve.

This is a crucial step for the Birmingham and Solihull system, recognising significant partnership working and collaboration over recent years across the NHS and local government. Whilst there is more work to do to create the ICS, it will bring about more improvements in health outcomes for local people, reducing health inequalities, promoting continuity of care, and making practical improvements to people's lives, as well as creating more support, time and space for staff to collaborate and deliver their role more effectively, in a safe and compassionate way. The ICS will be able to do this by looking at the wider determinants of health and wellbeing, in a much more joined-up and unified way.

This is fantastic news; we are passionate about the difference that we can make by working together, to tackle the unacceptable health inequalities we have across the area.

People living in Birmingham and Solihull don't understand the boundaries or differences of our organisations, as they already expect us to be working together, and too often experience issues where we aren't fully 'joined up'. By working together, we can take big decisions around how and where care is delivered, to ensure we are making the most impact. By integrating how we make decisions together, holding ourselves to account about how we offer and deliver care, we believe we are more likely to close the health and wellbeing, care, quality and financial gaps across our area. Ultimately, we want Birmingham and Solihull to be the best place to live and work.

It's a privilege to take on the role of Chair for the Birmingham and Solihull ICS. As ICS partners, we serve a large, diverse and vibrant region with incredible examples of innovative health and social care and many world-class services. However, there remain deep pockets of inequality and variation. As we emerge from the pandemic, focussing on integration has never been more important. We have an opportunity to close the gaps and create effective, holistic, person-centred pathways which support the citizens of Birmingham and Solihull to live healthier and happier lives.

Best wishes,

Dame Yve Buckland
Chair - Birmingham and Solihull ICS

ABOUT US

Birmingham and Solihull Integrated Care System (ICS) is a collaboration of NHS and local government organisations across Birmingham and Solihull.

We work together with partners in the voluntary, community and wider public sector partners to find the most effective ways to deliver improved health and wellbeing outcomes for the people of Birmingham and Solihull within available resources and provide high quality, sustainable care for the future.

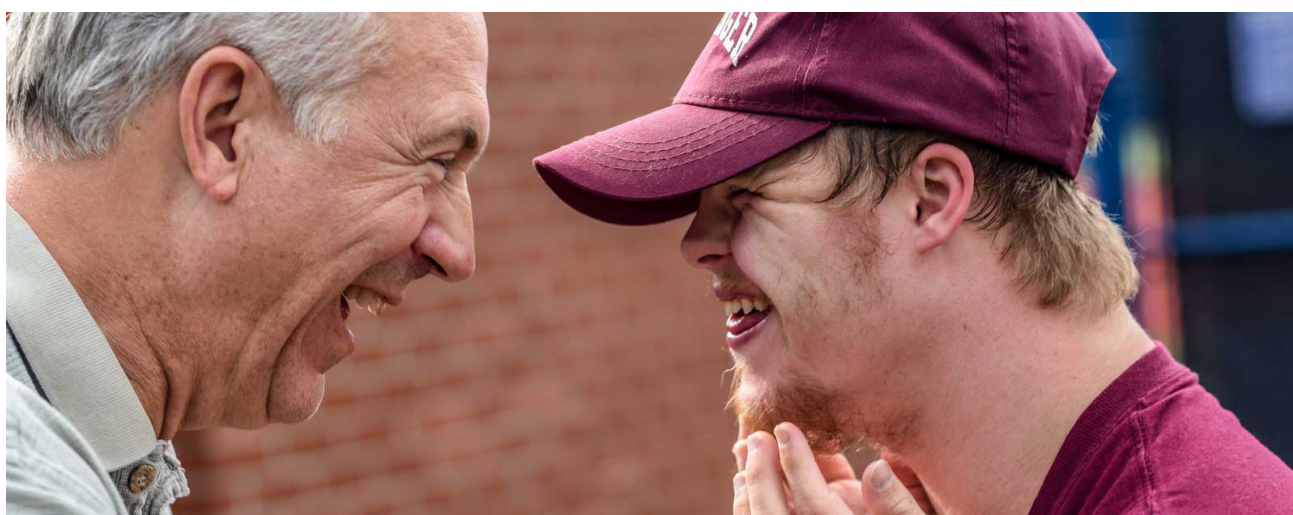
We want to be the best place in the country for health and social care. We recognise that many of the factors that affect people's health and happiness are not within the direct responsibility of the NHS or social care, such as family life, employment, environment, transport and accommodation. But we define our ambition in terms that we believe matter to our citizens, rather than in terms of institutional responsibilities. We want to do everything that is within our considerable, collective power to contribute to our people's health and happiness. In particular, we want to help address the stark gap between the outcomes of the most and the least advantaged.

Our Vision

Birmingham, a vibrant city, the most youthful core city in Europe; the UK's second biggest metro economy. Partnered with Solihull borough, a leading driver of economic growth in the region; ranked one of the best places to live in the country, with a green, high-quality environment. Together, greater than the sum of our parts.

"Helping everyone in Birmingham and Solihull to live the healthiest and happiest lives possible."

A place that attracts talent from around the world, as well as developing our own. A place of creativity, connectivity and culture. A place of knowledge, know-how and education, with six universities in one city. A legacy and a future in sporting excellence. A place with fast new transport links and technological possibilities. A place that led the way in the industrial age and will do so again in the digital era. Innovative, inventive and international. A place for economic growth and social mobility.



OUR ICS

Live Healthy, Live Happy.

The partnership includes:

- Five NHS provider trusts
- Birmingham and Solihull Clinical Commissioning Group
- Birmingham City Council and Solihull Metropolitan Borough Council
- 177 GP practices grouped into 31 primary care networks
- West Midlands Ambulance NHS Foundation Trust as an associate member

We also have strong links to West Birmingham.

We are moving into a period of transition and require forward thinking Non-Executive Directors to support our ICS as it develops and matures. Governance arrangements are being put in place to ensure there is transparency and accountability in decision making, and the Non-Executive Directors will have an integral role in this structure.

Our Values

Independence and resilience

We want to help our people to live long, fulfilling and independent lives. Public services will complement individual and community effort, supporting people to develop physical and emotional resilience and to take personal responsibility for their own health and wellbeing.

Equity, equality and inclusion

We want to reduce inequalities in health and wellbeing across our diverse communities in Birmingham and Solihull. We will offer people the right care, in the right place and at the right time, regardless of where they live. We want to promote inclusive communities, reducing social isolation, as well as valuing mental health equally with physical health.

Integration and simplification

Many of the problems of health and social care exist at the often complex links between separate organisations, services or professionals. People trying to navigate our health and social care system will not have to tell their story many times over because the system will be 'joined up'.

Promoting prosperity

People's incomes are closely linked to their health and life prospects. We want to contribute to economic growth and stable employment in Birmingham and Solihull by supporting our people and communities to be active, healthy and positive.

Social value

When we act collectively, we have the potential to deliver social and economic benefits outside of the health and social care system. We will be role models who provide leadership in important areas, such as how we affect our environment, how we care for our many staff, how we tackle inequalities and the impact we have on people's diet and activity.

OUR ICS

Our Approach

We will encourage and help people across Birmingham and Solihull to take responsibility for their own health and wellbeing from a young age. We want babies to have the best start in life, to have a healthy and happy transition through childhood and adolescence, to live well through adulthood, to age well and, when the time comes, for people to have their wishes respected and to have a good death.

All of this requires a much more 'joined up' approach to health and care, as well as wider third sector and public services. Our approach to integration means closing the big gaps between health and social care, mental and physical health, primary and secondary care, citizens and services and the advantaged and disadvantaged.

Our Strengths

Greater integration will improve the experience for our patients and people who use social care services by putting the person who needs care at the centre of how that care is organised locally. It will also save public money by reducing unnecessary emergency hospital admissions and delayed transfers of care (where a person is declared medically fit to leave hospital but a proper package of care outside of hospital has not yet been agreed).

We aim to continuously improve the quality of care that people experience and we will become more efficient in how we use public resources. As the health and social care organisations of Birmingham and Solihull, we are major regional employers. When we act collectively, we have the potential to deliver social and economic benefits outside of the health and social care system.



OUR PARTNERSHIPS

The map below shows the geography of our local health and care system.

Birmingham and Solihull has a population in excess of 1.2 million people. Over a hundred different languages are spoken in Birmingham and Solihull, and in some wards of the city up to 80% of residents are from Black, Asian and Minority Ethnic groups.

We are, at once, young and ageing. Birmingham is a growing city that has the youngest average age of the core cities of Europe, with almost half of the population under 30 years of age. Solihull, in comparison, has an older population, on average, with 21% aged over 65.



OUR ICS PRIORITIES

Each decision made by the ICS partners and the Board in relation to the ICS should aim to achieve one or more of the following:

- Reduce inequalities
- Support economic improvement and development
- Increase education attainment
- Reduce demand by preventing disease and improving wellbeing
- Accelerate the time between an individual seeking to help to receiving definitive treatment/support whilst enhancing safety and reducing risk before, during and after treatment/support
- Provide improved clinical or health outcomes
- Enhance the value of expenditure of public money (including reduction in repetition across the system), aiming for net zero healthcare costs

Non-Executive Directors will support the ICS to deliver on these aims.

THE ROLE OF NON-EXECUTIVE DIRECTOR

Accountability

The ICS non-executive directors will be accountable to the ICS Chair and the ICS Board.

We are looking for two Non-Executive Directors to lead in the following areas:

- Equalities
- Finance

The successful applicants will be expected to demonstrate that they have the requisite skills and experience to fulfil these responsibilities, along with knowledge of the local area and the challenges faced in Birmingham and Solihull.

Further information on the specific responsibilities relating to each role are contained in the job descriptions.

Non-Executive Directors are members of the ICS Board ("the Board") and as part of the Board they carry equal responsibility to that of the Executive for the success of the ICS. They are responsible for providing appropriate oversight, governance and leadership to the ICS in the pursuit of its strategies, to provide effective and high quality health and care services.

Non-Executive Directors should scrutinise the performance of the constituent parts of the ICS in meeting agreed goals and objectives and monitor the ICS's performance, providing support and advice where required. They should satisfy themselves as to the integrity of financial, clinical and other information, and that financial and clinical quality controls and systems of risk management are robust.

As members of the Board, Non-Executive Directors must commit to working to, and encouraging within the ICS the highest standards of probity, integrity and governance and ensure that these conform to best practice and statutory requirements.

Time Commitment: *3 days per month (negotiable)*

Duration: *Fixed term for up to 3 years*

Remuneration: *Up to £14,000 per annum*

The ICS Board will need to ensure diverse representation, align clinical priorities and enable an executive function, bringing together clinical and other executive capacity drawn from constituent organisations.



WHAT WE ARE LOOKING FOR

Key relationships

CCG governing body, NHS Trust/FT Boards, NHS England/Improvement, Health and Well Being Boards, local MPs, local political leaders, primary care networks, Healthwatch, universities and academic sector and voluntary sector representatives.

Key responsibilities of the role

Leadership

- Promote the values and role model the behaviours of healthcare system leaders in BSoL
 - Attend the ICS Board and other committees as required
 - Ensure that the ICS Board is effective in all aspects of its role and that agendas are appropriately focused on key stakeholder responsibilities to:
 - improve health outcomes; o reduce health inequality
 - implement the LTP in the ICS, delivering safe and effective healthcare to the local population
 - Work with partner organisations to deliver care to patients through integrated care pathways
 - Work with local authorities to ensure they are core to the partnership that is delivering the wider health and care system
 - Support the ICS SRO and wider Executive to discharge agreements made by the ICS Board, taking forward the commitments of the NHS LTP
- Ensure (and further build) constructive relationships between the members of the
 - ICS Board, providing support and challenge, securing resolution to differences of opinion when they arise
 - Promote a culture of openness and transparency amongst the ICS Board, with constituent members “acting as one organisation”.
 - Bring independent challenge, where required, to the work programme and prioritisation of the Place Boards.
 - Represent and articulate the vision for BSoL, as an ambassador, in a wider or national context.

Governance

- To require a high standard of evidence-based decision making through the ICS Board
- Ensuring that the patient voice and stakeholder engagement are clearly embedded in all components of development and delivery of the LTP, as it is implemented through the ICS Board
- Ensure the Board acts in accordance with the highest ethical standards of public service and that any conflicts are appropriately resolved
- Ensure that the Board addresses and incorporates best practice regarding relevant legislation and guidance, including equality and diversity, in its functioning
- Ensure that members of the Board collectively are committed to presenting a single shared narrative to the public, and internally within their organisations.

Person Specification

ICs are not yet statutory organisations and therefore a successful NED will operate in an environment where there is an unusually high degree of ambiguity and where highly developed influencing skills, political awareness and the exercise of informal authority is paramount.

The successful candidate will need to be experienced in the way that boards of large, complex organisations work, in a highly regulated environment. S/he will bring personal credibility within their own profession along with an openness to engage with a wide range of other stakeholders.

S/he will require the presence and interpersonal skills to build and enhance relationships with the leaders of statutory NHS organisations and Local Authorities. The NED will also interface with a very

wide range of stakeholders, including politicians and the wider public sector community, both locally and nationally.

To discharge effective governance through the ICS Board, the NED will need to work closely with and support the SRO and the ICS Executive, understanding the strategic needs of the NHS in Birmingham and Solihull. They will also need to retain an independent perspective, acknowledging the wider determinants of good health for our residents and championing the vision for health and healthcare across Birmingham and Solihull.

The successful candidate will need to demonstrate local knowledge of Birmingham and Solihull, its population and its challenges.

In applying for this post, you must demonstrate your suitability for the role in the following areas:



Criteria	Essential	Desirable	Assessment method
Educated to degree level or equivalent.	Yes		Application
Can demonstrate extensive senior leadership role at Board or equivalent senior level.	Yes		Application
Highly developed interpersonal and influencing skills, commensurate with a very senior public appointment.	Yes		Panel interview
A capacity to thrive in a complex and politically charged environment of change and uncertainty.	Yes		Application / Panel Interview
Demonstrable experience of participating in complex professional meetings at a senior level and an ability to contribute in an efficient manner.	Yes		
A strong commitment to public sector values and the Leadership Values of the NHS in Birmingham and Solihull.	Yes		Panel Interview
Exceptional communication skills, comfortable presenting in a variety of contexts and able to deal with the media.	Yes		Presentation
A strong commitment, with track record demonstrating achievement towards improving healthcare.		Yes	Application / Panel Interview
Experience of leading change at a very senior level in the public sector, bringing together Local Authority and other stakeholder interests.		Yes	Application
Knowledge of establishing corporate / organisational structures and governance frameworks across multiple organisations.		Yes	Application
Experience in resolving transactional conflicts to deliver both high quality services and the highest value for money for stakeholders.		Yes	Application
Working across agency and professional boundaries and collaborative and stakeholder working.		Yes	Application

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 board roles. Our recruitment processes are conducted in accordance with the principles of equality and best practice 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.

ROLE DESCRIPTION – INEQUALITIES

ROLE DESCRIPTION

Independent Non-Executive Director of the Birmingham and Solihull Integrated Care System (ICS) – Inequalities

TERM OF OFFICE

Three years

TIME COMMITMENT

Three days per month

ACCOUNTABLE TO

ICS Chair

OVERALL RESPONSIBILITIES

Non-Executive Directors are members of the ICS Board ("the Board") and as part of the Board they carry equal responsibility to that of the Executive for the success of the ICS. They are responsible for providing appropriate oversight, governance and leadership to the ICS in the pursuit of its strategies, to provide effective and high quality health and care services.

Non-Executive Directors should scrutinise the performance of the constituent parts of the ICS in meeting agreed goals and objectives and monitor the ICS's performance, providing support and advice where required. They should satisfy themselves as to the integrity of financial, clinical and other information, and that financial and clinical quality controls and systems of risk management are robust.

As members of the Board, Non-Executive Directors must commit to working to, and encouraging within the ICS the highest standards of probity, integrity and governance and ensure that these conform to best practice and statutory requirements.

MAIN DUTIES AND RESPONSIBILITIES

Birmingham and Solihull has recently been awarded ICS status and Non-Executive Directors will be expected to actively contribute to, challenge and help deliver the ICS plan that will be developed in 2021.

Each decision made by the ICS partners and the Board in relation to the ICS should aim to achieve one or more of the following:

- Reduce inequalities
- Support economic improvement and development
- Increase educational attainment
- Reduce demand by preventing disease and improving wellbeing
- Accelerate the time between an individual seeking help to receiving definitive treatment/support whilst enhancing safety and reducing risk before, during and after treatment/support
- Provide improved clinical or health outcomes
- Enhance the value of expenditure of public money (including reduction in repetition across the system), aiming for net zero healthcare costs

Non-Executive Directors will support the ICS to deliver on these aims.

The post holder will ensure that they declare any potential or actual conflicts of interests (whether perceived or actual) in accordance with the ICS policy for managing conflicts of interests.

Strategy

The post holder will :

- Take individual and collective responsibility for the overall strategic direction, and success of the ICS
- Bring independent judgement and experience to the Board based on the expertise defined in the role specification and apply this to the benefit of the ICS
- Contribute positively to debate regarding the strategic development of the ICS and any other material and significant issues facing the organisation through the use of constructive challenge and the provision of support to Board colleagues
- Influence and help the Chair and other Executive Directors develop proposals on strategies and long term health and care plans for the population of Birmingham and Solihull
- Hold the Chief Executive and the Executive Directors to account for the effective management and delivery of the ICS's strategic aims and objectives
- Ensure that the decisions taken by the Board of Directors are effectively implemented by the Chief Executive and Executives
- Support the Chair in building and maintaining close relations between the ICS partners and stakeholder groups to promote the effective operation of the ICS's activities
- Support the Board in improving the performance of the ICS by ensuring that strategic targets are set, and that performance is monitored against these.

Compliance

The post holder will:

- Ensure that the ICS complies with all statutory and regulatory requirements
- Ensure that financial viability is maintained and report on financial affairs

- Ensure that financial controls and systems of risk management are robust and that the Board is kept fully informed through timely and relevant information
- Ensure 'Best Value' is obtained through the use of financial and other resources in order to maximise effective treatment for the BSoL population
- With the assistance of the corporate governance lead, promote the highest standards of corporate and clinical governance in compliance with regulatory requirements and best practice
- Uphold the values, vision and strategic objectives of the ICS by example, and ensure that the ICS promotes equality of opportunity, diversity and human rights in the provision of services for its population
- Ensure the ICS meets its commitment to its population
- Ensure appropriate mechanisms are in place to provide assurance to the Board.

Board Activities

The post holder will:

- Participate fully and collaboratively in the work of the Board, taking responsibility for building constructive relationships with fellow Board members
- In addition to Board meetings, attend and Chair Board committee meetings and other meetings of the main Board, as allocated by the ICS Chair
- Participate fully in Board Induction and any training that is provided for Board members.
- Participate fully in the individual appraisal process and any Board performance appraisal as determined by the Chair, and undertake any training or development activity identified as a result.

Vision and Values

The post holder will:

- Participate fully in setting the ICS's vision, values and standards, acting at all times in accordance with these
- Uphold the highest standards of integrity and probity, adhering to the 'Seven Principles of Public Life' and the Board Code of Conduct as a member of a corporate body
- Safeguard the reputation of the ICS and act as an ambassador
- Ensure that the ICS meets its obligations to stakeholders and the wider community and that they are understood and balanced in a fair manner at all times.
- Work with the ICS People's Board to ensure the ICS values diversity in its workforce and demonstrates equality of opportunity in its treatment of staff
- Be involved in the ICS Inequalities Programme which will lead on issues relating to the role of NHS organisations as anchor institutions and issues of equality in service delivery and health outcomes
- Provide challenge and support to ensure that the ICS works to the following core inequalities principles:
 - Improving health inequalities and workforce inequalities is mainstream activity, core to and not peripheral to the work of the NHS
 - Interventions to address inequalities must be evidence-based with meaningful prospects for measurable success.

Duties Specific to the Inequalities Lead

The post holder will be the Non-Executive Inequalities Lead. Specific responsibilities in relation to this role include:

- Be a champion for inequalities on behalf of the ICS and across the BSoL system
- Chair the ICS Inequalities Board
- Demonstrate commitment to continuously improving outcomes and tackling health and social inequalities
- Take part in collaborative working to ensure strong leadership and co-production in the delivery of all the inequalities programme activities
- Provide strategic direction and challenge to ensure addressing inequalities is central to decisions made by the ICS
- Actively network with NEDs and leads for equality and diversity in partner organisations
- Understand the impact of the coronavirus pandemic, the Black Lives Matter movement and the economic recession have had on our disadvantaged communities

ROLE DESCRIPTION

– FINANCE

ROLE DESCRIPTION

Independent Non-Executive Director of the Birmingham and Solihull Integrated Care System (ICS) – Finance

TERM OF OFFICE

Three years

TIME COMMITMENT

Three days per month

ACCOUNTABLE TO

ICS Chair

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- Contribute positively to debate regarding the strategic development of the ICS and any other material and significant issues facing the organisation through the use of constructive challenge and the provision of support to Board colleagues
- Influence and help the Chair and other Executive Directors develop proposals on strategies and long term health and care plans for the population of Birmingham and Solihull
- Hold the Chief Executive and the Executive Directors to account for the effective management and delivery of the ICS's strategic aims and objectives
- Ensure that the decisions taken by the Board of Directors are effectively implemented by the Chief Executive and Executives
- Support the Chair in building and maintaining close relations between the ICS partners and stakeholder groups to promote the effective operation of the ICS's activities
- Support the Board in improving the performance of the ICS by ensuring that strategic targets are set, and that performance is monitored against these.

Compliance

The post holder will:

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- Ensure that financial viability is maintained and report on financial affairs

- Ensure that financial controls and systems of risk management are robust and that the Board is kept fully informed through timely and relevant information
- Ensure 'Best Value' is obtained through the use of financial and other resources in order to maximise effective treatment for the BSoL population
- With the assistance of the corporate governance lead, promote the highest standards of corporate and clinical governance in compliance with regulatory requirements and best practice
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- Safeguard the reputation of the ICS and act as an ambassador
- Ensure that the ICS meets its obligations to stakeholders and the wider community and that they are understood and balanced in a fair manner at all times.
- Work with the ICS finance lead to ensure strong business intelligence underpins ICS decision making
- Work with the ICS finance lead to ensure that there are robust financial planning and control mechanisms in place in the ICS.

Duties Specific to the Non-Executive Director-Finance

The post holder will be the Non-Executive Director lead for Finance. Specific responsibilities in relation to this role include:

- Chair the ICS Finance and Performance Committee
- Provide an independent strategic and impartial viewpoint on the ICS's finance and performance position
- Take a lead in networking with the NEDs and finance leads from ICS partner organisations
- Help to shape system financial and performance governance, including working with the chairs of the finance committees of the individual partner organisations
- Ensure that there is governance, accountability and stewardship of public money in the ICS
- Ensure that in all aspects of ICS business there is transparent and clear reporting and appropriate financial scrutiny

HOW TO APPLY

Application details:

The closing date for applications is 14th March 2021.

Applications should be made by submitting a full and updated CV, with a covering letter of no more than two sides of A4. Your supporting statement should give evidence of how you meet the requirements of the person specification relating to the role.

Along with your application, please include:

- Contact details for up to four referees (who will not be contacted without your permission)
- A contact email address and telephone number
- A completed Equal Opportunities Monitoring Form and Fit and Proper Person Monitoring Form.

All applications should be sent to: applications@hunter-healthcare.com. All applications will be acknowledged.

For an informal conversation about the post, please contact Rhiannon Smith or Jenny Adrian at our recruitment partners, Hunter Healthcare on:

Email: jadrian@hunter-healthcare.com

Phone: 020 7935 4570



Hunter Healthcare
T: 020 7935 4570
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HUNTER
Executive talent for the healthcare sector