



**Barking, Havering and Redbridge
University Hospitals**
NHS Trust



Barts Health
NHS Trust



CANDIDATE PROSPECTUS

Vice Chair x2

Content

Foreword	3
Overview	4
Closer Collaboration	7
Shared Values and Ambition for Excellence	9
London Leadership Values	12
THE ROLE	13
Role Specification	14
Person Specification	16
How to Apply	18
Indicative timeline	19
Appendix 1 – Role of the Board, Chair in Common & Board Profiles BHRUT/BH	20
Appendix 2 – Board Schedule 2022 / 2023: BHRUT	29
Appendix 3 – Board Schedule 2022 / 2023: BH	30

Foreword

Dear Colleague,

Thank you for your interest in the role(s) of Vice Chair for Barking, Havering and Redbridge University Hospitals NHS Trust (BHRUT) and for Barts Health (BH). The last two years have seen unprecedented pressure on the NHS from the pandemic. I'm proud of the way that staff and leaders in both trusts have risen to the challenge. This period has also highlighted the benefits of closer collaboration and of using our capacity and resources as effectively as possible for the benefit of our patients.

This is the context for my appointment as the Chair in Common of both Trusts and we are entering an exciting time. We need to develop our closer working and collaboration whilst not losing sight of the challenges for both Trusts to continue financial, performance and quality improvements.

We need to support the development of the North East London Integrated Care System but also ensure strong place based working with our Boroughs and other local partners. We need to support our staff and continue to build strong and inclusive cultures in both organisations – places where people want to work and where they know we will tackle discrimination and promote equity and inclusion.

This is a big job and we're looking for people who can work closely with me to ensure strong governance – particularly in the areas of finance and investment; internal organisation and performance – whilst also contributing to this period of change for our Trusts and the system.

It'll be busy and difficult at times, but it'll also be rewarding and fun. I look forward to your application and to talking further.

Yours faithfully,

Rt Hon Jacqui Smith

Chair in Common, BHRUT and BH

Overview

BHRUT and Barts Health are the two largest acute trusts in North East London and together serve a population of approximately 2 million people.



● Barking, Havering and Redbridge University Hospitals NHS Trust

● Barts Health NHS Trust

● NHS site hosting some BHRUT services



Barking, Havering and Redbridge University Hospitals NHS Trust

With a dedicated workforce of more than 8,000 staff and volunteers BHRUT is one of the larger acute trusts in the country.

The Trust provides care for a population of about 750,000 people across North East London, and that number is predicted to increase by 15 per cent over the next fifteen years. It serves three London boroughs with diverse populations, and more than half of our workforce identify as Black, Asian, or Minority Ethnic. In addition, eight out of every ten employees are women, and most of the workforce lives within the host boroughs of Barking and Dagenham, Havering, and Redbridge.

The Trust also provides healthcare services to people in South West Essex, and specialist neurosciences services to the whole of the county.

Services include all the major specialties of large acute hospitals, operating from two main sites - King George Hospital in Goodmayes and Queen's Hospital in Romford. The Trust also provides outpatient services at Brentwood Community Hospital, Barking Hospital, Loxford Polyclinic and Harold Wood Polyclinic.

The Trust has two of the busiest emergency departments in London.

Over recent years, BHRUT has made significant improvements to the quality of care it provides patients. Four years ago, following a re-inspection of services by the Care Quality Commission, it was taken out of quality special measures, and has improved its overall rating from 'Inadequate' to 'Requires Improvement'. Since then, ongoing improvements in the quality of care have been recognised by various external partners and organisations. In early 2018, the Trust entered Financial Special Measures. A Financial Recovery Plan is in place to deliver the financial savings required over the coming years.

Barts Health NHS Trust

Barts Health is one of the largest NHS trusts in England and is one of Britain's leading healthcare providers with the biggest number of A&E patients in the country.

The Trust, which is arranged and organised as a Group of hospitals, has over 16,000 staff and covers four major sites (The Royal London Hospital, St Bartholomew's Hospital, Whipps Cross and Newham University Hospitals) and a number of community locations, including Mile End Hospital.

The Royal London in Whitechapel is a major teaching hospital providing local and specialist services in state-of-the-art facilities. Whipps Cross in Leytonstone is a large general hospital with a range of local services, with a strategic focus on high quality frailty services. The hospital has been endorsed as a pathfinder scheme for its major redevelopment programme. Newham in Plaistow is a busy district hospital with innovative facilities such as its orthopaedic centre. Mile End hospital is a shared facility in Mile End for a range of inpatient, rehabilitation, mental health and community services; playing an increasingly key role through its early diagnostic centre. And St Bartholomew's in the City, London's oldest hospital, is a regional and national centre of excellence for cardiac and cancer care.

As well as district general hospital facilities for three London boroughs (Tower Hamlets, Waltham Forest and Newham), the Trust has the largest cardiovascular centre in the UK, the second largest cancer centre in London, an internationally-renowned trauma team, and is the home of the London Air Ambulance. The Royal London also houses one of the largest children's hospitals in the UK, a major dental hospital, and leading stroke and renal units.

The Trust has a vision to be a high-performing group of NHS hospitals, renowned for excellence and innovation, and providing equitable, safe and compassionate care to their patients in east London and beyond. It is now striving towards becoming an outstanding group of hospitals.

Closer Collaboration



Following publication in September of the document **Closer Collaboration** setting out our plans, the Boards of the two trusts agreed to work with system partners in North East London on a fully resourced programme to make swift progress on the areas that will make the most immediate difference to our patients and staff.

The Boards of Barts Health and BHRUT have made a commitment to work more closely together in a collaboration. The Boards have agreed a set of early priorities and a **Memorandum of Understanding**. In December progress was reported as follows:

Patients are starting to benefit from closer collaboration between two neighbouring trusts in North East London which are pooling some resources this winter.

More than 1,500 people on the Barts Health books are having scans and procedures through Barking, Havering and Redbridge University Hospitals NHS Trust (BHRUT), where there is spare diagnostic capacity.

These transfers will ensure people are treated more quickly and reduce the backlog of those waiting up to two years for routine treatment because of Covid pressures.

Meanwhile clinicians and managers from Barts Health are supporting BHRUT in areas under operational pressure like emergency care.

Ad hoc mutual aid is common in the NHS but BHRUT and Barts Health NHS Trust recently agreed to collaborate more closely across several fronts.

The first joint projects focused on winter preparations have so far resulted in:

- Almost 900 people waiting for ultrasound scans being referred from Barts Health to BHRUT for speedier diagnosis before treatment
- More than 650 people waiting for endoscopies at Barts Health having their procedures at BHRUT hospitals
- About £5m being invested in extra CT, MRI and ultrasound scanners and staff for services run by BHRUT, including at Barking Community Hospital
- About 20 patients waiting for ear, nose and throat surgery being offered operations at BHRUT, with plans in the pipeline to refer 25 every week
- Sharing best practice among the five A&Es to rotate staff and ensure the sickest walk-in patients get rapid access to the right care
- A senior Barts Health consultant, Dr Karim Ahmad, being seconded to BHRUT as Emergency Care Improvement Director.

The A&E collaboration is one ingredient of a wider regional initiative involving Homerton hospital and London Ambulance to reduce delays and ensure people who need urgent or emergency care get appropriate treatment as promptly as possible.

In addition, all senior vacancies are now advertised across both trusts, and we are looking into aligning rates of pay for temporary employees and managing Bank workers jointly to reduce the amount spent on expensive agency staff.

Jacqui Smith, chair in common of the two boards, said: “We are moving from a period of discussion and design into a delivery phase. This winter is both a challenge and an opportunity to demonstrate that closer collaboration enables us to provide better access, better experience and better outcomes for patients.”

Shared Values and Ambition for Excellence

Barking, Havering and Redbridge University Hospitals NHS Trust



Our Vision

Our vision is to provide outstanding healthcare to our community, delivered with pride. It is driven by our PRIDE values and behaviours which were developed together with our staff.

Our PRIDE values

Passion

I give the best of myself, I work with compassion and kindness and I make a difference everyday.

Responsibility

I do what I said I would do, I step up, I speak up and I recognise other people's contribution.

Innovation

I solve problems, I keep it simple and I look for opportunities to improve our care.

Drive

I deliver with pace, I lead by example and I welcome a challenge.

Empowerment

I support my colleagues, I listen to understand, I delegate and trust people



Our vision and values

Our WeCare values shape everything that we do, every single day. They are visible in every interaction we have with each other, our patients, their families and our partners.

WeCare about everything from the appointment letters our patients receive, to the state of our facilities when they walk through the door, to the care and compassion they receive when they are discharged.

We have come a long way on our journey to delivering safe and compassionate care. By embracing these values as the way we behave around here, we will achieve our ambition for excellence.

Our vision: to be a high performing group of NHS hospitals, renowned for excellence and innovation and providing safe and compassionate care to our patients in east London and beyond.

Welcoming



Behaviours

- Introduce yourself by saying "Hello, my name is ..."
- Smile and acknowledge the other person(s) presence
- Treat others as you would wish others to treat you
- Ensure the environment is safe and pleasant for our patients, our colleagues and our visitors

Engaging



Behaviours

- Get involved in making improvements and bring others with you
- Encourage feedback from patients and colleagues and respond to it
- Use feedback to make improvements, and empower colleagues to do this without needing to seek permission
- Appreciate that this may be a new experience for patients and colleagues; help them to become comfortable
- Acknowledge efforts and successes; say thank you

Collaborative



Behaviours

- Give time and energy to developing relationships within and outside own team
- Demonstrate pride in Team Barts Health
- Respect and utilise the expertise of colleagues
- Know your own and others' part in the plan

Accountable



Behaviours

- Always strive for the highest possible standard
- Fulfil all commitments made to colleagues, supervisors, patients and customers
- Admit mistakes, misjudgments, or errors; immediately inform others when unable to meet a commitment; don't be afraid to speak up to do the right thing
- Do not pretend to have all the answers; actively seek out those who can help
- Take personal responsibility for tough decisions and see efforts through to completion

completion

Respectful



Behaviours

- Be helpful, courteous and patient
- Remain calm, measured and balanced in challenging situations
- Show sensitivity to others' needs and be aware of your own impact
- Encourage others to talk openly and share their concerns

Equitable



Behaviours

- Value the perspectives and contributions of all and that all backgrounds are respected
- Recognise that individuals may have different strengths and needs, and that different cultures may impact how people think and behave. Be curious to find out
- Work to enact policies, procedures and processes fairly
- Be open to change and encourage open, honest conversation that helps foster an inclusive work and learning environment
- Remember that we all have conscious and unconscious bias; get to know what yours are, and work to mitigate them

what yours are, and work to mitigate them

London Leadership Values

Core values

Our core values right now are:

- Courage, passion and decisiveness
- Compassion (which we define as being open, fair, generous, enabling and responsive)
- Integrity (behaving with consistency and doing what we say)

Aspirational values

Over the next 12 months we would also like to demonstrate that we are:

- Consistently hard on the problems but generous with people
- This will mean we are supportive and selfless and show respect to one another in public and in private
- Effortlessly inclusive

Accidental values and behaviours

The most common or most destructive accidental behaviours/values that we see in the system right now and which we would like to eradicate include:

- Putting institutions and staff ahead of patients and citizens
- Using power to obstruct or for 'gaming', point scoring, personal attacks and bullying
- Using information and knowledge as a 'bargaining chip' or to shame colleagues instead of sharing information openly and creating opportunities to learn
- Failing to be open and honest not saying things 'in the room'
- Learned helplessness and 'playing safe'

Permission to play values

Alongside honesty and integrity, we expect leaders in the London NHS to be:

- Working collaboratively, and
- Taking accountability for the mandate

THE ROLE



Role Specification

Reports to: Jacqui Smith, Chair in Common, BH and BHRUT

Time Commitment: Circa 3.5 days a month but this may vary so a flexible approach is required

Remuneration: £23,500 per annum (includes responsibility allowance)

As part of the ongoing collaboration between Barts and BHRUT, 2 Vice Chairs are sought, one for each trust who will also Chair the Finance & Investment Committee and also sit on the Audit Committee.

The ideal candidate will not only have a finance qualification and financial experience ideally within a large complex organisation but also understand NHS complexities, the importance of whole system pathway redesign and reducing unwarranted variation, and non-executive experience to appreciate the value of independent challenge.

Wider responsibilities include:

- Deputising for the Chair in Common, helping to establish the strategic aims and objectives of Barking, Havering and Redbridge University Hospitals NHS Trust/Barts Health NHS Trust in line with each organisations' fundamental objectives and functions, and consistent with Nolan principles and NHS values
- Helping to ensure effective collaboration, not only between the Trusts and Unitary Boards, but also, just as importantly, with places and boroughs throughout North East London through working with fellow ICS and place leaders
- Working closely with and supporting the respective Chief Executive(s), and supporting and challenging the Executive to lead and develop the organisation
- Ensuring that the Board operates and exercises its functions in accordance with the highest standards of conduct and probity and established good practice in decision making
- Promoting the most effective and efficient use of resources consistent with delivery of the organisation's overall objectives
- Ensuring that the Board members play a full and active role, including that they are appropriately briefed on their duties and responsibilities.

Role Specification

Key Responsibilities

- Helping to ensure that the individual Trust board is fit for purpose to support the organisation's activities and contribute to the achievement of its statutory objectives, by ensuring that clear corporate and business plans are set
- Driving delivery against business plans and ensuring that the complexity, financial impacts, and range of risks facing the organisation are fully understood and helping determine its approach and attitude to providing effective oversight of those risks and ensures there are prudent controls to assist in managing the risk strategy
- Helping to ensure that the Trust has long-term capacity and capability and undertakes on-going horizon-scanning and using the collective skills and experience of the Board to support and challenge assumptions and long-term strategy
- Bringing an informed external perspective and ability to assimilate complex issues and finances to challenge and support on delivery of outcomes
- Ensuring that clear performance information is used to provide assurance of delivery of statutory objectives within agreed risk appetite, and that budgets are achieved
- Ensuring the Trust's overall capacity and capability to deliver its statutory objectives
- Agreeing and supporting the Trust's corporate standards, culture, and values.
- Ensuring sound financial management of the Trust
- Scrutinising the allocation of financial/human resources to the achievement of the corporate plan
- Ensuring organisational design supports the attainment of strategic objectives providing visible leadership in championing the health needs of the local population and developing a healthy, open, and transparent patient-centered culture for the organisation, where all staff have equality of opportunity to progress, the freedom to speak up is encouraged, and ensuring that this culture is reflected and modelled in their own and in the board's behavior and decision-making
- Promoting the highest standards of ethics, integrity, probity, and corporate governance throughout the organisation and particularly on the board
- Demonstrating visible ethical, compassionate, and inclusive personal leadership by modelling the highest standards of personal behavior and ensuring the board follows this example
- Developing effective working relationships with all the board directors, particularly the chief executive, providing support, guidance, and advice.
- Ensuring the board sees itself as a team, has the right balance and diversity of skills, knowledge and perspectives, and the confidence to challenge on all aspects of clinical and organisational planning including regularly reviewing the board's composition and sustainability, succession planning, diversity, and inclusivity
- Leading on continual director development of skills, knowledge, and familiarity with the organisation and health and social care system.

Person Specification

Values

- A clear commitment to the NHS and the values and principles of the trusts.

Strategic

- Experience of leading and delivering against long-term vision and strategy
- Experience leading transformational change and managing large, multi-site complex organisations, budgets and people.

People

- Strong interpersonal, communication and leadership skills
- Experience of building effective teams, encouraging change and innovation, and shaping an open, inclusive, and compassionate culture through setting the right tone at the top and championing diversity at, and across, all levels
- Strongly focused on the experience of all staff and patients
- Committed to equality, diversity and inclusion and a track record in addressing inequalities
- Experience of diverse and complex stakeholder relationships.

Professional Acumen

- Prior board experience (any sector, executive or non-executive role)
- Evidence of successfully demonstrating the **NHS provider chair competencies** in other leadership roles
- An ability to identify and address issues, including underperformance, and to scrutinise and challenge information effectively for assurance.

Outcomes Focus

- A demonstrable interest in health and social care and a strong desire to achieve the best sustainable outcomes for all patients and service users through a determined interest in addressing health inequalities, focusing on equity and equality, encouraging continuous improvement, clinical excellence, and value for money
- Strong understanding of financial management, with the ability to balance the competing objectives of quality, operational performance, and finance
- An appreciation of constitutional and regulatory NHS standards.

Person Specification

Partnerships

- Extensive experience of leading partnerships, understanding benefits from collaborations and a track record of delivering better outcomes
- Commitment to engage with the local population and to collaborate with senior stakeholders across the health and care system
- A proven interest in and commitment to helping the trusts make an inspiring contribution to North East London, proving an anchor system of value to local people
- Experience of managing conflict, finding compromise, and building consensus across varied stakeholder groups with potentially conflicting priorities.

Skills

- Prior experience as a non-executive director (in any sector)
- Prior experience on an NHS board (in an executive, non-executive, or associate role)
- Professional qualification or equivalent experience, ideally financial expertise and/or a financial qualification (preferably qualified accountancy or similar alternative)
- Prior senior experience of complex organisations outside the NHS, i.e., private, voluntary, or other public sector providers of similar scale
- Experience of leading in regulated sectors.

Essential Criteria

In addition to strategic skills, an understanding of good governance, and a genuine commitment to patients and the promotion of excellent health care services we are seeking candidates who can bring the Board added expertise in one or more of the following areas:

- Who can work closely with the Chair, deputising where required to provide the necessary support, guidance, and challenge to the Executive team.
- Recent relevant finance experience in a large and complex organisation with the capacity to Chair the (Finance Committee) with a financial qualification.

You will need to be able to demonstrate you can use your experience to:

- Work alongside other non-executives and executive colleagues as an equal member of the Board.
- Bring independence, external perspectives, skills, and challenge to strategy development.
- Hold the executive to account by providing purposeful, constructive scrutiny and challenge.
- Shape and actively support a healthy culture for the Trust.

All non-executive directors must champion the standards of public life – by upholding the highest standards of conduct and displaying the principles of selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.

As a future NHS leader, the successful candidate will be able to demonstrate the range of behaviours required to contribute effectively in this Board level role. These are outlined in the NHS Leadership Academy's Healthcare Leadership Model.

How to Apply

BH and BHRUT are working in partnership with Audeliss. For a confidential discussion please contact Louise Gore at Audeliss on louise@audeliss.com.

If you wish to be considered for this role, please provide:

- A CV that includes your address and contact details, highlighting and explaining any gaps in your employment history
- A supporting statement that highlights your motivation for applying and your understanding of the NHS and the role. You should outline your personal responsibility and achievement within previous roles and how your experience matches the person specification
- The names, positions, organisations and contact details for three referees. Your referees should be individuals in a line management capacity, and cover your most recent employer, any regulated health or social care activity or where roles involved children or vulnerable adults. Your references may be taken prior to interview and may be shared with the selection panel
- Please complete and return the monitoring information form which accompanies this pack and is available for download
- Tell us about any dates when you will not be available

Please forward your completed application to NHSI.Chairsandneds@nhs.net unless you have already forwarded to louise@audeliss.com.

Indicative Timeline

Please note that these dates are only indicative at this stage and could be subject to change. If you are unable to meet these timeframes, please let us know in your application letter. The anticipated timetable is as follows:

Activity	Date
Application Closing Date	7 th February 2022
Expected Shortlist Announcement	25 th February 2022
Informal Conversations with the Chair in Common	w/c 28 th February 2022
Interviews	7 th March 2022
Provisional Appointment	w/c 7 th March 2022
NHSE/I Trust Appointments & Approvals Sub-Committee	w/c 14 th March 2022

Candidates are asked to note the above timetable, exercising flexibility where possible through the recruitment and selection process.

Appendix 1 – Role of the Board, Chair in Common & Board Profiles BHRUT/BH

Our two Trust boards are accountable for setting each Trust’s strategic direction, monitoring performance against objectives, ensuring high standards of corporate governance and helping to promote links between the Trusts and the local community.

Key responsibilities include:

- To set the strategic direction of the Trust within the overall policies and priorities of the Government and the NHS, define the Trust’s annual and longer term objectives and agree plans to achieve them
- To oversee the delivery of planned results by monitoring performance against objectives and ensuring corrective action is taken where necessary
- To ensure effective financial stewardship through value for money, financial control and financial planning and strategy
- To ensure those high standards of corporate governance and personal behaviour are maintained in the conduct of the business of the Trust
- To ensure that satisfactory procedures exist to appoint, appraise and remunerate senior executives
- To ensure that there is effective dialogue between the Trust and the local community on its plans and performance and that these are responsive to the community’s needs

Board committees include:

BHRUT	BH
Finance, Investment & Performance	Finance & Investment
Audit & Risk Assurance	Audit & Risk
Quality Assurance	Quality Assurance
People & Culture	Nomination and Remuneration
Remuneration & Terms of Service	



Rt Hon Jacqui Smith, Chair in Common, BH and BHRUT

Jacqui Smith joined in October 2021 as chair in common for Barking, Havering and Redbridge University Hospitals NHS Trust and Barts Health. For the past eight years, Jacqui has been chair of University Hospitals Birmingham NHS Foundation Trust. In 1997, she was elected as the MP for Redditch and served for 13 years. She was one of the longest serving ministers in the Labour government and the first female Home Secretary. Jacqui is also Chair of the Sandwell Children's Trust, the Jo Cox Foundation and the Precious Trust which is a Birmingham based charity that supports girls at risk of violence or exploitation. She is a Trustee of the Kings Fund and works in the Middle East supporting parliamentary and political development. Jacqui is a weekly contributor to Good Morning Britain and presents the 'For the Many' podcast.

Barking, Havering and Redbridge University Hospitals NHS Trust



Matthew Trainer, Chief Executive

Matthew Trainer became our Chief Executive in August 2021. Before joining BHRUT, he worked for three years as CEO of Oxleas NHS Foundation Trust, which provides a wide range of health and social care in south east London and parts of Kent. While at Oxleas, Matthew was seconded to help run the NHS Nightingale Hospital in London. In 2016, he worked for King's College Hospital NHS Foundation Trust, where he was managing director of the Princess Royal University Hospital in Bromley. Matthew has also held senior positions at NHS England, the Care Quality Commission, and the MS Society.



Mehboob Khan, NED

Mehboob is Assistant Director of Policy and Change at the London Borough of Redbridge. He is also Vice Chair at North Middlesex University Hospital Trust. From 2014 to 2021, he was political adviser to London Councils, the cross-party organisation that represents the city's 32 boroughs and the City of London. Mehboob has also held other senior leadership positions in the public sector. He lives in London and enjoys current affairs, running and cycling. He is a founder member of the Seacole Group which is a forum for NHS non-executive directors from the BAME community. He was born in Yorkshire; grew up in Huddersfield; and as Leader of Kirklees Council, Mehboob was the first British Muslim to occupy such a role.



Sue Lees, NED, Chair of Audit and Risk Assurance Committee

Sue was appointed in August 2019. She was previously a Non-Executive Advisor for our Trust, having been appointed to that role in October 2017.

She is a qualified chartered accountant with more than 30 years' experience in both the private and public sectors including periods working within the NHS and local government. She has led large capital programmes, including the delivery of a number of new health care facilities within Barking, Dagenham, Havering and Brentwood. Sue has recently retired from her role as Chief Executive of Elevate East London. She continues on a part-time basis to provide commercial and leadership support to Agilisys Ltd, a leading provider in the technology advisory sector.



Joan Saddler, NED OBE

Joan Saddler returned to our Trust in January 2021, after a six-year term with us that ended in the autumn of the previous year. Joan has considerable NHS experience. She is director of partnerships and equality at the NHS Confederation, which represents organisations across the healthcare sector. She was awarded an OBE for services to health and diversity in 2007. Joan spent five years as the National Director of Patient and Public Affairs at the Department of Health and she previously served as the Chair of Waltham Forest PCT.



Lesley Seary CBE, NED, Chair of People and Culture Committee and Chair of Remuneration and Terms of Service Committee

Lesley has more than 30 years' experience in senior leadership roles in local government. This includes spending the last 8 years as Chief Executive of Islington Council. During this time, she has led a workforce of 4,500, managed a range of successful services, and developed considerable experience of partnership working with both statutory and non-statutory organisations.

Lesley has worked extensively with local health partners in north central London at both STP and borough level, including the hospital trusts, CCG, GP Federation and GPs. She has worked with health partners on health and social care integration as well as developing a strong approach to prevention and early intervention. She has a strong commitment to public services, combatting health inequalities and delivering excellence in health and care. She is delighted to have the opportunity to use the skills and experience she has gained in the public sector in the area where she has lived for 26 years.



Anthony Warrens, NED

Anthony Warrens was appointed in June 2011. A qualified doctor with a clinical practice in renal medicine and based principally at Barts Health NHS Trust, Anthony has a particular interest in transplantation medicine.

He recently completed his term as President of the British Transplantation Society. Since 2010 he has been Dean for Education at Barts and The London School of Medicine and Dentistry, where he has reorganised educational structures within the School and improved basic science teaching.



Ruth Crowley, Associate NED

Ruth, who is one of our associate non-executive directors, works as a GP Partner in Upminster after beginning her training in Havering and working at Queen's and King George Hospitals. She is also a clinical director of Havering Federation which strives to work as a collective to improve care for all of their patients. Ruth is passionate about creating partnerships between primary and secondary care so that every single patient experience is efficient, effective and positive.



Caroline Roberts, Associate NED

Caroline, who is one of our associate non-executive directors, has a special focus on wellbeing and on ensuring the Board always considers the impact that decisions will have on the health and wellbeing of staff. After an earlier career in BBC radio production, Caroline worked in a variety of roles where she ran secondment schemes, news management and events. Moving into human resources, she has held a number of HR Director roles in the public sector, media and architecture. She is currently HR Director at the Confederation of British Industry (CBI). As well as working with our Trust, Caroline is a Trustee for a group of academies.



Jackie Westaway, Associate NED, Chair of Quality Assurance Committee

Jackie, one of our associate non-executive directors, is a charismatic and energetic senior leader with experience of delivering commercial success within the tightly regulated environment of the Pharmaceutical Industry. She is highly experienced in change management and UK and Global marketing leadership. She has a strong customer focus with a track record of effectively working alongside the NHS. Jackie led the compliance function for the European Pharmaceutical Business of her company and has worked alongside audit teams to implement changes. Jackie is a Non-Executive Director of the British School of Osteopathy, a Director of Healthwatch Bucks and a Trustee of an Academy Trust in East London.



George Wood, Associate NED, Chair of Finance, Investment and Performance Committee

George, who is one of our associate non-executive directors, is well known at our Trust. He is Chair of the King George and Queen's Hospitals Charity and he has served as a Board adviser. He is also a non-executive director at The Princess Alexandra Hospital NHS Trust. He worked for the Ford Motor Company for more than 30 years in their financial services division. During his career he spent time in sales, marketing, strategy and operations. He worked for the company in South America as vice president where, for five years, he was responsible for operations in Brazil, Argentina and Venezuela. George is passionate about the NHS and about delivering a great service for our patients.

For a list of all Executive Directors please click [here](#).



Dame Alwen Williams DBE, Group Chief Executive

Dame Alwen has been a manager in the NHS since 1980, working in primary care, community and acute services, commissioning and joint planning. She became chief executive of Tower Hamlets Primary Care Trusts (PCT) in June 2004, was seconded to the post of chief executive of East London and the City Alliance of PCTs in 2009 and in January 2011 became the Chief Executive of NHS East London and the City. In 2009, she was made a CBE and in 2021, she was made a Dame. In December 2011 Dame Alwen also took on the role of chief executive of NHS Outer North East London leading the two Primary Care Trust clusters which cover all the London boroughs in north east London: City and Hackney, Newham, Tower Hamlets, Barking and Dagenham, Havering, Redbridge and Waltham Forest. From April 2013, she assumed the national role of director of delivery and development for the NHS Trust Development Authority. On 1 June 2015, Dame Alwen moved to Barts Health NHS Trust as interim chief executive and became substantive chief executive on 21 October 2015.



Alastair Camp, NED, Chair Finance & Investment Committee

Alastair became an Associate Non-Executive Director with NHS Tower Hamlets in 2008, before becoming Chair of the Primary Care Trust and then Vice-Chairman of NHS East London and the City until March 2012. His business career has included 34 years with Barclays plc, during which he led businesses in the UK and overseas. These included appointments as Managing Director (Caribbean & Bahamas), Managing Director (UK Small Business Banking) and Managing Director (UK Mid Corporate Banking), where he served on the UK Banking Executive Board. He was also Barclays Group Corporate Responsibility Director and a Trustee of the Barclays Group Pension Fund. Alastair is chairman of trustees of the London Institute of Banking and Finance Pension Fund and is a trustee of the China Fleet Trust. He holds a Masters Degree in Business Administration and is a Fellow of the Chartered Institute of Bankers. Alastair chairs the finance and investment committee and is a member of the nominations and remuneration committee.



Gautam Dalal, Vice Chair

Gautam Dalal is a chartered accountant and a former senior audit partner at KPMG London. From 2000 to 2003 he was Chairman and Chief Executive of KPMG's practice in India, which he helped to establish. He was a non-Executive Director of Barts and The London NHS Trust from September 2010 to March 2012. He is also a trustee of The National Gallery, where he chairs the Finance and Audit Committees, a member of the Governing Body and Audit Committee of the School of Oriental and African Studies, University of London and Chair of AMREF UK, the African health development organisation. He is a Non-Executive Director of ZincOx Resources plc. Previously he was a founder board member of the UK India Business Council and a member of the Asian Business Association Committee of the London Chamber of Commerce. Gautam chairs the audit and risk committee and is a member of the finance and investment and nominations and remuneration committees.



Kathy McLean OBE, NED

The former medical director of NHS Improvement, Dr Kathy McLean, has joined Barts Health NHS Trust as a non-executive director. Dr McLean will chair the quality assurance committee of the Trust Board and oversee the quality governance arrangements that ensure clear accountability from ward to board in all five hospitals in the group. Dr McLean's work has focused on improving quality by building in clinical leadership and expertise across the NHS. Prior to NHS Improvement, Dr McLean was the Medical Director at the NHS Trust Development Authority and the Clinical Transitions Director working with Sir Bruce Keogh building the NHS Commissioning Board, now NHS England.



Kim Kinnaird, NED

Kim is the Banking and Trade Delivery Director for the Commercial Bank at Lloyd Banking Group. She is responsible for leading the servicing teams that look after the Commercial Banking clients everyday banking needs, predominantly relating to cash management and payments, as well as all servicing activity for all trade products for the Group's business clients. Prior to her current position, Kim has undertaken a number of roles within the Commercial Bank spanning strategy and development, to leading large scale servicing teams within the SME Bank. Kim joined the Lloyds Banking Group in 2010, prior to which she was a restructuring and insolvency lawyer at Berwin Leighton Paisner LLP (now Bryan Cave Leighton Paisner LLP), advising large corporates, banks and funds on solvent and insolvent debt restructurings. Kim has experience of leading large scale transformational change in complex and regulated environments, including the implementation of segmentation strategies, skills development, and cultural change programmes. Kim has a passion of continuous improvement and is a champion for apprenticeships within Lloyds Banking Group. Kim Graduated from Warwick, before undertaking post graduate studies at Nottingham.



Clyde Williams, NED

Clyde has a long history of working in East London, having previously served on the board at East London NHS Foundation Trust and as a director at the London Hospital in Whitechapel before it became The Royal London Hospital. He is currently a director of ShoNet, a cloud computing technology business based in London and New Delhi which helps implement digital systems for health organisations. Clyde has extensive experience working across Europe, Africa and the Middle East as a technology consultant for IBM to determine how modern technology can improve the quality of services they deliver for customers. He has also partnered with the Academy of Medical Sciences to overhaul their data infrastructure. He will help the Trust inform its engagement with local communities, and also bring insights from his support to young entrepreneurs in Tottenham and leading a digital skills project to address the underrepresentation of particular groups in the technology sector.



Prof Sir Mark Caulfield, NED

Sir Mark is one of the country's leading authorities on genomic medicine research and was recently appointed Chief Executive of Barts Life Sciences, our collaboration on cutting-edge clinical innovation with QMUL. Until recently he was Chief Scientist at Genomics England, where he was instrumental in delivering the 100,000 Genomes Project which has delivered life-changing results for many patients. He was knighted for this work in 2019. He remains Professor of Clinical Pharmacology in the William Harvey Research Institute at QMUL, in which capacity he has made substantial contributions to the discovery of genes related to cardiovascular health, cancer and rare diseases, with his research changing national and international guidance for high blood pressure. Sir Mark trained in clinical pharmacology at St Bartholomew's hospital, was a leading force in the creation of the Barts Heart Centre, directs the NIHR Biomedical Research Centre based at the hospital, and still practices as a consultant in the blood pressure clinic.

For a list of all Executive Directors please click [here](#).

Appendix 2 – Board Schedule 2022 / 2023

Barking, Havering, Redbridge University Hospitals NHS Trust

BHR CORPORATE CALENDAR 2022/23																							
	April	May	June	July	August	September	October	November	December	January	February	March											
T					2			1															
W			1		3	Audit		2	Audit			1			1								
T			2	BH	4		1			3		1		2		2							
F	1		3	BH	1	5	2	4	2		3	3		4		3							
S	2		4		2	6	3	1	5	3		4		4		4							
S	3	1	5		3	7	4	2	6	4		1	5	5		5							
M	4	2	BH	6	4	8	5	PCC	3	7	5	Board S	2	BH	6	6							
T	5	3	7		5	9	6		4	8	Board P&P	6	3	7	7	7							
W	6	4	Audit	8	Audit	6	10	7	Audit	5	9	7	CFC	4	Audit	8	CFC	8	Audit				
T	7	5	9		7	11	8	6	10	8		5	9	9	9	9							
F	8	6	10		8	12	9	7	11	9		6	10	10	10	10							
S	9	7	11		9	13	10	8	12	10		7	11	11	11	11							
S	10	8	12		10	14	11	9	13	11		8	12	12	12	12							
M	11	PCC	9	13	PCC	11	15	12	10	14	12	PCC	9	13	PCC	13							
T	12	Board P&S	10	Board P&P	14	Board P&S	12	Board P&P	16	13	Board P&P	11	Board P&S	15	13	Board Priv	10	Board P&P	14	Board P&S	14	Board P&P	
W	13		11		15	Ext. Audit	13		17	14		16	14		15		11	15		15		15	
T	14		12		16		14		18	15		17	15		16		12	16		16		16	
F	15	BH	13		17		15		19	16		18	16		17		13	17		17		17	
S	16		14		18		16		20	17		19	17		18		14	18		18		18	
S	17		15		19		17		21	18		20	18		19		15	19		19		19	
M	18	BH	16		20	Board Pub	18		22	19		21	19		20		16	20		20		20	
T	19		17		21		19		23	20		22	20		21		17	21		21		21	
W	20	CFC	18		22	CFC	20		24	CFC	21	19	CFC	23		21	FIPC	18		22	FIPC	22	22
T	21		19		23		21		25	QAC	22	20	24	QAC	22	QAC	19		23	QAC	23	23	23
F	22		20		24		22		26		23	21	25		23		20		24		24	24	24
S	23		21		25		23		27		24	22	26		24		21		25		25	25	25
S	24		22		26		24		28		25	23	27		25		22		26		26	26	26
M	25		23		27		25		29	BH	26	24	28		26	BH	23		27		27	27	27
T	26		24		28		26		30		27	25	29		27	BH	24		28		28	28	28
W	27	FIPC	25	FIPC	29	FIPC	27	FIPC	31	FIPC	28	FIPC	26	FIPC	30	FIPC	28		25	FIPC		29	FIPC
T	28	QAC	26	QAC	30	QAC	28	QAC	29	QAC	27	QAC	26	QAC	29		26	QAC		30	QAC		QAC
F	29		27				29		30		28				30		27					31	
S	30		28				30				29				31		28						
S	31		29				31				30						29						
M			30								31	PCC					30						
T			31														31						

Key to meetings
Charitable Funds Committee
Finance, Investment and Performance Committee
People and Culture Committee
Quality Assurance Committee
Trust Board - Public & Private
Trust Board - Private & Seminar

Appendix 3 – Board Schedule 2022 / 2023

Barts Health NHS Trust

DATE	MEETING	TIME
6 April 2022	Finance and Investment Committee	10.00 – 12.00
	Trust Board Seminar	12.30 – 15.30
20 April 2022	Audit and Risk Committee Draft Accounts meeting	09.30 – 11.30
	NED Site/Ward Visit	12.00 – 13.30
	Quality Assurance Committee	14.00 – 16.30
4 May 2022	Finance and Investment Committee	08.45 – 10.45
	Board meeting Part 1 (in public)	11.00 – 13.45
	Board meeting Part 2 (closed)	14.30 – 15.45
11 May 2022	Trust Board Away day	10.00 – 16.00
18 May 2022	Audit and Risk Pre-meet	09.00 – 09.30
	Audit and Risk Committee	09.30 – 12.00
	NED Site/Ward Visit	12.30-14.00
25 May 2022	Trust Board Part 2 (Sign off of the annual accounts)	09.00 – 11.00
1 June 2022	Finance and Investment Committee	10.00 – 12.00
	Chairman and NEDs meeting	12.30 – 1.30
	Nomination and Remuneration Committee	13.45 – 15.15
	NED Ward/Department Visit	15.30 – 17.00

Appendix 3 – Board Schedule 2022 / 2023

DATE	MEETING	TIME
15 June 2022	Quality Assurance Committee	09.30 – 12.00
	Trust Board Seminar	12.30 – 15.30
6 July 2022	Finance and Investment Committee	08.45 – 10.45
	Board meeting Part 1 (in public)	11.00 – 13.45
	Board meeting Part 2 (closed)	14.30 – 15.45
27 July 2022	Trust Board Seminar	10.00 – 12.30
	NED Ward/Department Visit	13.30 – 14.30
	Audit and Risk Committee	15.00 – 17.00
7 September 2022	Quality Assurance Committee	09.30 – 12.00
	Trust Board Seminar	12.30 – 15.30
14 September 2022	Finance and Investment Committee	08.45 – 10.45
	Board meeting Part 1 (Open)	11.00 – 13.45
	Board meeting Part 2 (Closed)	14.30 – 15.45
21 September 2021	Open Day Events	11.00 – 16.00
	Annual General Meeting	18.00 – 19.30
28 September 2022	Audit and Risk Committee Pre-meet	09.00 – 09.30
	Audit and Risk Committee	09.30 – 12.00
	Nominations and Remuneration Committee	12.30-14.00
	NED ward/department visit	14.00 – 15.30

Appendix 3 – Board Schedule 2022 / 2023

DATE	MEETING	TIME
5 October 2022	Finance and Investment Committee	10.00 – 12.00
	Chair and NEDs meeting	12.30 – 13.30
	Board Seminar/briefing	13.30 – 15.30
2 November 2022	Finance and Investment Committee	08.45 – 10.45
	NED ward/department visit	09.30 – 10.45
	Board meeting Part 1 (in public)	11.00 – 13.45
	Board meeting Part 2 (closed)	14.30 – 15.45
16 November 2022	Trust Board Seminar	09.30 – 12.30
	Quality Assurance Committee	13.00 – 15.30
23 November 2022	Nominations and Remuneration Committee	09.00 – 10.30
	Audit and Risk Committee Pre-meet	10.30 – 11.00
	Audit and Risk Committee	11.00 – 13.30
7 December 2022	Finance and Investment Committee	09.00 – 11.00
	NED ward/department visit	11.15 – 12.30
14 December 2022	Quality Assurance Committee	11.00 – 12.30
	Trust Board Seminar	13.00 – 17.00
18 January 2023	Finance and Investment Committee	08.45 – 10.45
	Board meeting Part 1 (in public)	11.00 – 13.45
	Board meeting Part 2 (closed)	14.30 – 15.45

Appendix 3 – Board Schedule 2022 / 2023

DATE	MEETING	TIME
1 February 2023	Finance and Investment Committee	09.45 – 10.45
	Quality Assurance Committee	11.00 – 13.30
	NED ward/department visit	14.00 – 15.30
8 February 2023	Audit and Risk Committee pre-meet	09.00 – 09.30
	Audit and Risk Committee	09.30 – 12.00
	Nominations and Remuneration Committee	12.30 – 14.00
	Trust Board Seminar	14.00 – 17.00
1 March 2023	Finance and Investment Committee	08.45 – 10.45
	Board meeting Part 1 (in public)	11.00 – 13.45
	Board meeting Part 2 (closed)	14.30 – 15.45
15 March 2023	Board Seminar/briefing	10.00 – 13.00
	NED ward/department visit	13.30- 15.00