



HUNTER
Executive talent for the healthcare sector

Chair
Candidate information pack
December 2022

...for a **better** Bolton

Welcome from our Chief Executive

I am so delighted that you are taking an interest in becoming our new Chair.

This is a really exciting opportunity to lead the Board in the delivery of our strategy, whilst ensuring value for money of our services, with the support of over 6,000 truly dedicated staff who are all passionate about providing the very best healthcare to the people of Bolton and beyond.

We are looking for a Chair who feels committed to the integration of health and care, and making access to health and care simple and straightforward for those who need it the most.

The Bolton Team is like no other; warm, welcoming, innovative and passionate. Our people combine professionalism with personality – letting our patients know at all times that they are safe and in caring hands.

We are looking for someone who shares this ethos and our values, and will help us continually strive to be the best we can possibly be.

This is an exciting time to join us in Bolton, as we continue to progress our integration journey, develop our estates and invest in our workforce. The challenges across the NHS are widely known, and are no different here in Bolton. We continue to tackle an extensive elective backlog, pressured urgent care services and an ageing estate. But collectively, I know we've got exactly the right teams in place to get to where we want to be.

I hope this has given you a strong appetite to find out more and would encourage you to contact our recruitment partners, Hunter Healthcare for an informal conversation via Janice Scanlan jscanlan@hunter-healthcare.com or Jenny Adrian at jadrian@hunter-healthcare.com.

Thank you and wishing you the best of luck with your application.

Fiona Noden

Chief Executive
Locality Place Lead for Bolton



About Us

We have a long and proud history of caring for generations of local people and can trace our roots all the way back to 1814 with the first hospital in Bolton – the Bolton Dispensary in the town centre.

Bolton NHS Foundation Trust was formed in 2008 and, in 2011, we became an integrated provider with community health services joining the trust.

Covering a catchment area that also incorporates parts of Bury, Wigan and Salford, we deliver hospital and community based services from the Royal Bolton Hospital in Farnworth and from 20 health centres across Bolton, to a catchment population of 320,000 people.

The Royal Bolton Hospital is a major hub within Greater Manchester for women's and children's services and is the busiest single ambulance receiving site in Greater Manchester. We're structured into five operating divisions – Family Care, Acute Adult, Integrated Community Services, Anaesthetics and Surgical and Diagnostic and Support Services and are led by a Board of Directors. As an NHS Foundation Trust we're accountable to our members and have a Council of Governors to represent the views of patients, public, staff and partners.

Buildings, names and models of care have changed over the centuries, but one thing has remained constant and is prevalent among our 5,900+ staff members: the enduring commitment to providing the best health and care for the people of Bolton.



About Bolton

Bolton is situated in an enviable location within Greater Manchester – just 12 miles to the City of Manchester and 20 miles from Manchester Airport.

With two direct train lines into Manchester as well as excellent motorway links it's a well-connected borough, with good travel distances to Liverpool, the west Lancashire coastline and the Lake District to the north.

But as well as facing into Manchester, we face out to moorland and the scenic west Pennine moors – nowhere in Bolton is more than a few minutes from open green space, which makes it an attractive and popular place to live.

Bolton is a vibrant, welcoming place to live and work or visit. The town centre has seen a range of physical developments in the last few years, with £260m of public and private sector investment across a range of sites, including a £40m state-of-the-art Transport Interchange.

Bolton has an excellent, well established town centre with shops, restaurants, bars and pubs, theatre, museums, gyms and other leisure facilities and has an enviable programme of events. To find out more please visit: www.bolton.gov.uk/website/Pages/Visitors.aspx

House Prices are very competitive and there is a wide range of excellent schools – more information can be found by visiting: www.bolton.gov.uk/website/pages/Schoolinformation.aspx

The Middlebrook shopping development is only 7 miles from our hospital site and is one of the largest integrated leisure, sports and retail schemes in the country. The iconic Macron Stadium, home to our local football club lies at its heart. To find out how you can shop dine and play, please visit: www.middlebrook.co.uk

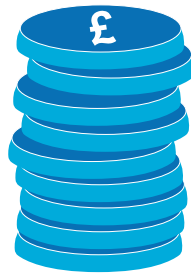
You can hear directly from some of Bolton's residents about why they love Bolton: https://youtu.be/DJGNrwK_IO8



Our Year in Numbers 2022



101,102 A&E attendances
18,020 by ambulance



£439 million
operating expenses



9,866
patients had an operation



5892
members of staff



5,757 babies born including...
68 sets of twins



65,635
inpatient spells



564,517
outpatient attendances



175,551
community contacts

Our Strategy

...for a better Bolton

We exist to deliver the best healthcare services for Bolton – the quality we would want for ourselves, our families and our friends.

Our strategy describes our vision for the future and the things we need to do to make that vision a reality for a better Bolton. We have six big ambitions that describe what we will do over the next five years.

AMBITION 1:

To provide safe, high quality and compassionate care to every person, every time

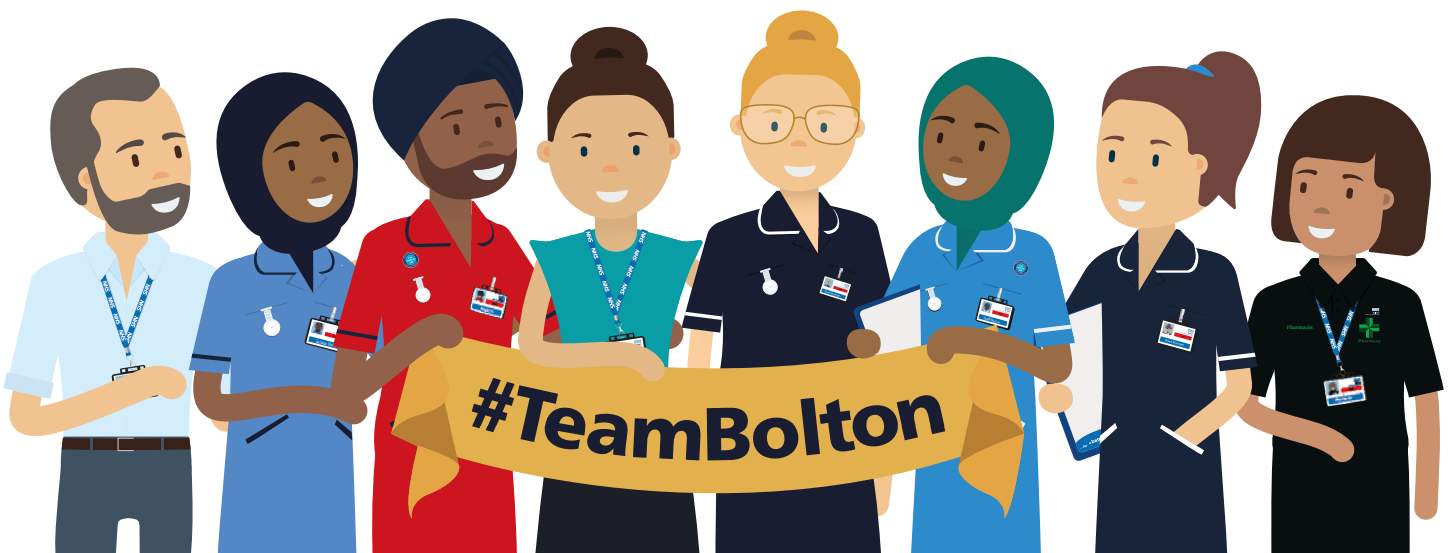
Everyone has a right to receive good quality, safe treatment. By 2024, we want to be in the top 10% of hospitals for quality of patient care by reducing harm and deaths, improving patient experience and helping staff make improvements.

AMBITION 2:

To be a great place to work, where all staff feel valued and can reach their full potential

To provide high quality care, we need brilliant people. We will do more to support our staff to be the best they can be, provide opportunities for staff to develop new skills and will work with partners to train the next generation of healthcare workers.

Our NHS Staff Survey results told us that Bolton NHS Foundation Trust is a great place to work and we are proud to have come out on top as the best place to work in Greater Manchester.



Our Strategy

AMBITION 3:

To continue to use resources wisely so that we can invest in and improve services

We will identify opportunities to organise our services differently to make savings, as well as finding ways to increase our income so that we can make further improvements in services.

AMBITION 4:

Our estate will be sustainable and developed in a way that supports staff and community health and wellbeing

We want to make sure that we make the best use of the space that we have, and to use it to make a positive contribution to our local communities. We have ambitious plans to build a new hospital because we know that our patients, their families and our staff deserve the best facilities possible. This will form part of our Estates Masterplan.

AMBITION 5:

To integrate care to prevent ill health, improve wellbeing and meet the needs of the people of Bolton

We will work with our partners across Bolton as part of an Integrated Care Partnership to improve how people can access health and social care services in their own neighbourhoods, involving them in developing their own care and supporting them to stay well at home for longer.

AMBITION 6:

To develop partnerships that will improve services and support education, research and innovation

To better provide all of the services and support that our population and staff require, we need to work collaboratively with our partners across Greater Manchester to improve the resilience of specialist services, strengthen education and training and lead innovation and research.

...for a better Bolton

You can read the Trust Strategy [here](#)

Our Values

The Bolton VOICE

Our Trust values demonstrate the beliefs that underpin the way we work together and with patients

Our values drive what we do to help us carry out our day-to-day roles and to deliver our ambitions in a way that puts patient safety and care first.

VISION

- We have a plan that will deliver excellent healthcare for future generations, working collaboratively towards sustainability
- We make decisions that are best for long-term health & social care outcomes for our communities

OPENNESS

- We communicate clearly to our patients, families and our staff, with transparency and honesty
- We encourage feedback from everyone to help drive innovation and improvements

INTEGRITY

- We demonstrate fairness, respect and empathy in our interactions with people
- We take responsibility for our actions, speaking out and learning from any mistakes

COMPASSION

- We take a person-centred approach in all our interactions with patients, families and our staff
- We provide compassionate care and demonstrate understanding to everyone

EXCELLENCE

- We put quality and safety at the heart of all our services and processes
- We continuously improve our standards of healthcare with the patient in mind

Our Partnerships



We are passionate about working with our health and care partners to make a difference to the health and wellbeing of our communities. The Integrated Care Partnership (ICP) is hosted by us at the Foundation Trust and brings together adult social care, community health, primary care, mental health services with strong links to the voluntary and community sector, housing and Police. Through the ICP we are committed to delivering coordinated care closer to communities including improving joint working between primary and secondary care and with a focus on what matters to people. Joint working across organisations has never been more important given the impact the pandemic has had and continues to have on our communities where we know that significant inequalities already exist.



Ensuring we have proactive joined up services which work closely with local people is at the heart of the ICP's model of care. This is one of seven key deliverables of Bolton's Vision 2030. This is a 20 year-old working partnership that involves public, private and voluntary organisations working together to ensure Bolton is active, connected and prosperous. You can read more [here](#).



Bolton is part of the wider Greater Manchester Integrated Care Partnership. This was established in 2022 to offer better connected services to the people of Greater Manchester. NHS GPs and hospitals, councils, fire and police services and the voluntary sector from across the ten boroughs of the city region are all collaborating to support those with health issues, and act sooner to keep people well and living a good life.

Job Description

To carry out their role effectively, the chair must cultivate a strong, collaborative relationship with the chief executive.

Many responsibilities in this role description will be discharged in partnership with the chief executive. It is important the chair and the chief executive are clear about their individual and shared roles, and their respective responsibilities towards the unitary board.

Together, the chair and the chief executive set the tone for the whole organisation. They are ultimately responsible for ensuring that the population the trust serves and the wider system in which the organisation sits receive the best possible care in a sustainable way.

The Chair will receive remuneration of £47,100 per annum for a time commitment of 2-3 days per week. They will be appointed for an initial period of three years by the Council of Governors, subject to satisfactory appraisal and appointment may be renewed for a second three-year term.

Responsibilities of the chair

The responsibilities of the chair are set out in this detailed description of the chair role. These responsibilities have been aligned with one of the competency domains set out in the "NHS provider chair framework for development. While each set of responsibilities has been aligned with the competency domain most relevant to discharging that element of the role, **a good chair will demonstrate competence in all five domains across all their responsibilities**, maintaining, for example, an outcomes focus while discharging their role as the board's facilitator.

Strategic

In their **strategic leadership** role, the trust chair is responsible for:

- ensuring the whole board of directors plays a full part in developing and determining the trust's **vision, values, strategy and overall objectives** to deliver organisational purpose and sustainability, having regard to the council of governors' views
- ensuring the trust's strategy aligns with the principles guiding the NHS and the NHS values
- ensuring the board identifies the key risks the trust faces in implementing its strategy; determines its approach and attitude to **providing effective oversight** of those risks and ensures there are **prudent controls** to assist in managing risk
- holding the chief executive to account for delivering the strategy and performance.

People

In their role **shaping organisational culture**, setting the right tone and cascading this from the top, the trust chair is responsible for:

- providing visible leadership in developing a **healthy, open and transparent patient-centred 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 behaviour and decision-making
- leading and supporting a **constructive dynamic** within the board, enabling grounded debate with contributions from all directors
- 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 behaviour and ensuring the board follows this example
- ensuring that **constructive relationships based on candour, trust and mutual respect** exist between executive and non-executive directors (and for foundation trusts between elected and appointed members of the council of governors and between the board and the council)
- developing **effective working relationships** with all the board directors, particularly the chief executive, providing support, guidance and advice.
- induction programmes for new directors/governors
- ensuring **annual evaluation** of the board/council's performance, the board's committees, and the directors/governors in respect of their board/council contribution and development needs, **acting on the results** of these evaluations and supporting personal development planning
- taking account of their **own development needs** through, for example, personal reflection, peer learning and mentoring/reverse mentoring as part of the wider NHS provider chair community

In their role **developing the board's capacity and capability**, the trust chair is responsible for:

- 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; this includes:
 - regularly **reviewing the board's composition and sustainability** with the chief executive and the nominations committee
 - considering **succession planning** and remuneration for the board, including attracting and developing future talent (working with the board, council of governors and nominations and remuneration committees as appropriate)
 - considering the **suitability and diversity** of non-executive directors who are assigned as chairs and members of the board's committees, such that as far as possible they reflect the workforce and respective communities served by the board
 - where necessary, leading in seeking the removal of non-executive directors and giving counsel in the removal of executive directors
- leading on **continual director and governor development** of skills, knowledge and familiarity with the organisation and health and social care system, to enable them to carry out their role on the board/council effectively, including through:
 - developing a board that champions equality, diversity and inclusion and is genuinely connected to and assured about staff and patient experience, as demonstrated by appropriate feedback and other measures, including the Workforce Race Equality Standard (WRES); Workforce Disability Equality Standard (WDES); and Equality Delivery System (EDS).

Partnerships

In their role as an **ambassador**, leading in developing **relationships and partnership working**, the chair is responsible for:

- promoting an **understanding of the board's role**, and the role of non-executive and executive directors
- representing the organisation externally, developing and facilitating strong partnerships, and promoting **collaborative, whole-system working** through engagement with:
 - patients and the public
 - members and governors
 - all staff
 - Integrated Care System
 - key partners across public, private and voluntary sectors
 - regulators
 - other chairs in the system and the wider NHS provider chair community, including where appropriate, through:
 - integrating with other care providers

- identifying, managing and sharing risks
- ensuring decisions benefit the local population, prioritising the needs of the citizens served by the organisation at a system level
- ensuring that **effective communication with stakeholders** creates board debate encompassing diverse views, and giving sufficient time and consideration to **complex, contentious or sensitive issues**
- for foundation trusts, facilitating the council of governors' work on **member engagement**, so the governors can carry out their statutory duty to represent the interests of trust members and the general public to the trust
- for foundation trusts, ensuring that governors have the dialogue with directors they need to hold the non-executive directors (which includes the trust chair), individually and collectively to account for the board's performance.

Governance and accountability

In their role as **governance lead** for the board **and for the council of governors**, the chair is responsible for:

- making sure the board/council operates effectively and understands its own **accountability** and compliance with its approved procedures – for example, meeting statutory duties relating to annual reporting
- personally **doing the right thing**, ethically and in line with the NHS values, demonstrating this to and expecting the same behaviour from the board
- leading the board in **establishing effective and ethical decision-making processes**
- **setting an integrated board/council agenda** relevant to the trust's current operating environment and taking full account of the **important strategic issues and key risks** it faces, aligned with the annual planner for council of governors meetings, developed with the lead governor

- ensuring that the board/council receives **accurate, high quality, timely and clear information**, that the related assurance systems are fit for purpose and that there is a good flow of information between the board, its committees, the council and senior management
- ensuring board committees are properly constituted and effective
- leading the board in being accountable to governors and leading the council in holding the board to account.

In their role as **facilitator** of the board and of the council of governors, the chair is responsible for:

- providing the environment for agile debate that considers the big picture
- ensuring the board/council collectively and individually applies **sufficient challenge**, balancing the ability to seize opportunities while retaining robust and transparent decision-making
- facilitating the **effective contribution** of all members of the board/council, drawing on their individual skills, experience and knowledge and in the case of non-executive directors, their independence
- working with and supporting the **trust board secretary** in establishing and maintaining the board's annual cycle of business
- liaising with and consulting the **senior independent director**

Outcomes focus

In their role as a **catalyst for change**, the chair is responsible for:

- ensuring all board members are well briefed on **external context** – eg policy, integration, partnerships and societal trends – and this is reflected in board/council debate
- fostering a **culture of innovation and learning**, by being outward-looking, promoting and embedding innovation, technology and transformation through the board/council's business and debate

- promoting **academic excellence and research** as a means of taking health and care services forward
- ensuring performance is accurately measured against constitutional and Care Quality Commission 'well-led' standards
- ensuring performance on equality, diversity and inclusion for all patients and staff is accurately measured and progressed against national frameworks, including WRES, WDES and EDS
- above all, ensuring the board maintains an unrelenting interest in and focus on the continuous improvement and self-assessment of patient safety, experience and clinical outcomes.

STANDARD CLAUSES

Health, Safety and Security:

- All employees have a duty to report any accidents, complaints, defects in equipment, near misses and untoward incidents, following Trust procedure.
- To ensure that Health and Safety legislation is complied with at all times, including COSHH, Workplace Risk Assessment and Control of Infection.

Confidentiality

- Working within the trust you may gain knowledge of confidential matters which may include personal and medical information about patients, staff and governors. Such information must be considered strictly confidential and must not be discussed or disclosed. Failure to observe this confidentiality could lead to disciplinary action being taken against you.

Data Quality

- All employees are reminded about the importance of Data Quality and staff should make themselves aware of both departmental and corporate objectives for Data Quality.
- Data Quality forms part of the appraisal and objective setting process for staff responsible for data entry and data production; staff should ensure that they adhere to policies and procedures at all times. Failure to do so may result in disciplinary action being taken.

Codes of Conduct and Accountability

- You are expected to comply with relevant Bolton NHS Foundation Trust codes of conduct and accountability.

Infection Prevention and Control

- You must comply with all relevant policies, procedures and training on infection prevention and control.

Safeguarding Children and Vulnerable Adults

- You must comply with all relevant policies, procedures and training on safeguarding and promoting the welfare of children and vulnerable adults.

Valuing Diversity and Promoting Equality

- You must comply with all relevant policies, procedures and training on valuing diversity and promoting equality.

Training

- Managers are required to take responsibility for their own and their staff's development.
- All employees have a duty to attend all mandatory training sessions as required by the Trust.

Person Specification

Required skills, experience and attributes

Values

- A clear commitment to NHS and the trust's values and principles

Strategic

- Experience of leading and delivering against long-term vision and strategy
- Experience leading transformational change, and managing 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 by setting the right tone in a senior leadership role
- Strongly focused on the experience of all staff and patients
- Committed to and experience of championing equality, diversity and inclusion in a way that is credible at all organisational levels

Partnerships

- A desire and ability to engage with the local population and to collaborate with partners and partner organisations across the health and care system
- Experience managing conflict, finding compromise and building consensus across varied stakeholder groups with potentially conflicting priorities

Governance and accountability

- Prior board experience (any sector, executive or non-executive role)

- 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 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

Desirable experience

- Prior experience as a non-executive director (any sector)
- Prior experience on an NHS board (executive, non-executive or associate role)
- Prior senior experience of complex organisations outside the NHS, ie private, voluntary or other public sector providers of similar scale

Applications will be assessed on merit, as part of a fair and open process, from the widest possible pool of candidates. The information provided by applicants will be relied on to assess whether sufficient personal responsibility and achievement have been demonstrated in previous/other roles, to satisfy the experience being sought.

The best boards are those that reflect the workforce and communities they serve. We particularly welcome applications from women, people from local black, Asian and minority ethnic communities, and people with disabilities, who we know are all under-represented in these important roles.

How to Apply

The closing date for applications is 30 January 2023.

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 Janice Scanlan or Jenny Adrian at our recruitment partners, Hunter Healthcare by email: jadrian@hunter-healthcare.com or phone: **07939 250362**

KEY DATES:

EVENT	DATE
Application deadline	30 January 2023
Shortlisting	w/c 20 February
Interviews & Stakeholder events	28 February



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HUNTER
Executive talent for the healthcare sector

...for a **better** Bolton