



# Candidate brief for the position of Chair Great Ormond Street Hospital for Children NHS Foundation Trust

January 2023



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# Welcome to GOSH

## *A unique opportunity to impact the future of child health*

Thank you for taking the time to view this opportunity and for considering what we believe is one of the most rewarding Chair roles in the UK Health sector.

Great Ormond Street Hospital for Children NHS Foundation Trust (GOSH) is an international centre of excellence in child healthcare. GOSH is an acute specialist paediatric hospital with a mission to provide world-class care to children and young people with rare, complex and difficult-to-treat conditions. Since its formation in 1852, the hospital has been dedicated to children's healthcare and to finding new and better ways to treat childhood illnesses.

GOSH receives nearly 300,000 patient visits (inpatient admissions or outpatient appointments) every year and there are over 60 different specialist and sub-specialist paediatric health services at GOSH providing the UK's widest range of specialist health services for children on one site. More than half of our patients come from outside London and GOSH is the largest paediatric centre in the UK for services including paediatric intensive care and cardiac surgery.

World class care requires world class leadership and, as our current Chair comes to the end of their tenure, we have an exceptional opportunity to join GOSH and lead our Trust Board at one of the most challenging, yet exciting, periods in our evolution.

Our new Chair must provide clear, visible and inspirational leadership to the Board. We are looking for a candidate who will champion an open, honest and transparent culture and inspire a shared purpose and vision for delivering an excellent patient and family experience. Whether from within healthcare or beyond, you will be able to demonstrate flexible intellect, the capability to influence both internally and externally and the capacity to operate in a high profile, politically complex and multi-stakeholder landscape, working productively with the Chief Executive.

If you share our values and our passion for excellence, we would be delighted to hear from you. For more detailed conversations, please contact our advisors at Odgers Berndtson whose details are in this pack.



# GOSH – An Overview





## Research and Innovation

The UK's only academic Biomedical Research Centre (BRC) specialising in paediatrics is a collaboration between GOSH and UCL Great Ormond Street Institute of Child Health, recently renewed for a further five years. This unique partnership enables tangible clinical research from bench to bedside that has already developed a number of new clinical treatments and techniques that are used around the world. We are also a member of University College London (UCL) Partners, joining UCL with a number of other hospitals – an alliance for world-class research benefitting patients.



In partnership with six other NHS trusts, we are the lead provider for North Thames Genomics Medicine Centre, part of the national 100,000 Genomes Project.

## New Cancer Centre – A Once in a Generation Capital Programme

A new Chair will be joining GOSH as we plan to rebuild the Frontage Building and main entrance to create a Children's Cancer Centre. The bespoke clinical building will be dedicated to caring for children and young people from across the UK with rare and difficult-to-treat cancers.

Currently, our cancer wards and day care services are in different buildings in the older parts of the GOSH estate. Some of the buildings are over 30 years old, and patients undergoing chemotherapy are treated in Safari Ward in the 1930's Southwood Building.

Our new centre will include cancer wards, cancer day care, new theatres and intensive care units meaning the specialist teams needed for our patients can all work more closely together. The building will also house new imaging equipment and a specialised chemotherapy pharmacy will also be created to ensure we keep pace with world leading cancer care practice.

For more information on our plans please visit: <https://www.gosh.nhs.uk/news/our-proposals-for-a-new-cancer-facility/>



## Our Future – Above and Beyond

In September 2020, the Trust launched ABOVE AND BEYOND, our five-year strategy to advance care for children and young people with complex health needs.

In developing the strategy, the Trust considered its direction of travel as a provider of specialist and highly-specialist paediatric services and what this means for the shape of the services we provide. This helped us to define the role we will play within local, national, and international healthcare now and in 10 years' time. Our purpose is to advance care for children and young people with complex health needs.

Six clear principles will guide our planning, decision making and day to day work. Sticking to our principles gives us the best chance of achieving our purpose and delivering our priorities, while doing the things that matter most to the GOSH community.

For more information about our future strategy, please visit: <https://www.gosh.nhs.uk/about-us/our-strategy/>

This is what we see for GOSH in 2025.

### Above and beyond for CHILDREN

#### PRINCIPLE 1: Children and young people first, always

Over the coming years, GOSH will be very different to the hospital established in 1852. But while our founders would marvel at our progress and wonder at our technology, our ethos would be quite familiar.

Fulfilling the potential of children and young people has always, and will always, drive us on to achieve great things.

### Above and beyond in our CULTURE

#### PRINCIPLE 2: Always Welcoming, Helpful, Expert and One Team

GOSH will be a tolerant, inclusive, open and respectful place where staff are valued for who they are as well as what they do. Our people will enjoy their work and will live the GOSH Always Values. We will have strong, supportive teams where everyone has the freedom to learn, contribute and no one is afraid to speak up.

### Above and beyond for SAFETY AND QUALITY

#### PRINCIPLE 3: Safe, kind, effective care and an excellent patient experience

We will be world leading in clinical outcomes and service design that puts patients first. Patients and families will be confident in their care because clinical outcomes across all our services will be scrutinised, internationally benchmarked and made publicly available. Our staff will feel confident about their own safety, and that of their patients, whether they are working on site or from home.



### Above and beyond for **FINANCIAL STRENGTH**

#### PRINCIPLE 4: Stronger finances support better outcomes for more children and young people

We will be a more efficient, resourceful and resilient organisation. We will develop strong partnerships and look for opportunities to create secure and varied income streams. Through the generosity of donors, we will go over and above what is possible through the NHS – extending our reach and influence to help more children who need complex care.

### Above and beyond for the **ENVIRONMENT**

#### PRINCIPLE 5: We aren't caring for children if we don't protect the environment

Sustainable business practices will be put in place so that our people find it easier to make the right choices. Sustainability will be central to our purpose, given the widely acknowledged impact of climate change on child health across the globe. Our Sustainable Development Action Plan will underpin our commitment to planetary health, every day.

### Above and beyond in our **PARTNERSHIPS**

#### PRINCIPLE 6: Together we can do more

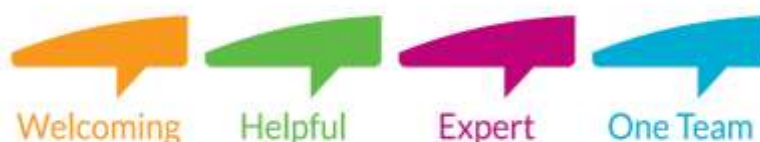
We will never work in isolation if we can better achieve our goals by working with others. We will be proactive in asking for help from policy makers and challenge barriers to progress. We will work with regional and national partners, as well as our patients and families, to design care pathways together. By partnering with academics and industry, we will make even faster progress to improve practice and more children's lives.

## Culture and Values

The Trust has developed the **Always** Values with our staff, patients and families that characterise all that we do and our behaviours with our patients and families and each other.

Our **Always** Values are that we are:

- Always Welcoming
- Always Helpful
- Always Expert
- Always One Team



These values are extremely important to us and we expect everyone who works at GOSH in any capacity, including employees, bank staff, contractors, agency staff, people who hold honorary contracts, students and volunteers to share and uphold Our **Always** Values.

Each value is underpinned by behavioural standards and employees will be expected to display these behaviours at all times.

## Diversity & Inclusion

Here at GOSH, we believe that improving lives for our patients begins with improving how we learn, work and grow as colleagues. So, we're changing. We know that we need to develop a more inclusive culture where everyone feels seen and heard. By growing an ever more diverse workforce, we'll have a greater range of perspectives and knowledge in our GOSH community, meaning that we can provide the children and young people at our hospital with even better care. At GOSH we have opportunities for our staff to engage with colleagues through the following networks: REACH (Race, Ethnicity and Cultural Heritage) ENABLED (Enhancing Abilities and Leveraging Disabilities Network), PRIDE and Women's networks.



## The GOSH Learning Academy (GLA)

Staff education and training influences every stage of the patient journey. Everyone is important and we want to develop their knowledge and skills. Be it the communication skills of the medical secretary planning a patients' stay, the administrator planning their transport home, the multi-professional team caring for them on the ward, our porters and housekeepers, our corporate and operational teams, – each member of staff needs the up-to-date knowledge, skills, and capabilities to provide our patients with exceptional care. We are exceptionally proud of our GOSH Learning Academy which provides opportunities for career development for all our staff





# Job Description

<b>Job title:</b>	Chair of Great Ormond Street Hospital for Children NHS Foundation Trust
<b>Directorate:</b>	Corporate Affairs Teams
<b>Band:</b>	Not applicable
<b>Type of contract:</b>	Three year appointment
<b>Location:</b>	Great Ormond Street Hospital for Children NHS Foundation Trust

## Main Purpose of the Job

The Chair has a unique role in leading the NHS Foundation Trust board. The role combines the duty to lead effective governance, consistent with the [Nolan principles](#) and [NHS values](#), with securing a long-term vision and strategy for the organisation.

Fundamentally, the Chair is responsible for the effective leadership of the board and the Council of Governors. They are pivotal in creating the conditions necessary for overall board and individual director effectiveness.

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 those who live in the wider system in which the organisation sits, receive the best possible care in a sustainable way.

## Main Duties and Responsibilities:

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.

### 1. Strategic

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

- ensuring the whole Trust Board plays a full part in developing and determining the Trust's **vision, values, strategy and overall objectives** to deliver organisational purpose and sustainability and 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.

## 2. People

2.1. In their role **shaping organisational culture** and setting the right tone at 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, between all 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.

2.2. 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 chairing the Trust board Nominations Committee and the Council Nominations and Remuneration 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, 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 **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:
  - 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



- developing a board that 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).

### 3. Partnerships

3.1. 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
  - 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 the Trust retains constructive and productive relationships with North Central London ICS, the GOSH Charity and UCL Great Ormond Street Institute of Child Health and the Academic Health Science Partnership
- ensuring that **effective communication with stakeholders** creates board debate encompassing diverse views, and giving sufficient time and consideration to **complex, contentious or sensitive issues**
- 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
- 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.

### 4. Professional acumen

4.1. In their role as governance lead for the board, the Chair is responsible for:

- making sure the board/council operates effectively and understands their own **accountabilities** and comply with their approved procedures – for example, meeting statutory duties relating to annual reporting
- personally **doing the right thing**, ethically and in line with the NHS values 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 (and 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.

4.2. 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 **Company Secretary** in establishing and maintaining the board's annual cycle of business
- liaising with and consulting the **senior independent director** (it is an expectation that all NHS trusts, that have not yet done so, will also seek to appoint a senior independent director in the short-medium term).

## 5. Outcomes focus

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

- ensuring all board members are well briefed on **external context** – e.g., 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.

*This job description is intended as an outline of the areas of activity and can be amended in the light of the changing needs of the service and will be reviewed as necessary in conjunction with the post-holder.*





## Other Information

Great Ormond Street Hospital for Children NHS Foundation Trust is a dynamic organisation, therefore changes in the core duties and responsibilities of this role may be required from time to time. These guidelines do not constitute a term or condition of employment.



# Person Specification

The candidate should have a strong interest in the strategic development and implementation and a grasp of the three cornerstones of GOSH's strategy:

- safe, effective patient care, experience and outcomes.
- world leading paediatric research; and
- an excellent place to work and learn.

The successful candidate must provide clear, dynamic and visible leadership to the Trust. We are looking for a candidate who will champion an open, honest, fair and transparent culture and inspire a shared purpose and vision for delivering an excellent patient and family experience. You will be able to demonstrate flexible intellect, be personally influential and a proven negotiator with the capacity to analyse and master complex information and handle differing views, working productively with the Chief Executive.

## Required Skills, Experience and Attributes

### Values

- A clear commitment to the principles of the NHS, the Nolan Principles of Public Life and the Trust's Always Values.

### Strategic

- Experience of leading and delivering against long-term vision and strategy.
- Grasp the wider political and NHS context and the scale of challenge in maintaining and improving GOSH's provision of world class paediatric healthcare to children and families.
- Experience leading transformational change, 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 through setting the right tone at the top and championing diversity at, and across, all levels.
- Strongly focused on the experience of all patients, families, and staff.
- Evidence of effective contribution as a board member to an organisation of considerable complexity and with the demonstrable capability to lead and support a constructive culture within the Trust Board in line with the Trust values.
- Exceptional communication and negotiating skills and the ability to address high profile complex and sensitive scientific and human issues in a way which represents individual and wider public feeling.
- Fully committed to issues of equality, diversity, and inclusion.



## Professional Acumen

- Substantial 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 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.
- Demonstrable commitment to sustainability and takes personal responsibility for carrying-out duties and complying with the Trust sustainability plans.
- An appreciation of constitutional and regulatory NHS standards.

## Partnerships

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

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 all protected characteristics including women, people from local black, Asian and minority ethnic communities, and people with disabilities or long-term conditions, who we know are all under-represented in these important roles.



# How to Apply

## Key Dates

**Closing date for applications: 10<sup>th</sup> March 2023**

Following a long list meeting of the Selection Panel, successful candidates will be invited to attend preliminary interviews with Odgers Berndtson **late March / Early April**.

The final interview process with Great Ormond Street Hospital for Children NHS Foundation Trust will take place **w/c 1<sup>st</sup> May 2023**.

## How to Apply

In order to apply, please submit a comprehensive CV along with a covering letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria. Please include current salary details and the names and addresses of three referees. Referees will not be approached until the final stages and not without prior permission from candidates.

The preferred method of application is online at:

[www.odgers.com/88015](http://www.odgers.com/88015)

If you are unable to apply online please email:

[88015@odgersberndtson.com](mailto:88015@odgersberndtson.com)

All applications will receive an automated response.

Any postal applications should be sent direct to Rebecca Coates, 20 Cannon Street, London, EC4M 6XD. All candidates are also requested to complete an online Diversity Monitoring Form which will be found at the end of the application process. This will assist GOSH in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Diversity Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential.

## Personal Data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and / or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.

## Fit and Proper Persons Requirement (FPPR)

The successful applicant will be subject to Occupational Health and Disclosure and Barring Service checks and is subject to the Fit and Proper Persons Requirement (FPPR). All organisations regulated by the Care Quality Commission need to ensure that successful candidates meet the Fit and Proper Persons Requirement (Regulation 5, The Health and Social Care Act 2008 (Regulated Activities) Regulations Act. This means that the care provider must not appoint a director unless:

- The individual is of good character.
- The individual has the qualifications, competence, skills, and experience which are necessary for the relevant office or position or the work for which they are employed.
- The individual is able by reason of their health, after reasonable adjustments are made, to properly perform tasks which are intrinsic to the office or position for which they are appointed or to the work for which they are employed.
- The individual has not been responsible for, been privy to, contributed to or facilitated any serious misconduct or mismanagement (whether lawful or not) in the course of carrying on a regulated activity or providing





a service elsewhere which, if provided in England, would be a regulated activity; and

- None of the grounds of unfitness specified in Part 1 of Schedule 4 apply to the individual (e.g., bankruptcy, sequestration, and insolvency, appearing on barred lists and being prohibited from holding directorships under other laws).
- Good character is measured by the criteria set out in Part 2 of Schedule 4 of the Regulations.
- Whether the person has been convicted in the UK of any offence or been convicted elsewhere of any offence which if committed in any part of the UK would constitute an offence; and

Whether a person has been erased, removed, or struck off a register maintained by a regulator of a health or social work professional body.

## Contact Details

For a conversation in confidence, please contact:

**Rebecca Coates**  
[rebecca.coates@odgersberndtson.com](mailto:rebecca.coates@odgersberndtson.com)

We are committed to ensuring everyone can access our website and application processes. This includes people with sight loss, hearing, mobility and cognitive impairments. Should you require access to these documents in alternative formats, please contact [88015@odgersberndtson.com](mailto:88015@odgersberndtson.com).

Also, if you have any comments and/or suggestions about improving access to our application processes please don't hesitate to contact us [response.manager@odgersberndtson.com](mailto:response.manager@odgersberndtson.com).





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