

# Chair

## Candidate information pack

December 2023



# Welcome

## Hello and thank you for your interest in the role of Chair.

Are you the person to lead Oxleas as we build on our current successes? As the HSJ Trust of the Year and a Sunday Times best place to work, we have made great progress putting our 2021-24 strategy into action. We are now looking for a new Chair to lead the organisation into the next phase of our strategy to make Oxleas an even better place to receive care and work and to be an influential organisation in the wider health and social care system.



We are looking for an outstanding individual to lead our inclusive Board and to work with colleagues to ensure that our values are reflected in all that we do. We believe we can play a significant role in improving the health and wellbeing of the communities we serve and we would like you to bring your experience and expertise to help us achieve this.

We are particularly keen to consider candidates who have an affinity with the communities we serve and who can bring experience of building successful alliances and strong relationships with a broad range of partners.

There is a full person specification on p10 of this pack that tells you more about the sort of person we think we need, but we recognise that people can sometimes be put off applying for a job unless they think they match every requirement.

Don't let that hold you back. If you are excited about the role, think you can offer a great range of skills and that you reflect our values, but are not sure if you are quite who we are looking for, please do get in touch.

We are an inclusive employer and welcome applicants from all backgrounds to ensure that our Board reflects the diversity of our communities and encourages diversity of thought.

We are particularly proud of our focus on improving lives by working with people receiving care across the breadth of our organisation. We are keen to develop this further with open and honest decision making that is inclusive and thoughtful.

If you would like to have an initial conversation, please call or email our recruitment partners Jenny Adrian and Rhiannon Smith, at Hunter Healthcare on: 07939 250362 or [jadrian@hunter-healthcare.com](mailto:jadrian@hunter-healthcare.com)

We look forward to hearing from you.

### **Sue Sauter**

Lead Governor

Oxleas NHS Foundation Trust

*Improving lives*

# Background

**Oxleas NHS Foundation Trust offers a wide range of healthcare services to people living in south east London, parts of Kent and in prisons in south west England.** This includes community health care such as district nursing, care for people with learning disabilities and mental health care such as psychiatry, nursing and therapies.

The organisation has a strong reputation for excellence, innovation and partnership working and during 2023 was named as Health Service Journal Trust of the Year and was included in the Sunday Times' Top 10 Best Places to Work for large organisations and the top for employees with a disability. It has an annual turnover of circa £450m and is now developing the next stage of its strategy for 2024 onwards.

Oxleas NHS Foundation Trust has been the main provider of specialist mental health care and adult learning disability services in Bexley, Bromley and Greenwich for more than 20 years, and has developed a comprehensive portfolio of services in community and hospital settings.

It has a strong history of working with the people who use its services to improve care and promotes co-production across the organisation. Its focus on partnership working has led to the creation of several ground-breaking partnerships and, as part of the South London Mental Health and Community Partnership, Oxleas has led the way in developing effective provider collaboratives.

The Trust also provides forensic mental health care across south east London and a range of physical and mental healthcare to prisons across Kent, south London and South West England. It is the leading NHS provider of healthcare services in prisons.





The Trust provides a range of physical health services to adults and children in the community in the boroughs of Bexley and Greenwich. Oxleas NHS Foundation Trust provides care for people of all ages, and works closely with a variety of partners to ensure that services are well-integrated and wide-ranging. The organisation has a workforce of around 4,500 people, including many highly skilled health care professionals, operating from numerous sites in a variety of locations.

Oxleas has worked hard to develop an organisational culture focused on the delivery of excellent care, valuing people and placing the needs of patients at the centre of decision making. A key focus has been the Building A Fairer Oxleas programme which has received national acclaim and the Trust is proud of its strong staff networks and the diversity of its leadership.

## History of the Trust

The organisation was formed in 1994 as Bexley Community Trust, and over the years has grown to become more specialised and widespread. It has been providing mental health and adult learning disability services in both Bexley and Greenwich since 1995 and, in 1997, it took over mental health services in Bromley. It took the name Oxleas NHS Trust in 1995, after the ancient Oxleas Woods which borders Bexley and Greenwich, and these woods continue to be a central point to the area in which the Trust provides care.

In 2001, the Trust began providing child and adolescent mental health services across all three boroughs. Its specialist forensic mental health services provision has also grown, and the organisation now provides a range of healthcare services in Kent and south London prisons.

It became a foundation trust in May 2006, following several years as a high performing NHS trust. It was one of the first trusts providing mental health services in the country to benefit from the greater local accountability and financial freedom offered by foundation trust status.

In 2007, it began providing adult learning disability services in Bromley, which means that it is now the main provider of mental health and learning disability services across the boroughs of Bexley, Bromley and Greenwich. In July 2010, Bexley's Community Health Services transferred to the Trust. The following year, Greenwich's Community Health Services also joined. This means that about a third of its staff now provide physical health services to adults and children in the community. These services range from school nurses working with the very young, to district nurses and therapists meeting the physical health needs of older people. In October 2013, Queen Mary's Hospital, Sidcup was transferred to Oxleas and this has become a vibrant hub for local health services to the community.

Over recent years, Oxleas has made great strides developing creative partnerships to provide better care for local people. It works closely with a wide range of partners including voluntary, commercial and public sector organisations.

Oxleas is a key member of the South East London Integrated Care System and has also established highly successful provider collaboratives with south London mental health trusts to improve specialist forensic and children's mental health care services. It has developed Bexley Care bringing together staff from Bexley Council and Oxleas and works with several healthcare providers to run Queen Mary's Hospital, Sidcup.

# Our Strategy 2021-24

Starting in November 2019, Oxleas has undertaken an extensive consultation process to learn what is most important to patients, carers, staff and partners. The outcome of these discussions has been the development of the Trust's three-year strategy.

The three big priorities for the strategy are:

- Achieving zero delays
- Delivering great out-of-hospital care
- Making Oxleas a great place to work

## Corporate Structure

The organisation is updating its structure to manage teams along service lines. From October 2021, it has had the following clinical directorates:

- Adult Acute and Crisis Mental Health
- Adult Community Mental Health
- Adult Community Physical Health
- Adult Learning Disabilities
- Children and Young People's
- Forensic and Prisons

## Care Quality Commission

The Care Quality Commission has given Oxleas an overall Trust rating of good. The latest ratings dashboard for Oxleas services is:

Domain area	Rating
Safe	Good •
Effective	Good •
Caring	Good •
Responsible	Good •
Well-led	Good •

For more information on the Trust, please visit the Trust website [www.oxleas.nhs.uk](http://www.oxleas.nhs.uk)

## Our Values

Oxleas' purpose is to improve lives by providing the best possible care to our patients and their families. Our values are: **we're kind; we're fair; we listen; we care.**



# Our Strategy 2021-24

## Our purpose:

Our purpose is to improve lives by providing the best possible care to our patients and their families.

# Improving lives



## Our values:

we're **kind**      we're **fair**  
we **listen**      we **care**

### Our strategy is based on:

- Feedback from staff, service users, carers and partner organisations
- The health needs of local people
- The aims of the south east London Integrated Care System
- Our learning from the Covid-19 pandemic



**Achieving  
zero  
delays**



**Delivering  
great  
out-of-hospital  
care**



**Making Oxleas  
a great  
place to work**

## Our building blocks for change:

- 1 Delivering quality management
- 2 Bolstering our service user, patient, carer involvement and co-production
- 3 Creating a safety and learning culture
- 4 Increasing our focus on service inequalities
- 5 Effective partnership working
- 6 Reducing violence, aggression and abuse against our staff
- 7 Increasing digital and remote service delivery
- 8 Making best use of our resources

We will be involving **staff, service users, carers and partners** in our plans to take these workstreams forward. We will report on developments and outcomes through our **website** and **The Ox**.

# Job Description

<b>Job Title:</b>	Chair
<b>Location:</b>	Pinewood House
<b>Accountable to:</b>	Council of Governors
<b>Remuneration:</b>	£51,400pa (2-3 days per week)
<b>Terms:</b>	The Chair is appointed for an initial period of three years, subject to satisfactory appraisal. The appointment may be renewed, subject to the approval of the Council of Governors. The maximum term of office is three three-year periods
<b>Start date:</b>	From 1 April 2024

## ROLE SUMMARY

The Chair is responsible for effective leadership of the Trust Board and the Council of Governors and is accountable to the Council of Governors. 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.

Central to the Chair's role are five key responsibilities:

### 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 the organisational purpose and sustainability and that views of the Council of Governors are taken into account
- 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 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 and Council of Governors, enabling grounded debate with contributions from all
- 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
- developing effective working relationships with governors and all the Board directors, particularly the chief executive, providing support, guidance and advice



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 for the Board, including attracting and developing future talent
  - 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, in conjunction with the Council of Governors seeking the removal of non-executive directors and giving counsel in the removal of executive directors
- leading on continual director 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 effectively, including through:
  - induction programmes for new directors
  - ensuring annual evaluation of the Board performance, the Board's committees, and the directors in respect of their Board 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; Workforce Disability Equality Standard; and Equality Delivery System.

## Partnerships

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

- promoting an understanding of the role of the Board of Directors and Council of Governors, and the role of non-executive and executive directors and governors
- representing the organisation externally, developing and facilitating strong partnerships, and promoting collaborative, whole-system working through engagement with:
  - patients and the public
  - all staff
  - key partners across public, private and voluntary sectors, including those relating to prison services
  - 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.

## Professional acumen

In their role as governance lead for the Board, the Chair is responsible for:

- making sure the Board and Council of Governors 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 and Trust 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 agenda relevant to the Trust's current operating environment and taking full account of the important strategic issues and key risks it faces



- ensuring that the Board 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

In their role as facilitator of the Board, the Chair is responsible for:

- providing the environment for agile debate that considers the big picture
- ensuring the Board 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, 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 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 – for example policy, integration, partnerships and societal trends – and this is reflected in Board debate
- fostering a culture of innovation and learning, by being outward-looking, promoting and embedding innovation, technology and transformation
- 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 equality frameworks
- 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



# Person Specification

## Background and Experience

- An understanding of the communities served by Oxleas including challenges and strengths within those communities and health inequalities
- An understanding of the NHS and the health and social care sector with a strong desire to engage with stakeholders to achieve the best sustainable outcomes for all patients and service users
- Experience of leading a complex and large organisation and working with colleagues to develop and implement successful organisational strategies
- Experience of being part of a Board (ideally in a non-executive capacity) that has run and developed a successful organisation
- Experience of building positive alliances and collaborative working relationships with a complex range of stakeholders, both across an organisation and externally
- Understanding and experience of creating a positive culture within complex organisations that delivers high, innovative and sustained performance
- Commercially astute with experience of the overview of complex resourcing issues, particularly with a view to achieving value for money and understanding financial performance
- Evidence of exercising independence of judgement, understanding of risk identification and effective risk management
- Experience of holding senior management teams to account and, in turn, accustomed to a high level of accountability and probity

## Skills and Abilities

- Excellent engagement and communication skills with a wide range of audiences: staff, patients and carers, public, partners, media and other stakeholders
- Politically astute, able to grasp relevant issues and understand the relationships between interested parties
- Ability to understand and facilitate good corporate governance and chair meetings successfully to maximise participation and effectiveness

- Ability to demonstrate an appreciation of service user issues, maintain a balanced perspective across the organisation and support involvement
- Strong interpersonal and influencing skills.

## Personal Attributes

- Demonstrable commitment to the values that Oxleas represents, and to those of the NHS and public service
- Passion for good healthcare and improving health outcomes of patients and local communities
- Valuing people, prepared to provide leadership to an organisation that values its staff and focuses strongly on engagement and development
- Impartial, fair and objective
- Able to engender respect from others and ensure board member and governor views are listened to and considered. A good listener and disciplined speaker, able to weigh up arguments and summarise for others.
- Effective team member
- Intellectual calibre to grasp complexity
- Able to demonstrate a high level of commitment to patients, carers, service users and the community

As an NHS leader, you will be expected to meet high standards of personal integrity and conduct and professional capability. We will therefore be following the Fit and Proper Persons Test Framework during this recruitment process. This will include assessment against the new NHS Leadership Competency Framework. When published, this is expected to cover:

- Setting strategy and delivering long term transformation
- Leading for equality
- Driving high quality, sustainable outcomes
- Providing robust governance and assurance
- Creating a compassionate and inclusive culture
- Building trusted relationships with partners and communities.



# How to apply

The closing date for applications is **18 January 2024**. Applications should include:

- A covering letter explaining why the appointment interests you, how you meet the appointment criteria and what you specifically would bring to the post
- A Curriculum Vitae (CV) with education and professional qualifications and full employment history. Please include daytime and evening telephone contact numbers and e-mail addresses. The CV should include names and contact details of three referees. References will not be taken without your permission
- A completed **Equal Opportunities Monitoring Form** and **Fit and Proper Person Monitoring Form**. Please note that the information you provide will be treated as confidential, and is for monitoring purposes only. It will not form part of the application process

All applications should be sent to:  
**[applications@hunter-healthcare.com](mailto:applications@hunter-healthcare.com)**.

All applications will be acknowledged.

## Further Information

Applicants will need to be members of Oxleas NHS Foundation Trust. Membership is free. You can be a member if:

- you live in England; or
- have used Oxleas services; or
- have cared for someone who has used Oxleas services within the last five years

If you are not already a member, you can join by completing the online form accessible through **[this link](#)**.

If you have any queries about membership, please contact the membership team on **[oxl-tr.foundationtrust@nhs.net](mailto:oxl-tr.foundationtrust@nhs.net)**

For an informal conversation about the post, please contact Rhiannon Smith or Jenny Adrian at our recruitment partners, Hunter Healthcare by email: **[jadrian@hunter-healthcare.com](mailto:jadrian@hunter-healthcare.com)** or phone: 07939 250362

## KEY DATES:

<b>Application closing date</b>	<b>18 January 2024</b>
<b>Longlisting</b>	<b>25 January 2024</b>
<b>Shortlisting</b>	<b>5 February 2024</b>
<b>Interview panel</b>	<b>w/c 4 March 2024</b>



**NHS**

**Oxleas**

**NHS Foundation Trust**



*Improving lives*

we're **kind** we're **fair** we **listen** we **care**



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