



Best Care
Healthy Communities

NHS

**Birmingham
Community Healthcare**
NHS Foundation Trust



Non-Executive Director

Candidate briefing pack

December 2024

Welcome from the Chair

Thank you for your interest in becoming a non-executive director for Birmingham Community Healthcare NHS Foundation Trust (BCHC).



Our BCHC team deliver nearly two million patient interactions per year, with high levels of patient satisfaction recorded – all enabled by our outstanding teams of clinical and non clinical colleagues.

As a Specialist Community Trust, we are a diverse organisation delivering a wide range of services for diverse communities, including many of the most vulnerable in our society.

Our services are needed by more and more people, and at the same time we face increasing pressure on finance and workforce. We are not alone in this, of course, with the same pressures being felt by all health and social care organisations, both locally and nationally.

To help us adapt to these challenges our teams are continuously looking for new approaches and new initiatives to help cope with changing demands.

One of the greatest challenges we face, and one in which we can have real impact, is that of addressing health inequalities. The differences in health outcomes and in access to services which people and communities experience are stark.

We are determined to do all we can to address these inequalities and to promote health equity. For this reason we have established 'promoting equity' as a 'golden thread', running through each of our strategic objectives and ensuring it is a clear consideration in all that we do. Improving health equity for individuals and the communities we serve is a driving motivation in our strategy for the years ahead.

We must do all we can to reduce the disparity in access to services and in health outcomes across our city, to improve the health of our communities.

A greater focus on the integration of services and community-focused services can, I believe, help provide solutions to some of these challenges. I am very proud to say that BCHC is leading the development of the Birmingham and Solihull Community Care Collaborative, which includes NHS partners, local authorities, and the community, faith and social enterprise (VCFSE) sectors. Our work within the Community Care Collaborative and Integrated Neighbourhood Teams is really taking integration forward, and is already being seen as an exemplar by national organisations and others across the country.

We are now looking to recruit two new non-executive directors to our Board.

We are particularly interested in hearing from candidates from a clinical background, possibly AHP professionals, and also those who have held a senior role in local government, the voluntary sector or academia.

I look forward to working together into the future as we continue in pursuit of our vision of "Best Care, Healthy Communities".

For an informal conversation about the role, please contact our recruitment partner, James McLeod on 07842 424530 or by email jmcleod@hunter-healthcare.com.

We look forward to hearing from you.

Professor David Sallah
Chair
Birmingham Community Healthcare
NHS Foundation Trust

About us

Birmingham Community Healthcare NHS Foundation Trust – known as BCHC – and its 5,000 staff are dedicated to delivering the best care they can to those using our services, and to helping build healthy communities.

The team deliver more than 100 different NHS services for people of all ages – from birth through childhood and adult life to older years.

BCHC provides core community health services for the 1.1 million people of Birmingham and also a range of specialist rehabilitation and dental services for the 6.5 million people across the wider West Midlands region.

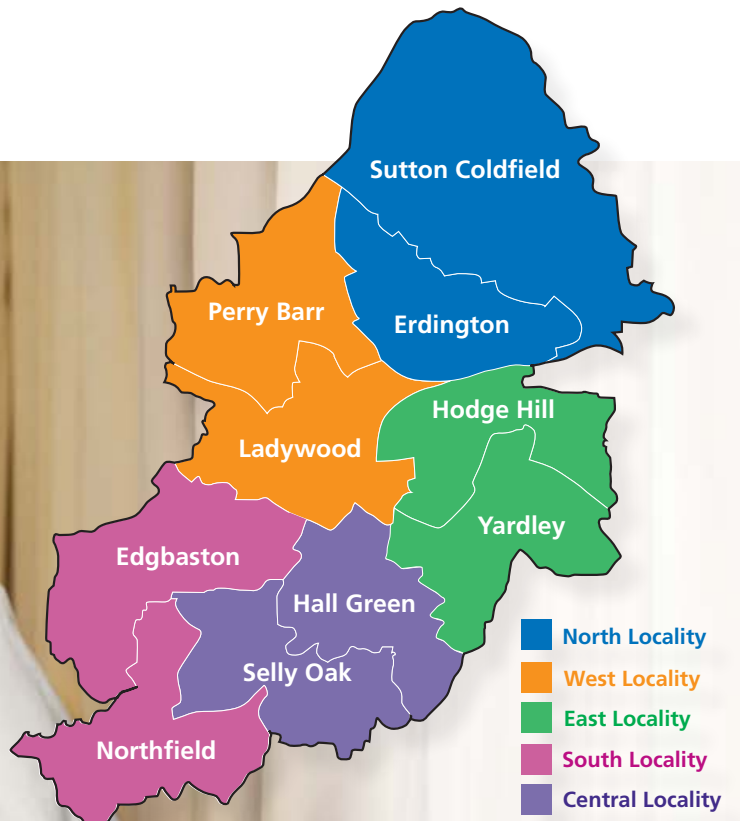
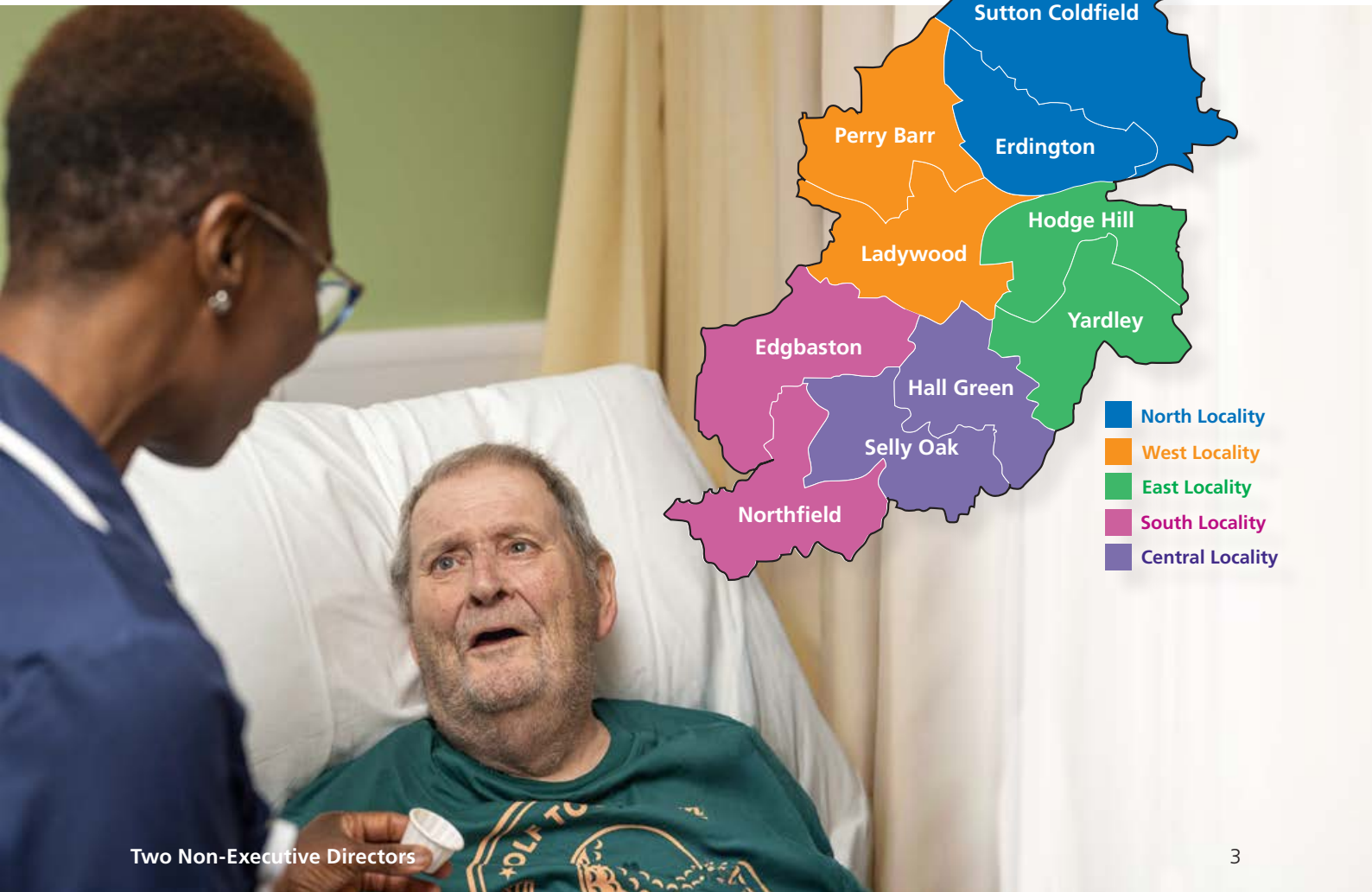
BCHC colleagues are focused on delivering safe, high quality care, working across a range of locations including people’s own homes, community clinics and hospital settings.

BCHC actively works in an integrated style with a range of partner organisations across health and social care, and promotes equitable access for all to NHS services.

BCHC is committed to addressing health and employment inequalities, which is why in 2023-2024 the Trust made a commitment to the Armed Forces Community by embarking on a journey to achieve Veteran Covenant Healthcare Alliance (VCHA) Veteran Aware accreditation.

For further information and reading about the Trust, please follow the links below or visit the Trust [website](#).

- [Annual Report](#)
- [Equality Annual Workforce Report](#)
- [Special Educational Needs and Disability \(SEND\)](#)



Our Integrated Care System

We continue to play an active role in the work of the Integrated Care System (ICS) including the through the two Place Committees and the two provider collaboratives in which we are involved – the **Birmingham and Solihull Community Care Collaborative** which we lead and the Mental Health Provider Collaborative in which we are a partner for our adult Learning Disability services.

BCHC leads the Community Care Collaborative on behalf of the ICS and the Collaborative partners have been working together over the last 18 months towards our aim which is ‘to deliver integrated care in neighbourhoods and localities that helps people to stay as healthy as possible in their own homes and communities’.

The Collaborative has been working to support the shift to move more care from hospitals to communities, through:

- Integrated Neighbourhood Teams: we have developed a model, piloted INTs across the system and have early evaluation of their effectiveness prior to a wider roll out
- Developing an integrated locality-based Intermediate Care Model which supports people to return to or remain in their own homes
- Supporting improvement and integration in the management of long term conditions
- Supporting the development of primary care, including through improved interfaces.



Vision and values

BCHC has a vision, values and strategy to set out what matters most to us as a specialist provider of community healthcare and to equip us to meet the needs of all the communities we serve.

Our Vision

Our vision can be summed up as 'Best Care: Healthy Communities'. BCHC exists to provide the best care possible to support the people who use our services, many of whom are among the most vulnerable in our society, to live well in healthy communities. This vision is directly linked to the Birmingham and Solihull Integrated Care Board's ten-year strategy.

This vision is rooted in the communities we serve and in approach to service delivery based on Birmingham's five localities of approximately 250,000 people and neighbourhoods of approximately 50,000 people.

It commits us to working closely with our local partners to do this successfully.

It also recognises the importance of the services we deliver on a Black Country and wider regional footprint to the future success of the Trust.

Our Values

Our five values – developed through very extensive engagement in 2018 and re-affirmed in 2022 – underpin our approach to how we will make our vision a reality, shaping how we work as colleagues and how we deliver care in our communities.

We have also worked with our colleagues to establish our shared values – those values that will guide all our actions and underpin our behaviours as we seek to deliver our vision.

The values that our colleagues have together chosen are:

- caring
- open
- respectful
- responsible
- inclusive



Our Strategic Objectives

Our **strategic objectives** set our direction of travel up to 2028 in achieving our vision. The three strategic objectives are:

- Delivering safe, high quality care
- Creating a Great Place to Work
- Providing integrated care

Central to achieving these strategic objectives is promoting equity. We believe that everyone should have equity in opportunities to access and have a positive experience of care and to achieve good health outcomes, regardless of their socio-economic background or protected characteristics. As a Trust, we are committed to becoming an actively anti-racist organisation.

We will work with partners to take a system-wide approach, to reduce inequalities in everything that we do. Equity of opportunity also includes the people who work at BCHC, ensuring that everyone is able to reach their full potential, with no barriers to their career progression.

By fulfilling our strategic objectives, guided by our values, we can achieve our vision.

The key elements of building our culture and new ways of working are:

- **Empowering and Autonomous:** there will be greater local autonomy in decision-making, with clear accountability for delivery, and simplified appropriate governance processes
- **Engaging:** there will be authentic engagement and meaningful two-way communication with colleagues, services users and communities
- **Partners:** we will work increasingly in multi-disciplinary and multi-organisational teams
- **Innovative:** we will be agile, innovative and creative in the way we work together and with our partners



The role

Accountable to:	The Council of Governors, through the Chair
Remuneration:	£13,000 p.a.
Days:	2-3 days per month
Length of appointment:	3 years (with potential for further reappointment)

Job Purpose

Non-executive directors are members of the Board of Directors (“the Board”) and as part of a Unitary Board they carry equal responsibility to that of the executive directors for the success of the Trust. They are responsible for providing appropriate oversight, governance and leadership to the Trust in the pursuit of its strategies, to provide effective and high quality healthcare services.

Non-executive directors should scrutinise the performance of management in meeting agreed goals and objectives and monitor the Trust’s performance, providing support and advice where required. They should satisfy themselves

as to the integrity of financial, clinical and other information, and that financial and clinical quality controls and systems of risk management are robust. They are responsible for determining the appropriate levels of remuneration of executive directors and have a prime role in appointing and, where necessary, removing executive directors, and in succession planning.

As members of the Board, non-executive directors must commit to working to, and encouraging within the Trust, the highest standards of probity, integrity and governance and ensure that these conform to best practice and statutory requirements.



Main Duties

Strategy

- Take individual and collective responsibility for the overall strategic direction, success and viability of the Trust
- Bring independent judgement and experience to the Board based on the expertise defined in the role specification and apply this to the benefit of the Trust
- Contribute positively to debate regarding the strategic development of the Trust and any other material and significant issues facing the organisation through the use of constructive challenge and the provision of support to Board colleagues
- Influence and help the executive directors develop proposals on strategies and long term healthcare plans for the community
- Provide advice and support on issues of strategy and establish clear objectives to deliver these and regularly review performance against them
- Hold the Chief Executive and the executive directors to account for the effective management and delivery of the Trust's strategic aims and objectives
- Ensure that the decisions taken by the Board of Directors are effectively implemented by the Chief Executive and senior management team
- Contribute positively and through their work as a non-executive director support the long term sustainability of the Trust
- Provide vision to the Trust to capitalise on the freedoms it enjoys as a result of its Foundation Trust status
- Support the Chair in building and maintaining close relations between the Foundation Trust's partners and stakeholder groups to promote the effective operation of the Trust's activities
- Support the Board in improving the performance of the Trust by ensuring that challenging performance targets are set, and that performance is monitored against these

Compliance

- Ensure that the Trust complies with all statutory and regulatory requirements, including ensuring compliance with the Terms of Licence and Constitution
- Maintain mandatory services and retain protected property as defined in the Terms of Licence
- Ensure that financial viability is maintained and report on financial affairs in accordance with the requirements set out by the Department of Health and the Independent Regulator Foundation Trusts (NHS Improvement)
- Ensure that financial controls and systems of risk management are robust and that the Board is kept fully informed through timely and relevant information
- Ensure the best use of financial and other resources in order to maximise effective treatment to patients and service users
- Support the Chair in the appointment of the Chief Executive and other executive directors and senior staff, as appropriate
- With the assistance of the Chief Governance Officer, promote the highest standards of corporate and clinical governance in compliance with the NHS Foundation Trust Code of Governance and other regulatory requirements and best practice, where appropriate
- Uphold the values, vision and strategic objectives of the Trust by example, and ensure that the Trust promotes equality of opportunity, diversity and human rights in the treatment for all its patients, staff and other stakeholders
- Ensure the Trust meets its commitment to patients, targets and Key Performance Indicators for treatment
- Ensure appropriate mechanisms are in place to provide assurance to the Board in relation to infection control standards

Board Activities

- Participate fully and collaboratively in the work of the Board, taking responsibility for building constructive relationships with fellow Board members
- In addition to Board meetings, attend and chair Board committee meetings and other meetings of the main Board, as allocated by the Trust Chair.
- Participate fully in Board induction and any training that is provided for Board members
- Participate fully in the individual appraisal process and any Board performance appraisal as determined by the Chair and undertake any training or development activity identified as a result
- Assist and support the Senior Independent Director with the annual performance evaluation of the Chair, in line with the process agreed by the Council of Governors and report back to the Council of Governors
- Support the Chair in ensuring effective working relationships between the Board and the Council of Governors and have due regard of the opinions of the governors
- Act as a trustee of the Birmingham Community Healthcare NHS Foundation Trust General Charity and take collective responsibility for the proper management of Charitable Funds

Vision and Values

- Participate fully in setting the Trust's vision, values and standards, acting at all times in accordance with these, and taking individual and collective responsibility for disseminating the corporate message
- Uphold the highest standards of integrity and probity, adhering to the 'Seven Principles of Public Life' and the Board Code of Conduct as a member of a corporate body

- Safeguard the good name and reputation of the Trust, and act as an ambassador
- Ensure that the Trust meets its obligations to stakeholders and the wider community and that they are understood and balanced in a fair manner at all times
- Ensure that the Trust, as part of the wider integrated care system, tackles inequalities by empowering our communities: not just by listening to our communities and patients but ensuring that the whole system is designed and governed to support changes and improvements that are important to them

Competencies and Behaviours

- Patient and community focus – a high level of commitment to patients, carers and the community, in line with the underpinning values and ethos of the NHS Constitution and to tackling health inequalities in disadvantaged groups
- Strategic direction – the ability to think and plan ahead, to develop a clear vision and to enthuse others, balancing needs and constraints
- Holding to account – the willingness to accept accountability for Board performance, and probe and challenge constructively
- Effective influencing and communication – a high level of ability to gain support and influence, political acumen
- Team working – be committed to working as a team member
- Self-belief and drive – the motivation to improve Trust performance and confidence to take on challenges
- Intellectual flexibility – the ability to think clearly and creatively, make sense of complexity and clarify it for other people
- Application of standards of public life – uphold the highest standards of conduct set out in **The Seven Principles of Public Life**

Person Specification

AM = Assessment Method: A = Application Form; I = Interview

AM

ELIGIBILITY:	
ESSENTIAL	
<ul style="list-style-type: none"> Must be eligible to be a member of the Foundation Trust (FT), as detailed in provision 24 of the Trust Constitution 	A
<ul style="list-style-type: none"> Must satisfy Provision 301 in relation to the 'Fit and Proper Person' requirements of the Care Quality Commission and the Trust's FT licence 	A
<ul style="list-style-type: none"> Able to dedicate sufficient time and commitment to fulfil the role including preparation for meetings 	A/I
COMMENTS	
<ul style="list-style-type: none"> A self-declaration in this regard will be required as part of pre-appointment checks 	
EXPERIENCE:	
ESSENTIAL	
<ul style="list-style-type: none"> Considerable skills and experience in one of the following areas: <ul style="list-style-type: none"> A clinical background, possibly an Allied Health Professional (AHP) Local authority, the voluntary sector or academia 	A/I
<ul style="list-style-type: none"> Significant senior level experience in a complex environment 	A/I
<ul style="list-style-type: none"> Operating at a strategic level 	A/I
<ul style="list-style-type: none"> Chairing committee meetings 	A/I
DESIRABLE	
<ul style="list-style-type: none"> Board level working experience 	A/I
<ul style="list-style-type: none"> Strong risk management and governance experience 	A/I
<ul style="list-style-type: none"> Experience of partnership working 	A/I
SKILLS:	
<ul style="list-style-type: none"> Competent to operate at Board level in a complex, multi-faceted and changing organisation 	A/I
<ul style="list-style-type: none"> Competent to work collaboratively as a member of a Unitary Board including the ability to challenge colleagues constructively and in a supportive manner 	I
<ul style="list-style-type: none"> Ability to set and influence strategic direction 	I
<ul style="list-style-type: none"> Ability to understand complex strategic issues, analyse and resolve difficult problems 	A/I
<ul style="list-style-type: none"> Ability to think and plan ahead, to develop clear vision and enthuse others, balancing needs and constraints 	A/I
<ul style="list-style-type: none"> Proven leadership skills 	A/I
<ul style="list-style-type: none"> Highly developed interpersonal and communication skills 	A/I
<ul style="list-style-type: none"> Sound, independent judgement, common sense and diplomacy 	A/I
<ul style="list-style-type: none"> Political acumen, with the ability to grasp relevant issues and understand the inter-relationships between interested parties 	A/I

KNOWLEDGE:	
ESSENTIAL	
<ul style="list-style-type: none"> Knowledge and understanding of the legal duties, liabilities and responsibilities of non-executive directors as outlined in the National Health Service Act 2006 	I
DESIRABLE	
<ul style="list-style-type: none"> A working knowledge and understanding of the NHS and the complex healthcare agenda would be advantageous Knowledge and understanding of healthcare issues at a local, regional and national level Knowledge and understanding of the direction of travel within the local and regional health economy, its structure and the roles of key players Appreciate and have an understanding of the health needs of the population served by the Trust 	I I I I
PERSONAL QUALITIES:	
<ul style="list-style-type: none"> A high level of commitment to patients, carers and the community, in line with the underpinning values and ethos of the NHS Constitution and to tackling health inequalities in disadvantaged groups A willingness to accept accountability for Board performance, and probe and challenge constructively Be committed to working as a team member Be motivated to improve Trust performance and confidence to take on challenges Uphold the highest standards of conduct set out in "The Seven Principles of Public Life" 	A/I A/I A/I I A/I

Eligibility Criteria

A person may be appointed as a non-executive director of BCHC only if they are a member of the Public Constituency.

Public Constituency areas are:

- South Birmingham
- Central and West Birmingham
- Birmingham North and East
- West Midlands Region

Read our Constitution [here](#).

How to apply

The closing date for applications is **23:59 on Sunday 12 January 2025**.

Applications should be made by submitting a full and up to date CV, with a covering letter of approximately two sides of A4.

Along with your application, please include:

- Contact details for referees, to cover the last six years (who will not be contacted without your permission)
- A contact email address and telephone no.
- 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 Hunter Healthcare:

- James McLeod on 07842 424530; or email jmcleod@hunter-healthcare.com
- Sam Cresswell on 07562650935; or email scresswell@hunter-healthcare.com

KEY DATES:

Application deadline	Sunday 12 January 2025
Longlisting	Tuesday 21 January
Shortlisting	Tuesday 4 February
Interviews	Thursday 27/Friday 28 February





Best Care
Healthy Communities

NHS

Birmingham Community Healthcare

NHS Foundation Trust



Floor 2, Berkshire House
168-173 High Holborn, London WC1V 7AA

T: 020 7935 4570
E: enquiries@hunter-healthcare.com