



BSW
HOSPITALS GROUP



Joint Chair

Candidate Information Pack

October 2025

HH Hunter
Healthcare

Welcome

Thank you for your interest in the role of Chair. This is an opportunity to lead a developing organisation that will play a vital role in delivering high-quality healthcare services and improving outcomes for the communities we serve.

As Chair, you will provide strategic leadership to the Board, ensuring it operates with the highest standards of governance, integrity, and effectiveness. Working closely with our Chief Executive and wider leadership team, you will optimise the benefits of our new ways of working. You will be a champion of Improving Together and help shape the Group's long-term strategy, delivering against the NHS 10 year plan in a manner which is first and foremost People centred, exemplifying "Where You Matter" for all our stakeholders.

We are seeking an individual with a strong track record of leadership, and a deep commitment to the values of the NHS. Your ability to influence, build relationships, and foster a culture of openness and accountability will be key to our continued success.

This is a pivotal moment for the NHS in England, with ever increasing demand, growing complexity, and a renewed focus on community-based care, integration, and equity. If you are passionate about making a lasting difference and guiding an organisation through change with compassion and clarity, we would be delighted to hear from you.

We look forward to your application and the potential to welcome you to our team.

If you would like to have a confidential conversation, please contact our recruitment partners, Jenny Adrian at Hunter Healthcare on 07939 250362 or by email at jadrian@hunter-healthcare.com or Lauren Viroth by email at lviroth@hunter-healthcare.com.

**Chief Executive Officer and Lead Governors
of BSW Hospitals Group**



About the Trusts



Great Western Hospitals NHS Foundation Trust

GWH provides services in Swindon and the surrounding area to a catchment population of 230,000. The Trust provides emergency care, elective surgery, paediatric, maternity, outpatients and diagnostics, care of children and young people and end of life care. The Trust opened a new Emergency Department and Children's Emergency Unit in 2024 and now receives 130,000 emergency and urgent attendances per year. With a turnover of £511m, GWH has 5,300 staff who deliver over 50 different clinical services.



Royal United Hospitals Bath NHS Foundation Trust

RUH provides a range of services for a catchment area of 500,000 people, as well as specialist services for rheumatology, chronic pain and chronic fatigue via the Royal National Hospital for Rheumatic Diseases. The Trust provides a service for emergency and unplanned specialist care, planned surgical medical and diagnostic services for adults and children. In 2021, RUH acquired the independent Sulis Hospital, using this as additional capacity for the NHS in the BSW and South West Region as well as for private patients. The Trust also recently opened the new Dyson Cancer Centre in September 2024. With a turnover of £550m, RUH has 5,700 staff members who deliver over 50 different clinical services.



Salisbury NHS Foundation Trust

SFT serves around 270,000 people in Wiltshire as well as neighbouring Dorset and Hampshire. The Trust delivers a range of clinical care including emergency and elective inpatient services, day case services, outpatient services and diagnostic and therapeutic services. Its specialist rehabilitation, plastics and burns service supports more than three million people and its specialist spinal treatment centre serves 11 million people across most of southern England. SFT has 4,500 members of staff who deliver 50 different clinical services and has an income of £378 million.

Collectively, the three Trusts are referred to as the "Care Organisations".



Trust Values

NHS
Great Western
Hospitals
NHS Foundation Trust



NHS
Royal United
Hospitals Bath
NHS Foundation Trust

**Everyone
Matters**
**Working
Together**
**Making a
Difference**

NHS
Salisbury
NHS Foundation Trust

Person Centred & Safe

Our focus is on delivering high quality, safe and person focussed care through teamwork and continuous improvement.

Professional

We will be open and honest, efficient and act as role models for our teams and our communities.

Responsive

We will be action oriented and respond positively to feedback.

Friendly

We will be welcoming to all, treat people with respect and dignity and value others as individuals.

Progressive

We will constantly seek to improve and transform the way we work, to ensure that our services respond to the changing needs of our communities.



Our Integrated Care System

Bath and North East Somerset, Swindon and Wiltshire Together (BSW) is an Integrated Care System that brings NHS organisations together with local authorities and other partners to improve population health and establish shared strategic priorities.

Our Integrated Care Strategy sets out BSW Together's ambition as partners working across the health, social care, voluntary and other sectors to support the people of BSW to live happier and healthier for longer. Importantly, therefore, this is a strategy for us all, not just the NHS.

We cannot help BSW residents to improve their health and well-being by working in silos – we can only do so by working together.

The strategy has been informed by existing strategies, such as the local authorities' Joint Local Health and Well-being Strategies, as well

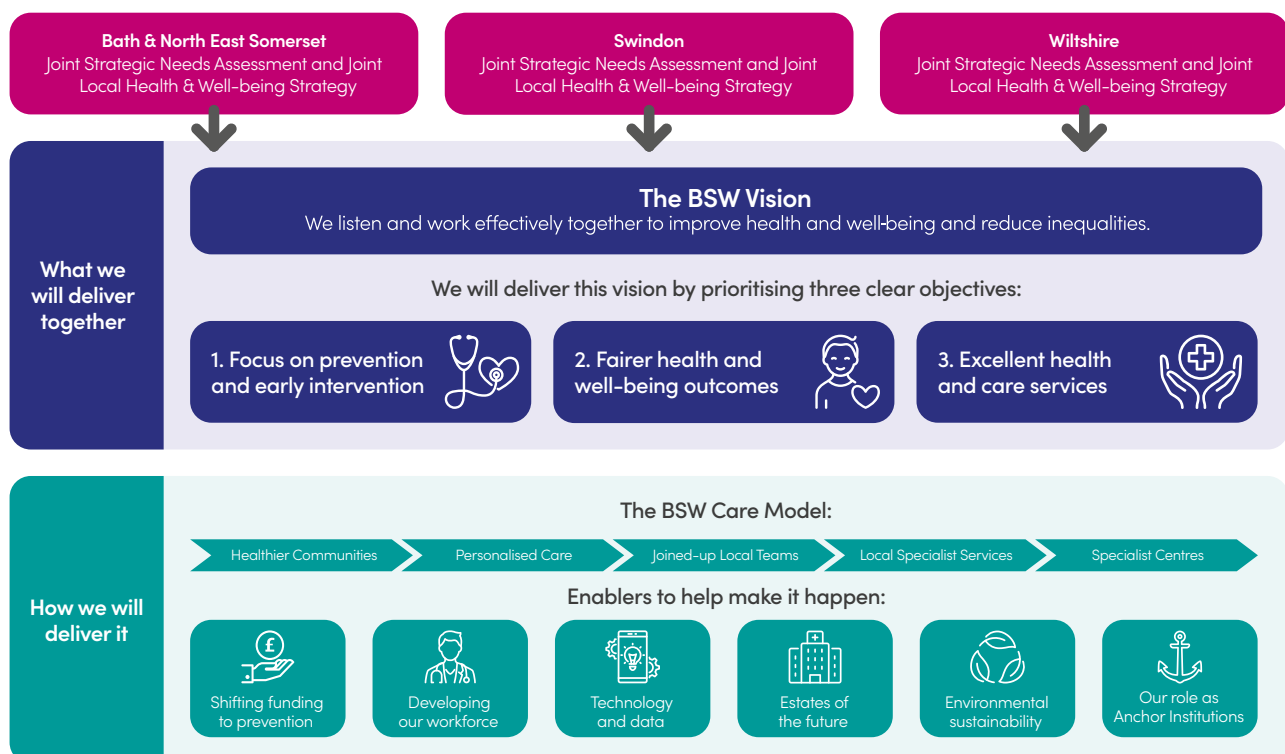
as conversations with partners and the public on many different topics and in many different forums across BSW. It provides a vision for the next five years, uniting partners behind three clear objectives. These are:

- Focus on prevention and early intervention
- Fairer health and well-being outcomes
- Excellent health and care services

The intention is for the strategy to continue to evolve over the coming years as we hear and learn more from local people and our colleagues who deliver our services. Crucially, this strategy is not just about serving our residents, it is about working with them as active partners.

Click the following links to find out more:

- [Integrated Care Strategy](#)
- [Executive Summary](#)



Role Description

Role title: Chair, BSW Hospitals Group (Chair)

Time Commitment: Four days per week (on average two days on the sites that form the BSW Hospitals Group: Great Western Hospitals NHS Foundation Trust (GWH), Royal United Hospitals Bath NHS Foundation Trust (RUH) and Salisbury NHS Foundation Trust (SFT))

Remuneration: circa £80,000 per annum subject to experience

and strategic alignment with national expectations. As care delivery becomes more distributed across local and neighbourhood levels, the Chair will champion new models of integrated care that bring together acute, community, and social care partners. This includes supporting the development of infrastructure and governance that enables joined-up services, tailored to the needs of local populations, and delivered in collaboration with local authorities, voluntary sector organisations, and primary care networks.

BACKGROUND

In May 2025, GWH, RUH and SFT formed a hospital group – BSW Hospitals Group. Collaboration is not new to the BSW Hospitals Group, we have a strong track record of working in partnership and collaborating over the last few years.

In July 2025, the Boards of GWH, RUH and SFT received and approved a proposal to move to a Joint Chair, now referred to as Chair, BSW Hospitals Group, and a General- purpose Joint Committee (Group Board) by 01 April 2026. The joint appointment of the Chair, by the Councils of Governors of the three Trusts, represents an important milestone in the development of the BSW Hospitals Group.

Context

The appointment comes at a time of significant transformation in the commissioning landscape, with increasing emphasis on provider accountability and strengthened oversight from NHS England encompassing the NHS 10 year plan and the three strategic shifts; analogue to digital enablement, a stronger focus on prevention and a shift from acute care to community care. The Chair will play a pivotal role in ensuring that the BSW Hospitals Group responds effectively to these changes, demonstrating transparency, responsiveness,

An Integrated Care Board (ICB) cluster is two or more ICBs working together across a larger footprint but remaining separate organisations legally. This could include the establishment of joint committees, forming combined teams or joint senior appointments.

As the cluster evolves with strengthened accountability for population health and outcomes, the Chair will play a pivotal role in ensuring the BSW Hospitals Group delivers effective, accessible, and equitable patient care aligned to system priorities.

The Chair will be instrumental in advancing the development of the BSW Hospitals Group model, fostering a unified identity across the three Trusts while respecting their statutory independence. This includes leading the Group Board in co-creating and owning a single, coherent group operational plan that reflects shared purpose, a common clinical strategy, and a commitment to collective accountability. In light of current performance ratings across the Trusts, the Chair will provide decisive leadership in driving recovery and turnaround, ensuring that improvement plans are not only robust but also embedded in the strategic and cultural fabric of the Group. They will champion clinical excellence, operational resilience, and financial sustainability, while enabling the Group Board to act with clarity and cohesion in addressing system-wide challenges.

ROLE PROFILE

The Chair will be a visionary leader who demonstrates the highest standards of integrity and behaviour, living the Trusts' values (see page 4). They will cultivate a strong, collaborative relationship with the Chief Executive, BSW Hospitals Group, setting the culture for GWH, RUH and SFT. They are the guardian of due process and share responsibility with the other Directors for the success of all Care organisations in delivering healthcare to the local community and beyond.

The Chair will have a good understanding of the social and key political issues within the Bath and North East Somerset, Swindon and Wiltshire areas which the BSW Hospitals Group organisations serve. They will need to be politically astute, with an understanding of evolving partnerships and policy at a local and national level, building positive and collaborative relationships with other organisations across health and social care sector.

Through effective governance, the Chair will be accountable to the public and stakeholders, building confidence:

- in the quality and safety of health services
- that resources are invested in a way that delivers optimal health outcomes
- in the accessibility and responsiveness of health services
- that patients and the public can help to shape health services to meet their needs
- that public money is spent in a way that is fair, efficient, effective and economic.

As part of our evolution as the BSW Hospitals Group, and in support of the appointment of a Chair, each of the individual Trusts will have a Vice Chair to assist the Chair in delivering the key responsibilities of that role.



General Duties and Responsibilities

- As Chair, drive further integration and collaboration across all 3 organisations as part of the emerging hospital group model, focusing on vision, values, strategy, and overall objectives to deliver organisational purpose and sustainability.
- Chair of each Council of Governors, providing leadership, facilitating debate, and engagement, and fostering productive, sustainable relationships resulting in productive and open debate between Governors and NEDs.
- Chair of the Group Board and Chair of the individual Trust Boards.
- Consistent with the Nolan Principles, lead effective governance and set a long-term vision and strategy for each organisation.
- Ensure the Group Board and Trust Boards maintain an unrelenting interest in and focus on continuous improvement and self-assessment of patient safety, experience, and clinical outcomes, within the organisations' chosen Improving Together continuous improvement approach.
- Demonstrating visible and ethical personal leadership by modelling the highest standards of personal behaviour.
- Ensuring open, trusting and respectful relationships between GWH, RUH and SFT including their Executive and Non-Executive Directors, elected and appointed Councils of Governors members, and between the Group Board and Councils of Governors.
- Developing productive working relationships with all Executive Directors, cultivating strong and collaborative relationships with the Chief Executive, BSW Hospitals Group, providing support, guidance, and advice.
- Ensuring that the Group Board and Trust Boards identify key risks and provide effective oversight of these risks.
- Lead the recruitment of NEDs, with awareness of skills gaps, succession planning and diversity.
- Ensure the Group Board develops strong partnerships and relationships with stakeholders and supports the wider review of health and social care across the ICS and more widely across the region.
- Participating with the Chief Executive, BSW Hospitals Group, as appropriate, in media and public relations opportunities with stakeholders across the local health economy.
- Provide visible leadership in developing a healthy, open, and transparent patient-centred culture for the organisations, 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 the Group Board's behaviour and decision-making.
- Promote the highest standards of ethics, integrity, probity, and corporate governance.
- Foster a culture of innovation and learning, including through awareness of external context including policy developments, partnerships, and wider trends, ensuring this is reflected in Board debate.
- Ensuring performance against constitutional standards, including Care Quality Commission well-led standards.
- Provide active support to the Trusts' charities and volunteers.
- Chairing and sitting on other Trust committees as appropriate.
- Enable the leaders of the organisation to deliver the mission and vision to improve the health of the people we serve by delivering exceptional care, teaching and research every day.
- Promote innovation and improvement in healthcare outcomes and pathways.



Board Management, Governance and Council of Governors

- General leadership of the Group Board of Directors and each Trust's Council of Governors, ensuring that the Group Board of Directors and the Councils of Governors work together effectively.
- As governance lead for the Group Board, make sure each member of the Group Board understands their own accountability and compliance with its approved procedures, including doing the right thing in line with NHS values and establishing effective and ethical decision making.
- Ensuring annual evaluation of the collective performance of the Group Board and their respective Committees and acting on the results of the evaluations.
- Promoting an understanding of the role of the Group Board, the respective schemes of delegation, the role of Non-Executive Directors and the role of Executive Directors.
- Ensure the Boards receive accurate, high quality, timely and clear information, with proper and effective constitution of Board Committees.
- Ensuring effective working and productive engagement and dialogue between the Group Board and the Councils of Governors.
- Where necessary, lead in seeking the removal of Executive and Non-Executive Directors.
- Ensuring effective and productive engagement and communication with Governors, members, and other key stakeholders, ensuring that all Directors are aware of the views of those who commission or use the Trusts' services.
- Facilitate the Group Board, providing the environment for agile debate that considers the big picture, enables sufficient challenges, and effective coordination of all members of the Group Board.



- Uphold the highest standards of conduct set out in the “the Seven Principles of Public Life” and hold members of the Group Board to the same standard.
- Ensure the right balance and diversity of skills, knowledge, and perspectives on each of the Trust Boards, including focusing on succession planning and continual director development.
- Arranging informal meetings of the Directors to ensure that sufficient time and consideration are given to complex, contentious, or sensitive issues.
- Contribute to setting the vision, development of BSW Hospital Group, its strategy, and financial objective setting.
- Pro-actively direct and manage the development of major Group Board decisions ensuring that “due process” has been applied at all stages of decision making and options appraisal.
- Ensure that the Group Board always acts in the best interests of the patient and staff community, and the wider public, and that full account is taken of advice received from Board sub-committees.
- In conjunction with the CEO, BSW Hospitals Group and Trust leads for Corporate Governance, the Chair will define the agenda and annual calendar of the Group Board, ensuring that the agenda strikes the right balance between strategic and performance topics and the matters which require Group Board approval.
- Participate in the appointment of the Chief Executive and other Executive Directors.
- Formal appraisal of the performance of the Non-Executive Directors and Chief Executive Officer.
- Liaising and consulting with the Senior Independent Directors and Vice Chairs on Group Board matters as required.
- Ensure all Directors meet the Fit and Proper Persons requirements, and with the support of the Corporate Governance Leads, undertake an annual assessment of all Directors.
- Champion and role model strong commitment to public service values of accountability, openness, probity, and equality of opportunity and to patients, carers and the local community



Person Specification

Alongside a clear commitment to the NHS and the Trusts' values and principles, the Chair will be expected to demonstrate the five NHS Provider Chair Competencies of **Strategic, People, Professional Acumen, Outcomes focus, and Partnerships**.

Strategic

- Experience of leading and delivering against long-term vision and strategy
- Experience leading transformational change and managing large, multi-site complex organisations, budgets and people within a group or system wide context.
- Experience in navigating the cultural, operational and strategic challenges of transitioning from standalone institutions to a unified group model
- Experience in leading financial and operational turnaround in complex, high pressure environments

People

- Strong communication and leadership skills
- Strongly focused on the experience of all staff and patients
- Committed to equality, diversity and inclusion and a track record in addressing inequalities.
- Experience of diverse and complex stakeholder relationships.

- 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
- Politically astute, able to grasp relevant issues with an understanding of evolving partnerships and building relationships with other organisations across health and social care, locally and nationally.
- Knowledge of communities within BSW. Commitment to and interest in the local and regional health economy and a desire to contribute to the community.
- Strong interpersonal skills – calm under pressure, able to challenge in a constructive manner, develop creative solutions, manage a wide variety of situations in a meeting and ensure that the outcomes are in the best interest of the Group.
- Ability to lead with clarity during periods of organisational stress and uncertainty

Professional Acumen

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



Outcomes Focus

- A demonstrable interest in health and social care and a strong desire to achieve the best sustainable outcomes for all patients and service users through a determined interest in addressing health inequalities, focusing on equity and equality, encouraging continuous improvement, clinical excellence, and value for money
- Strong understanding of financial management, with the ability to balance the competing objectives of quality, operational performance, and finance
- Demonstrable ability to oversee and support the development of robust recovery plans that restore financial sustainability while safeguarding quality of care
- An appreciation of constitutional and regulatory NHS standards
- A desire to engage with the local BSW 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
- Strong background in managing large scale cultural change and OD challenges.

Partnerships

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

Other Standards & Behaviours

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

Additional Desired Competencies and Experiences.

- Prior experience on an NHS board (executive or non-executive)
- Professional qualification in finance or operations or clinical registration or equivalent experience
- Prior senior experience of complex organisations outside the NHS, e.g., private, voluntary, or other public sector providers of similar scale.
- Familiarity with NHS financial frameworks, system controls and the role of Integrated Care Boards in supporting recovery is highly desirable
- Experience of leading in regulated sectors.



How to apply

The closing date for applications is **16 November 2025**.

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 email 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. All applications will be acknowledged.

To learn more please contact our recruitment partners Hunter Healthcare. If you would like a confidential discussion about the role contact **Jenny Adrian** at Hunter Healthcare on 07939 250362 or by email at jadrian@hunter-healthcare.com or Lauren Virod by email at lvirod@hunter-healthcare.com.

KEY DATES:

Application Deadline	16 November 2025
Longlisting	20/21 November 2025
Shortlisting	w/c 8 December 2025
Stakeholder Events & Interviews	w/c 12 January 2026



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