



Chair

Candidate information pack

July 2026



Welcome

Thank you for your interest in the role of Chair at Birmingham Women's and Children's NHS Foundation Trust (BWC).

BWC occupies a unique position as the first and only Trust in the UK to bring together women's and children's services within a single organisation. This distinctive model enables us to provide seamless, life-course care – from pre-conception and maternity services through to neonatal, paediatric, adolescent and specialist children's services – and to address the interdependencies between women's and children's health in a truly integrated way.

Our vision is to be the nationally and internationally leading voice in women's and children's healthcare. Our mission is simple yet ambitious: to improve health outcomes for women, children and families in Birmingham, across our region, and beyond. Our values – *Ambitious, Brave and Compassionate* – underpin everything we do. They shape our culture, inform our decisions, and guide how we work with patients, families, partners and one another.

Birmingham and the wider region are richly diverse, yet include areas of significant economic deprivation and entrenched health inequality. These realities create both challenge and opportunity. Our teams are at the forefront of tackling inequities across diverse communities, using data-driven insight to target prevention, improve access and reduce unwarranted variation in outcomes.

National attention on women's and children's health – through the NHS 10 Year Plan, the Women's Health Strategy and ongoing maternity reviews – further reinforces the importance of our work and the opportunity to lead.

Our 2026–2030 strategy builds on the expertise and passion of our people. It sets clear priorities to ensure we are consistently delivering outstanding experience and outcomes, including world-leading specialised and highly specialised services.

We are committed to accelerating innovation and research to achieve breakthroughs with global impact. We will place preventative healthcare, action to reduce inequities, environmental sustainability and strong advocacy at the heart of our approach, all delivered in a way that is financially sustainable and demonstrably provides value for money.

In January 2027, Professor Sir Bruce Keogh will have served as our Chair for nine years and we are now seeking to appoint his successor. We are seeking a highly experienced, values-led leader who can bring strategic insight, robust governance, and inclusive leadership to our Trust. You will chair our unitary Board with confidence, working closely with Executive and Non-Executive Directors to shape our culture and our future.

While prior experience of chairing a large and complex organisation would be highly desirable, what's more important is someone who can champion women's and children's health at a local, regional, national and international level and someone who embodies our values every day.

The challenges ahead are significant: rising demand, workforce pressures, financial constraints, and the need to improve quality and safety continually. Yet we are confident that, with the right Chair, we can harness our unique strengths, support our exceptional teams, and realise our ambition.

If you would like to learn more, please contact James McLeod at our recruitment partners, Hunter Healthcare, on jmcleod@hunter-healthcare.com or by phone: 07842 424530

Yours sincerely,



Matthew Boazman
Chief Executive Officer



Pam Stirrop
Lead Governor

About BWC

Our Trust is the first of its type in the UK, formed in February 2017 to drive forward our commitment to providing the highest quality, world-class care that women, children and families want, and deserve.

Uniting our hospitals means more seamless care; more investment to make greater advances in our specialist treatment and world-leading neonatal and fetal work. Importantly, it also gives us a greater voice in shaping the future of family-centred care. We have a clear mission, vision and goal for what we want to achieve:

- Our **mission** is to provide outstanding care and treatment, to share and spread new knowledge and practice, and always to be at the forefront of what is possible.
- Our **vision** is to be a world-leading team, providing world-leading care.
- Our **goal** is to be the best place to work and be cared for, where research and innovation thrives, creating a global impact.

With more than 641,000 visits from patients each year, we are a busy Trust and pride ourselves on the commitment of our 6,000 strong team, which works tirelessly to provide the very best treatment and support to our women, children and families.

Every day our UK and globally-respected surgeons, doctors, nurses, midwives and allied healthcare professionals provide some of the most advanced treatments, complex surgical procedures and cutting-edge research, to improve care today and develop even better care for the future.

Home to the country's leading teaching centres, we're passionate about nurturing and developing the skills of our present and future workforce, along with investing in the very best training and education to foster life-long learning.



Our vision and values

We know that organisations which have strong values and behaviours do well and that employees are engaged, happy and motivated in their work.

We've worked closely with staff to develop and embed our values and we will continue to ensure that they underpin the way we care for our patients and each other.



Ambitious

We continually challenge ourselves to improve care and services through innovation, research and education.

Brave

We take personal responsibility always to do our best for our patients, families, and each other, challenging behaviours and attitudes whenever we need to; we speak up and ask for help.

Compassionate

We deliver care and services, with respect and kindness, for our patients, families, ourselves, and each other; we listen and are inclusive.



**Ambitious
Brave
Compassionate**



Our hospitals

Birmingham Women's Hospital is a centre of excellence, providing specialist services to more than 50,000 women, men and their families every year from our city, the wider region and beyond.

We are one of only two dedicated women's hospitals in the UK, with the busiest single site maternity unit, delivering more than 8,200 babies a year.

We offer a full range of gynaecological, maternity and neonatal care. Our Fertility Centre is one of the best in the country. Our fetal medicine centre receives regional and national referrals and we are home to the West Midlands Regional Genetics Laboratory – the largest of its type in Europe.

We're also proud to be an international centre for education, research and development with a research budget of more than £3 million per year.

Birmingham Children's Hospital is the UK's leading specialist paediatric centre, caring for sick children and young people up to the age of 16.

Rated as 'Good' by the CQC in February 2017, we are world leaders in some of the most advanced treatments, complex surgical procedures and cutting-edge research and development.

We have a national liver and small bowel transplant centre and are a global centre of excellence for complex heart conditions, the treatment of burns, cancer and liver and kidney disease.

We are a nationally designated specialist centre for epilepsy surgery and boast a paediatric major trauma centre for the West Midlands.



Our charities

At **Birmingham Women's Hospital Charity**, we are passionate about improving patient experience for all the women and families at our hospital.



Thanks to kind and generous donations, we are able to provide our patients with a service over and above what the hospital alone can deliver.

These donations help us to provide:

- Welfare services to support patients through difficult times and conversations
- Innovative equipment, to make processes more efficient and enhance patient experiences
- Research and development of cures, treatments and also new technology
- Building & refurbishment to keep our hospital appealing, current and cared for

At **Birmingham Children's Hospital Charity**, we believe every patient deserves a childhood, which is why we always strive to do more for sick children.



Every patient and family benefits from our charity, but the impact of fundraising is much more than purely financial. It makes a real difference to the spaces, treatment and equipment we provide to children and their families.

Charitable donations allow our hospital to be at the forefront of what's possible, ensuring our patients and families benefit from the best care, treatment, experience and environments. Our priority areas are:

- Funding research, learning and innovation
- Enabling technology and equipment advances
- Developing hospital environments
- Child and family experience

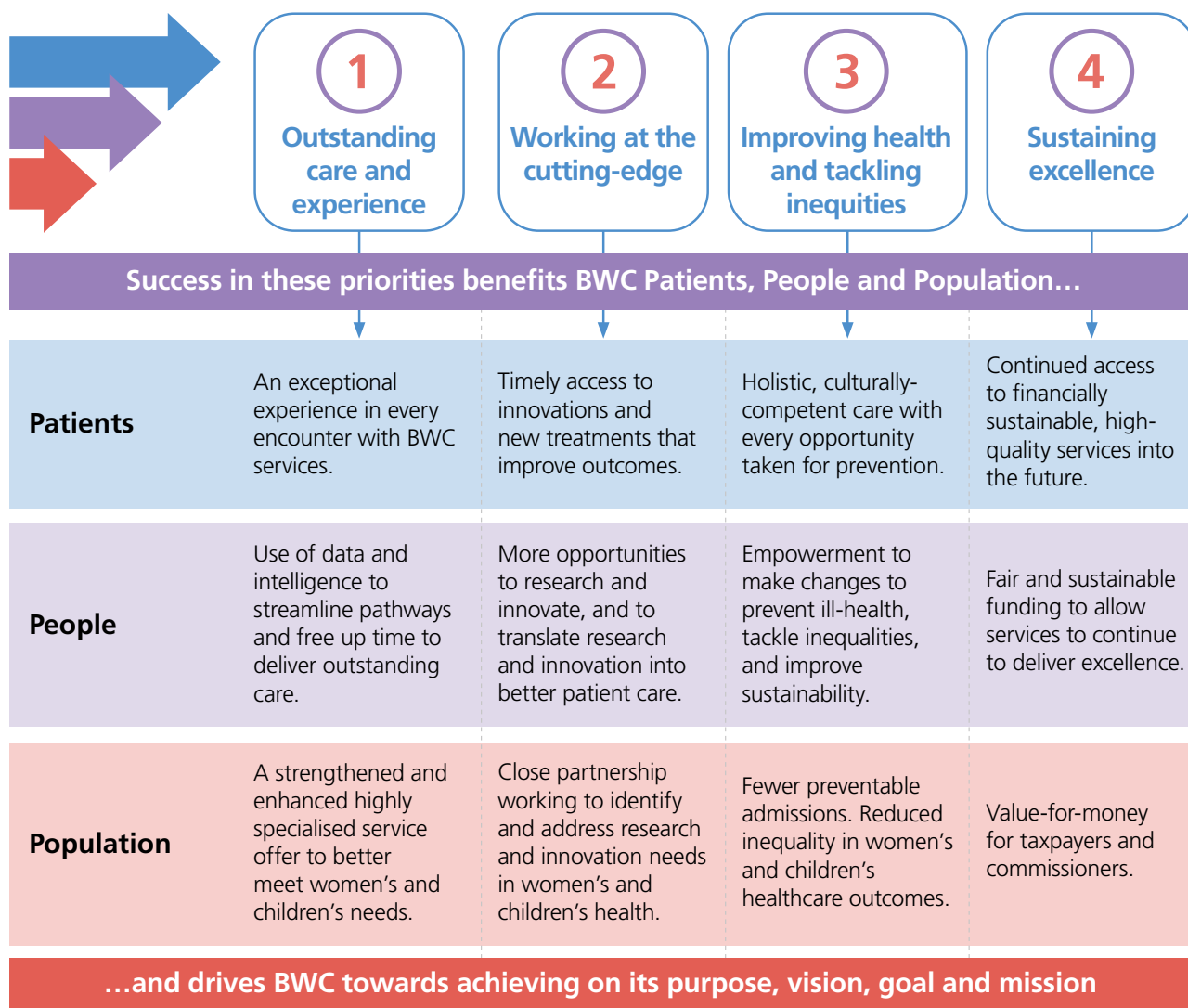


Our strategy 2026-2030

Our strategy defines four strategic priorities that will help us to reach this position: **outstanding care and experience, working at the cutting-edge, improving health and tackling inequities, and sustaining excellence.**

The strategy describes how progress in each of these priorities (supported by four key enablers) will create improvements for our patients, people and populations, and is integral to achieving our purpose and vision as an organisation.

(Read the full strategy document [here](#))



BWC Purpose

To maximise health outcomes for women and children in Birmingham and far beyond.



BWC Vision

A world-leading team providing world-leading care for women and children.



BWC Goal

To be the best place to work and be cared for, where research and innovation thrive, creating a global impact.



BWC Mission

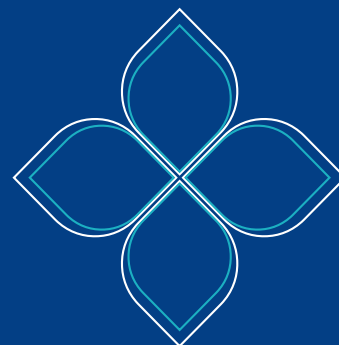
To provide outstanding care and treatment, to share and spread new knowledge and practice, and to be at the forefront of what is possible.

4is: Our five year plan

4is is our five year plan for bringing together Improvement, Innovation, Investigation and Information to provide healthcare at the cutting-edge for women, children and families.

About the 4is:

- ❖ **Improvement:**
Drive up standards by always looking for ways to work better.
- ❖ **Innovation:**
Develop and test new ideas and technology.
- ❖ **Investigation:**
Carry out important clinical research.
- ❖ **Information:**
Collect, study and share information about how well medical treatments work.



Our cross-cutting themes:

- ❖ **Data:**
Using our data to benefit patients and research, while prioritising information governance.
- ❖ **Genomics:**
Strengthen regional leadership in genomic medicine.
- ❖ **Sustainability**
Embed environmental and operational sustainability in all initiatives.

Alignment and Rationale:

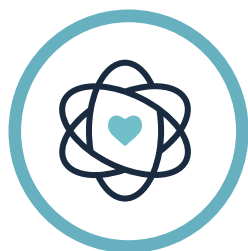
- ❖ Built on national NHS priorities, local health challenges, and partner collaboration.
- ❖ Integrates with BWC's clinical strategy, health inequalities plan, and academic partnerships.

Our four priority themes:

- ❖ **Personalised Medicine:**
Bespoke treatments via genomics and targeted care.
- ❖ **Processes:**
Improve care pathways across services and sectors.
- ❖ **Public Health:**
Address inequalities, prevention, and wider determinants of health.
- ❖ **Complex Care:**
Optimise treatment for patients with multiple conditions.

(Read the full document [here](#))

Key Actions (The 4is Enablers):



Build core infrastructure

Establish a dedicated 4is division and oversight group.

Create new posts (e.g. Director of 4is) and refurbish innovation/research spaces.

Strengthen operational, governance, and financial systems.



Improve communication of opportunities and our successes

Develop communication tools to share opportunities and celebrate success.

Host an annual 4is conference and publish research reports.

Revamp web presence and enhance media engagement.



Embed culture change

Promote 4is awareness across all staff.

Align induction and mandatory training with innovation, improvement, and research.

Use internal awards and storytelling to sustain engagement.



Focus on career trajectory

Establish Research Academy and scholar programmes.

Provide funded time and mentorship for clinicians and non-medical researchers.

Collaborate with universities and NIHR to expand academic posts and opportunities.



Measurement and Outcomes:

- ❖ 4is Dashboard – track progress via process and outcome metrics.
- ❖ Use EPIC data to assess clinical and patient-reported outcomes (PROMs).
- ❖ Integrate improvement, innovation, and research results into measurable impact.

Expected Benefits:

- ❖ Enhanced recruitment, retention, and staff satisfaction.
- ❖ Increased access to cutting-edge treatments and trials.
- ❖ Stronger research reputation and external partnerships.
- ❖ Tangible improvements in health outcomes and reduced inequalities.

Future Vision:

- ❖ Every staff member and patient actively part of the 4is approach.
- ❖ Recognised regionally and nationally as a leader in women's and children's healthcare.
- ❖ Fully integrated with partners (universities, voluntary sector, corporate collaborators).
- ❖ Trust where innovation, investigation, information and improvement are everyday practice.
- ❖ Research and innovation from the front door.

Our health inequality strategy

Health inequalities refer to avoidable and unfair differences in health outcomes, impacting both physical and mental health.

In our city, there is a stark 12-year gap in male life expectancy depending on the area of birth, and pregnancy-related risks are higher for Black and Asian women and their babies.

Within our Trust, over half of the patients come from deprived communities, which increases their risk of health inequalities. These individuals often face barriers such as difficulty attending appointments or frequent visits to the Emergency Department.

Health inequalities not only affect patients but also impact their ability to access services. To improve health outcomes, it's essential to address these disparities within both our patients and local communities, as well as among staff who may experience inequalities themselves. Recently, we launched our staff Equality, Diversity, and Inclusion Strategy, signaling our commitment to combating these issues within the Trust.

The strategy aims to coordinate and expand efforts to address health inequalities, creating a tangible impact on affected individuals. We recognise that we cannot tackle these challenges alone, and that those experiencing inequalities are best suited to help identify solutions. This approach of 'coproduction' is central to the strategy.

Our efforts will focus on three areas: educating staff to support patients better, ensuring that addressing health inequalities is a priority across all Trust levels, and undertaking targeted projects that address these issues, backed by data collection to monitor progress. The strategy emphasises respect, open-mindedness, and listening to those affected by inequalities.

We seek collaboration with our communities to create equitable health outcomes for all and rely on input from local partners to guide this work forward. Only through partnership can we achieve meaningful change.

(Read the full strategy document [here](#))

Health inequality impacts

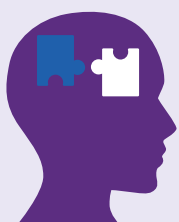
As well preventable deaths, health inequalities impact on many other health outcomes; for example children with mental health difficulties experience additional inequalities:



4x

risk of serious mental illness

By 11 years if from most deprived 20% households compared to the wealthiest 20%



3x

risk of mental health problem

If have a learning disability



7 in 10

have a mental health condition

If have autism



Over 1 in 4

have no contact with mental health services

If have a learning disability and mental health problem

Our green plan

Our Green Plan outlines our commitment to becoming an environmentally responsible organisation while delivering a clear strategy to meet ambitious carbon reduction targets.

Climate change poses a serious and growing threat to health and well-being, affecting essential determinants such as clean air, water, food, and shelter. These impacts are felt most acutely by vulnerable and deprived communities, particularly women and children who are disproportionately affected by climate-related illness and harm.

Air pollution remains a major environmental health risk in the UK, contributing to approximately 40,000 premature deaths annually. With the NHS responsible for around 4% of national carbon emissions, the Trust acknowledges its responsibility to lead by example in reducing environmental impact.

Progress has already been made toward national targets, including achieving net zero emissions by 2040 for directly controlled emissions and by 2045 for those influenced indirectly.

Key achievements include eliminating the use of desflurane, a highly polluting anaesthetic gas, and securing £63 million in funding to decarbonise buildings through more sustainable heating and cooling systems. Additionally, the Trust has ensured that none of its waste has gone to landfill over the past four years, instead prioritising recycling and repurposing.

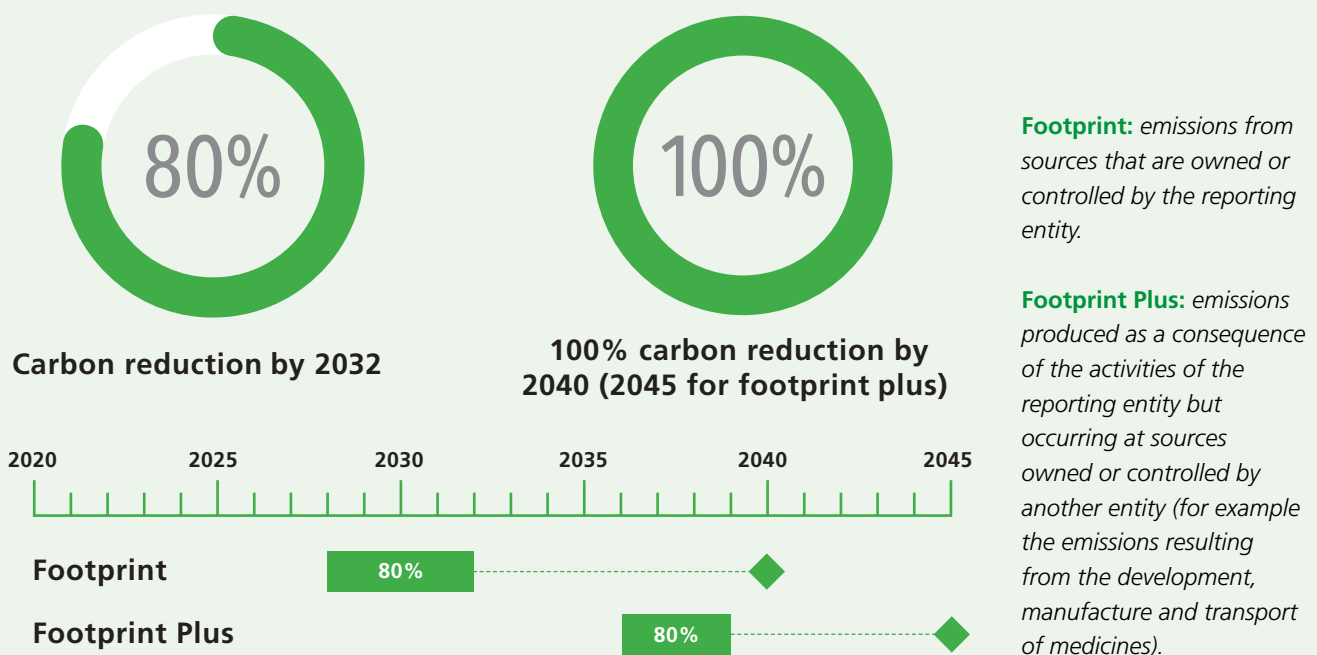
Staff engagement has been central to progress, with 13 dedicated working groups driving sustainability initiatives. The Trust aims not only to meet NHS targets but to become a leader in sustainable healthcare by fostering innovation, collaboration, and shared learning. It is also committed to involving children and young people in shaping its environmental efforts.

Recognising that carbon reduction requires collective action, the Trust continues to work closely with partners across the NHS and local communities to advance its sustainability goals.

(Read the full plan document [here](#))

Green plan targets

We pledge to the following targets (against a baseline of 2014/2015):



Role description

Remuneration

£60,000 - £65,000 per annum

Time commitment

Typically 3-4 days per week

Role Purpose

Birmingham Women's and Children's NHS Foundation Trust (BWC) is a specialist Trust delivering maternity, neonatal, paediatric, mental health and community services. Operating in a diverse, urban population with significant health inequalities, BWC is a key partner within the Birmingham and Solihull ICS.

The Chair provides inclusive, values-driven leadership of the Board, ensuring the Trust delivers high-quality, safe, and sustainable services for women, children, and families across Birmingham and beyond. The Chair is responsible for:

- Leading the Board in setting vision, strategy, and culture
- Ensuring robust governance and accountability
- Building confidence with patients, staff, partners, and the public
- Supporting the Chief Executive to deliver improved outcomes and transformation

As in all NHS organisations, the Chair must ensure the Board governs effectively and maintains public confidence in the quality, safety, and use of resources.

The Chair will lead during a period of increasing demand and complexity of services, a strong focus on population health, prevention, and integration and continued emphasis on quality, safety, and workforce well-being.

Key Responsibilities

Board Leadership and Governance

- Provide effective leadership of the Board, ensuring clarity of roles, high performance, and constructive challenge
- Ensure the Board delivers its responsibilities for:
 - Strategy
 - Performance oversight
 - Risk management
- Uphold the highest standards of governance, integrity, and probity, aligned to the Nolan Principles
- Ensure high-quality, timely information supports decision-making

Strategy and Transformation

- Lead the Board in developing and delivering a clear long-term strategy
- Ensure alignment with:
 - NHS priorities
 - ICS strategy
 - Local population needs
- Support major transformation programmes, including service redesign and integration
- Ensure delivery of sustainable, high-quality outcomes



Partnership and System Leadership

- Build strong relationships with:
 - Integrated Care Board (ICB)
 - Local authorities
 - Voluntary and community sector partners
 - National bodies
- Champion collaborative working across the system
- Represent the Trust in regional and national forums
- Promote co-production with patients, families, and communities

Culture, People and Inclusion

- Set the tone from the top, promoting:
 - Compassion
 - Openness
 - Psychological safety
- Champion equality, diversity and inclusion, addressing health and workforce inequalities
- Ensure staff voices are heard and acted upon
- Foster a positive, just and inclusive culture

Performance, Quality and Safety

- Ensure relentless focus on:
 - Patient safety
 - Clinical outcomes
 - Patient and family experience
- Hold the Chief Executive and executive team to account for delivery
- Ensure compliance with regulatory and constitutional standards

Relationship with the Chief Executive

- Develop a strong, constructive partnership with the Chief Executive
- Provide support, guidance, and appropriate challenge
- Maintain clear separation of roles while working collaboratively

Council of Governors

- Chair and engage effectively with the Council of Governors
- Ensure Governors:
 - Hold Non-Executive Directors to account
 - Represent public and stakeholder interests
- Promote openness, engagement, and transparency

Board Development and Effectiveness

- Ensure:
 - Effective Board composition and diversity
 - Succession planning and talent development
 - Annual Board and individual director appraisal
- Promote constructive debate and collective accountability

Public Accountability

- Act as an ambassador for the Trust
- Build public confidence by ensuring:
 - Safe, high-quality services
 - Fair and effective use of public resources
 - Transparency and accountability

Key Outcomes

- Deliver a high-performing, cohesive Board
- Ensure clear strategic direction and delivery
- Strengthen system partnerships and integration
- Improve quality, safety, and patient outcomes
- Foster an inclusive, compassionate organisational culture

Person specification

1. ESSENTIAL EXPERIENCE

1.1. Leadership and governance

- Significant Board-level experience (Chair, NED or Executive) in a complex organisation
- Proven experience of leading governance and assurance frameworks
- Experience of holding senior leaders to account constructively

1.2. Strategy and transformation

- Track record of delivering long-term strategy and organisational transformation
- Experience managing complexity across multiple stakeholders and priorities

1.3. System and partnership working

- Experience of working across organisational boundaries
- Ability to build trusted relationships across systems and sectors

2. ESSENTIAL SKILLS AND COMPETENCIES

2.1. Driving high-quality outcomes

- Strong commitment to clinical quality, safety, and patient outcomes
- Understanding of balancing quality, performance, and financial sustainability

2.2. Strategic leadership

- Ability to think systemically and long-term
- Skilled in using insight and data to inform decisions

2.3. Governance and assurance

- Ability to:
 - Scrutinise complex information
 - Identify risks and challenge constructively
- Strong understanding of accountability frameworks

2.4. People and culture

- Ability to:
 - Build inclusive, high-performing teams
 - Foster openness and psychological safety
 - Experience shaping organisational culture

2.5. Partnership and influence

- Excellent interpersonal and influencing skills
- Politically astute, able to navigate complex stakeholder environments

3. PERSONAL QUALITIES

- The Nolan principles, NHS Fit and Proper Person Test standards and public service
- Integrity, credibility, and sound judgement
- Inclusive, compassionate leadership style
- Resilient and calm under pressure
- Ability to balance support and challenge

4. COMMITMENT TO EQUALITY, DIVERSITY AND INCLUSION

- Demonstrable commitment to:
 - Reducing health inequalities
 - Promoting workforce diversity and inclusion
- Experience engaging with diverse communities

5. DESIRABLE EXPERIENCE

- Experience within the NHS or wider health and care sector
- Experience in children's, women's, or specialist services
- Prior Chair experience
- A clinician and/or a proven track record at Board/a strategic level in a clinical role
- Professional qualification or equivalent senior leadership experience

6. OTHER REQUIREMENTS

- Ability to commit required time, some of which will be in person in Birmingham; overall time commitment is typically 3-4 days per week
- Strong connection to or understanding of the Birmingham population and context



How to apply

The closing date for applications is **16 August 2026**.

Applications should include:

- A **covering letter** explaining why the role interests you, how you meet the appointment criteria and what you specifically would bring to the post (**no more than two pages**).
- 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 (**no more than three pages**).
- You will need the following reference code: **BHAMWC-CHAIR-0726**

All applications will be acknowledged.

For an informal conversation about the post, please contact Jenny Adrian at our recruitment partners, Hunter Healthcare by email: jadrian@hunter-healthcare.com or phone: **07939 250362** or James McLeod on **07842 424530** or jmcleod@hunter-healthcare.com

[CLICK HERE TO APPLY ONLINE](#) →

Key dates:

EVENT	DATE
Application deadline	16 August 2026
Stakeholder sessions	w/c 28 September 2026
Interviews	7 October 2026





Birmingham Women's and Children's NHS Foundation Trust



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