

Chair Appointment

Candidate Information Pack

July 2024



**Blackpool Teaching
Hospitals**
NHS Foundation Trust

Dear Candidate

Thank you for taking the time to explore this candidate pack which we have developed to inspire exceptional candidates to apply for the role of Chair at Blackpool Teaching Hospitals NHS Foundation Trust (BTH). Along with our Chief Executive (which we are also recruiting for substantively) this critical leadership role offers an exciting opportunity to lead a large, integrated provider of acute and community services to the 445,000 population of the Fylde Coast health economy and the estimated 18 million visitors to the seaside town of Blackpool.

Our organisation's success is pivotal to the health outcomes of a complex and diverse population. With patients and families at the heart of all we do, we are committed to creating a culture that empowers our staff and inspires us all to deliver first-class clinical care and models of care that are sustainable. We form a central part of the Healthier Fylde Coast Integrated Care Partnership and our progressive approach to partnership working in the area provides an enviable opportunity to redesign and deliver services that meet the challenges of today's health system.

After a period of significant change at Board level, we are now seeking to appoint a Chair and a Chief Executive to help us to continue our improvement journey. We are proud of our recent track record in this regard, however, there is still much to do and we recognise the opportunities and ongoing challenges facing our Trust and wider health and care partners.

Along with our Chief Executive, our Chair will play a critical role in shaping the strategic direction of the Trust, providing visionary leadership and ensuring the delivery of high-quality, integrated health and care services. Your ability to foster strong relationships with stakeholders, including patients, staff, and partner organisations, will be key to our success

These are challenging and exciting opportunities to make a significant impact on the health and well-being of our communities. You will be at the forefront of transforming health and care services, driving forward an ambitious agenda for integrated care. You will be supported by dedicated and talented teams, committed to achieving our shared vision of outstanding healthcare for all.

Please read on for further information about the Trust, and more detail about what we are looking for in candidates applying for the role.

We look forward to receiving your application and exploring how your leadership can help shape the future of our Trust.

Council of Governors

Blackpool Teaching Hospitals NHS Foundation Trust

The History of Blackpool Teaching Hospitals NHS Foundation Trust

Blackpool, Fylde and Wyre Hospitals NHS Foundation Trust was established on 1 December 2007 under the National Health Service Act 2006. In October 2010, the Trust was awarded teaching hospitals status and changed its name to Blackpool Teaching Hospitals NHS Foundation Trust in recognition of this.

The Trust operates as a Group with our wholly owned subsidiary company BFW Management Limited (Atlas) established in 2017 to provide our Estates Services and our Charity, Blue Skies Hospitals Fund (registered Charity number 1051570) which was commissioned in 2007 in accordance with the Charities Act 2011. Atlas and Blue Skies are both separate entities which provide their own Annual Report and Accounts.

BTH provides health services across the Fylde coast, Lancashire and south Cumbria, an area that is home to 1.8 million people.

A range of hospital services is provided to the 352,000 people living on the Fylde coast and the estimated 18 million visitors who visit each year. The Trust offers community health services to 445,000 residents of Blackpool, Fylde, Wyre and North Lancashire. We also provide specialist regional care for cardiac and haematology patients.

The National Artificial Eye Service is hosted by the Trust and provides specialist care across England.

The Trust operates from the following main sites:

- Blackpool Victoria Hospital
- Clifton Hospital
- Fleetwood Hospital
- Whitegate Health Centre
- Lytham Road Primary Care Centre
- South Shore Primary Care Centre
- Fleetwood Primary Care Centre
- Moor Park Health and Leisure Centre
- National Artificial Eye Service

2023–2024 The year in numbers

79,350 A&E attendances 

154,806 day cases and inpatients
(elective and non-elective) 

716,753 outpatients 

869,385 community contacts 



Our values

Our values "Caring, Safe and Respectful" help to represent the culture of the Trust and to communicate who we are and how we do things.

They also play an important part in encouraging people to come and work here and be part of the Trust themselves.

A number of face-to-face and virtual engagement sessions were held in 2023, led by the Chief Executive, and many colleagues took part to decide what those values should be.

Following a Trust-wide vote, the values Caring, Safe and Respectful were selected.

Caring

We work in an open and transparent way, support each other, and show kindness and compassion to ourselves and others

Safe

We do our job well, strive to learn and do things better, whilst taking responsibility for the quality, safety and effectiveness of our actions

Respectful

We see people as individuals. We are open, honest and treat everyone with dignity and respect

Our Strategy

The Trust launched its five-year strategy in 2022, which set out the organisational plan to 2027. The plan was developed over a number of months, taking into account feedback we already had about our services and including ideas, suggestions and priorities from the NHS nationally and regionally, as well as colleagues across the organisation and wider health and social care system in Blackpool, Fylde and Wyre.

In bringing it together we have also and most importantly, linked in with local people, partners and especially patients and their families, to understand what they think and need us to do differently.

<p>Our mission Why are we here?</p> <p>To deliver safe, effective, sustainable care for everyone, everyday.</p>			
<p>Our vision What do we want to achieve?</p> <p>We will improve the lives of people who live, work and volunteer on the Fylde Coast and beyond.</p>			
<p>Our aims How will we achieve this?</p>	 <p>Our people</p> <p>We will widen access to job opportunities, becoming the employer of choice within our community, with an empowered, diverse and engaged workforce</p>	 <p>Our population</p> <p>We will work with our population to co-produce high quality services, with a key focus on preventative care and reducing health inequalities</p>	 <p>Our responsibility</p> <p>We will work with partners to deliver high quality, financially sustainable services and reduce our environmental impact</p>
	<p>Our priorities What is important to us?</p> <ul style="list-style-type: none"> • Grow our own • Happy and healthy workforce • Learning culture 	<ul style="list-style-type: none"> • Integrated care • Health inequalities • Prevention and health promotion 	<ul style="list-style-type: none"> • Get the basics right • New ways of working • Investing in our community (Anchor)

Our Strategy (Contd)



Our people

We will widen access to job opportunities, becoming the **employer of choice** within our community, with an empowered, diverse and engaged workforce



Our population

We will work with our population to **co-produce high quality services**, with a key focus on preventative care and reducing health inequalities



Our responsibility

We will work with partners to deliver high quality, financially **sustainable services** and reduce our environmental impact



Grow our own

Maximise the benefit of our diverse local community to grow our own future workforce and create local health and wealth.



Health inequalities

Address inequalities in access, experience and outcomes of our care.



Get the basics right

Work collaboratively with our partners to improve quality of care and become a Care Quality Commission (CQC) 'Good' Rated organisation.



Happy and healthy workforce

Care for our people and support them in maintaining resilience and wellbeing. We understand that the capacity to care for our patients is reliant on our staff wellbeing.



Integrated care

Continue our commitment to co-produce integrated care, working with health and social care partners and patients to influence neighbourhood plans.



New ways of working

Use transformation, digital, innovation and research to deliver new efficient models of care to widen access, enhance health promotion and improve our environmental impact.



Learning culture

Engage and empower staff in their education and learning, encouraging the development of psychological safety and constructive challenge to improve patient and staff experience.



Prevention and health promotion

Prioritise prevention and early detection of illness in disadvantaged groups. We will also support patients in developing the skills, confidence and knowledge to manage their own health.



Investing in our community

Work collaboratively with our partners and communities to positively impact beyond health care.

Board of Directors



**Blackpool Teaching
Hospitals**
NHS Foundation Trust



Maggie Oldham
Chief Executive



James Wilkie
Interim Chair/
Non-Executive Director



Steve Christian
Deputy Chief Executive
(Chief Operating Officer/Executive
Director of Strategy and Transformation)



Bridget Lees
Executive Director of Nursing,
Midwifery, Allied Health
Professionals and Quality



Chris Byrben
Executive Medical Director



Adrian Carrillo-Devidi
Non-Executive Director



Fiona Paxon
Non-Executive Director



Andrew Roach
Non-Executive Director



Saba Sadiq
Executive Director
of Finance



Janet Barnsley
Executive Director
of Integrated Care



Shelley Wright
Joint Executive Director of
Communications (Non-voting)



Katy Coope
Executive Director of
People and Culture



Esther Steel
Executive Director of Corporate
Governance (Non-voting)



Fergus Singleton
Non-Executive Director

Caring • Safe • Respectful

Role Description (Summary) Chair

A detailed Role Specification can be found at the end of this document

The Chair has a unique role in leading the Trust's Board of Directors. The role combines the duty to lead effective governance, consistent with the Nolan principles and NHS values, with securing a long-term vision and strategy for the organisation.

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

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

- **Strategic:** ensuring the board sets the trust's long-term vision and strategic direction and holding the Chief Executive to account for achieving the Trust's strategy,
- **People:** creating the right tone at the top, encouraging diversity, change and innovation, and shaping an inclusive, compassionate, patient-centred culture for the organisation,
- **Professional Acumen:** leading the Board, both in terms of governance and managing relationships internally and externally,
- **Outcomes Focus:** achieving the best sustainable outcomes for patients/ service users by encouraging continuous improvement, clinical excellence and value for money,
- **Partnerships:** building system partnerships and balancing organisational governance priorities with system collaboration; this role will become increasingly more important as local organisations move to delivering integrated care, prioritising population health in line with the NHS Long Term Plan.

The relationship between the Chair and the Trust's Chief Executive is key to the role's success. The Chair must cultivate an effective working relationship with the chief executive and many responsibilities in the role description will be discharged in partnership with the chief executive.

The fundamental difference between these roles is that the Chair leads the Board and the Council of Governors and is responsible for the Non-Executive Directors' effectiveness and the Board as a whole. The Chief Executive leads the organisation and is responsible for managing the Executive Directors.

Together, the Chair and the Chief Executive set the tone for the whole organisation. They are ultimately responsible for ensuring that the population the Trust serves and the wider system in which the organisation sits receive the best possible care in a sustainable way.



Person Specification - Chair

Required skills, experience, and attributes.

Values

- A clear commitment to the NHS and the trust's values and principles.

Strategic

- Experience of leading and delivering against long-term vision and strategy.
- Experience leading transformational change, managing complex organisations, budgets and people.

People

- Strong interpersonal, communication and leadership skills.
- Experience of building effective teams, encouraging change and innovation and shaping an open, inclusive and compassionate culture through setting the right tone at the top and championing diversity at, and across, all levels.
- Strongly focused on the experience of all staff and patients.
- Fully attentive towards issues of equality, diversity and inclusion.

Professional acumen

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

Outcomes focus

- A demonstrable interest in health and social care and a strong desire to achieve the best sustainable outcomes for all patients and service users through encouraging continuous improvement, clinical excellence and value for money.

- Strong understanding of financial management, with the ability to balance the competing objectives of quality, operational performance and finance.
- An appreciation of constitutional and regulatory NHS standards.

Partnerships

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

Desirable experience

- A good understanding of the local demographic and culture.
- An understanding of the links and interrelationship between deprivation and health and the challenges.
- An understanding of the local community organisations and partnerships.
- Prior senior experience in a complex organisation within or outside the NHS.
- Professional qualification or equivalent experience.

Applications will be assessed on merit, as part of a fair and open process, from the widest possible pool of candidates. The information provided by applicants will be relied on to assess whether sufficient personal responsibility and achievement have been demonstrated in previous/other roles, to satisfy the experience being sought.

The best boards are those that reflect the workforce and communities they serve. We particularly welcome applications from women, people from local black, Asian and minority ethnic communities, and people with disabilities, who we know are all under-represented in these important roles.

The NHS Leadership Competency Framework

Leaders in the NHS help deliver better health and care for patients by setting the tone for their organisation, team culture and performance. We have worked with a wide range of leaders from across the NHS to help describe what we do when we operate at our best.

The Six Leadership Competency Domains

Driving high-quality and sustainable outcomes

The skills, knowledge and behaviours needed to deliver and bring about high quality and safe care and lasting change and improvement – from ensuring all staff are trained and well-led, to fostering improvement and innovation which leads to better health and care outcomes.

Setting strategy and delivering long-term transformation

The skills that need to be employed in strategy development and planning, and ensuring a system wide view, along with using intelligence from quality, performance, finance and workforce measures to feed into strategy development.

Promoting equality and inclusion, and reducing health and workforce inequalities

The importance of continually reviewing plans and strategies to ensure their delivery leads to improved services and outcomes for all communities, narrows health and workforce inequalities, and promotes inclusion.

Providing robust governance and assurance

The system of leadership accountability and the behaviours, values and standards that underpin our work as leaders. This domain also covers the principles of evaluation, the significance of evidence and assurance in decision making and ensuring patient safety, and the vital importance of collaboration on the board to drive delivery and improvement.

Creating a compassionate, just and positive culture

The skills and behaviours needed to develop great team and organisation cultures. This includes ensuring all staff and service users are listened to and heard, being respectful and challenging inappropriate behaviours.

Building a trusted relationship with partners and communities

The need to collaborate, consult and co-produce with colleagues in neighbouring teams, providers and systems, people using services, our communities, and our workforce.

Strengthening relationships and developing collaborative behaviours are key to the integrated care environment.



Working together for patients*	Compassion
Building a trusted relationship with partners and communities	Creating a compassionate, just and positive culture
Respect and dignity	Improving lives
Promoting equality and inclusion and reducing health and workforce inequalities	Setting strategy and delivering long term transformation Driving high quality sustainable outcomes
Commitment to quality of care	Everyone counts
Driving high quality and sustainable outcomes Setting strategy and delivering long term transformation	Promoting equality and inclusion and reducing health and workplace inequalities Creating a compassionate, just and positive culture
Providing robust governance and assurance	

Appointment Timetable & How to Apply

Closing Date for Applications	Sunday August 4th 2024
Shortlisting	Week Commencing August 12th
Final Interviews	August 22rd / 23rd

Please ensure your application includes the following:-

- A CV which demonstrates how you meet the criteria.
- A cover letter highlighting the aspects of the role that particularly attract you and outlining why you feel you are the right appointment for the Trust.

Please send all documentation by email to jp@seymourjohn.com using the Subject “BTH Chair Application”

For more information, please contact Jonathan Phillips on 07817 988490

Fit and Proper Person Criteria for Directors in the NHS

Given the significant public profile and responsibility members of NHS Boards hold, it is essential that those appointed inspire the confidence of the public, patients, service users, carers and NHS staff at all times. A number of specific background checks will therefore be undertaken to ensure that those appointed are ‘fit and proper’ people to hold this important role. All candidates will be required to complete a self-declaration that they meet the requirements of the Fit and Proper Persons regulations, and the successful candidate will be required to meet these regulations on a continuing basis.

Equality & Diversity

We know that diversity is under-represented in our Board. We value and promote diversity and are committed to equality of opportunity for all. Our appointments are made on merit. We actively encourage and welcome applications from women, people from black, Asian and minority ethnic communities, older people, people with disabilities/long-term health conditions, people from the LGBTQ+ community and people from all protected categories.

Produced in partnership with:

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Take the next step



APPENDIX - JOB DESCRIPTION

Location: Blackpool, Lancashire

Time Commitment: average 3 days per week (part-time)

Remuneration: £55,000

Term of Office: 3 years, subject to satisfactory appraisal. A second three-year term can be considered.

The chair has a unique role in leading the Trust's Board of Directors.

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

Fundamentally, the chair is responsible for the effective leadership of the board and the council of governors. They are pivotal in creating the conditions necessary for overall board and individual director effectiveness.

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

1. **strategic:** ensuring the board sets the trust's long-term vision and strategic direction and holding the chief executive to account for achieving the trust's strategy,
2. **people:** creating the right tone at the top, encouraging diversity, change and innovation, and shaping an inclusive, compassionate, patient-centred culture for the organisation,
3. **professional acumen:** leading the board, both in terms of governance and managing relationships internally and externally,
4. **outcomes focus:** achieving the best sustainable outcomes for patients/ service users by encouraging continuous improvement, clinical excellence and value for money,
5. **partnerships:** building system partnerships and balancing organisational governance priorities with system collaboration; this role will become increasingly more important as local organisations move to delivering integrated care, prioritising population health in line with the [NHS Long Term Plan](#).

The relationship between the chair and the trust's chief executive is key to the role's success. The chair must cultivate an effective working relationship with the chief executive and many responsibilities in the role description will be discharged in partnership with the chief executive.

The fundamental difference between these roles is that the chair leads the board and the council of governors and is responsible for the non-executive directors' effectiveness and the board as a whole. The chief executive leads the organisation and is responsible for managing the executive directors.

Together, the chair and the chief executive set the tone for the whole organisation. They are ultimately responsible for ensuring that the population the trust serves and the wider system in which the organisation sits receive the best possible care in a sustainable way.

This detailed description of the chair's role has been aligned with the competency framework's five domains. While each set of responsibilities has been aligned with the competency domain most relevant to discharging that element of the role, **a good chair will demonstrate competence in all five domains across all their 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 organisational purpose and sustainability while having regard to the council of governors' views,
- ensuring the trust's strategy aligns with the principles guiding the NHS and the NHS values,
- ensuring the board identifies the key risks the trust faces in implementing its strategy; determines its approach and attitude to **providing effective oversight** of those risks and ensures there are **prudent controls** to assist in managing risk,
- holding the chief executive to account for delivering the strategy and performance.

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, enabling grounded debate with contributions from all directors.
- promoting the highest standards of **ethics, integrity, probity and corporate governance** throughout the organisation and particularly on the board,
- demonstrating **visible ethical, compassionate and inclusive personal leadership** by modelling the highest standards of personal behaviour and ensuring the board follows this example,
- ensuring that **constructive relationships based on candour, trust and mutual respect** exist between executive and non-executive directors and between elected and appointed members of the council of governors and between the board and the council,
- developing **effective working relationships** with all the board directors, particularly the chief executive, providing support, guidance and advice.

Partnerships

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

- promoting an **understanding of the board's role**, and the role of non-executive and executive directors,
- representing the organisation externally, developing and facilitating effective partnerships, and promoting **collaborative, whole-system** working through engagement with:
 - patients and the public,
 - members and governors,
 - all staff,
 - key partners across public, private and voluntary sectors,
 - regulators,
 - other chairs in the system and the wider NHS provider chair community,
- ensuring that **effective communication with stakeholders** creates board debate encompassing diverse views, and giving sufficient time and consideration to complex, **contentious or sensitive issues**.
- facilitating the council of governors' work on **member engagement**, so the governors can carry out their statutory duty to represent the interests of trust members and the general public to the trust.
- ensuring that governors have the dialogue with directors they need to hold the non-executive directors (which includes the trust chair), individually and collectively to account for the board's performance.

Professional acumen

In their role as **governance lead** for the board and the council of governors, the chair is responsible for:

- making sure the board/council operates effectively and understands its own **accountability** and compliance with its approved procedures.
- personally **doing the right thing**, ethically and in line with the NHS 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/council agenda** relevant to the trust's current operating environment and taking full account of the **important strategic issues and key risks** it faces this should be aligned with the annual planner for council of governors meetings.