

Chair, Birmingham and Solihull Mental Health NHS Foundation Trust

Birmingham and Solihull Mental Health NHS Foundation Trust is one of the most innovative mental health trusts in the country with over 4,000 dedicated staff providing comprehensive and specialist mental healthcare services from over 40 sites to a culturally and socially diverse population of 1.3m across the West Midlands and beyond.

There has never been a more exciting time to join our Trust as Chair, and the opportunity to provide leadership to our organisation as we begin to recover from the pandemic and the major challenges this has provided the NHS as a whole, now represents a chance to make a real difference in the future. As our new Chair you will provide leadership to the Board of Directors, Council of Governors, our staff, and our system partners to uphold our newly revised values of being **Compassionate; Committed; Inclusive**.

In joining us you will guide and support the Trust and our healthcare system on the next phase of our development, showcasing the collaborative instincts required to work across an evolving NHS landscape and a future where care across health systems will be more integrated and delivered in increasingly collaborative ways. The communities served by the Trust are amongst the most diverse in the country, and it is critical for our new Chair to enable our health and care system to eradicate the inequalities that COVID-19 has brought to the fore, reinforced their existence along with the need to address them.

Our new Chair will be highly motivated, energetic and innovative and a natural facilitator. They will be committed to ensuring that the culture of BSMHFT is a 'just', inclusive and compassionate one in which everyone has equal opportunities to thrive, and feels confident in speaking out without fear. You must also demonstrate an unwavering commitment to diversity and inclusion and showcase how you will role model this at BSMHFT and across our system. In this appointment process we are actively seeking candidates from a range of diverse and inclusive backgrounds who offer the leadership skills required to take our Trust forward, and your values, Board level experience, and ability inspire and harness the talents of others is more important than the sector you have gained your experience in.

If your values and ambition match ours and the opportunity to lead both our Trust and the wider health and care system attracts you, then we very much look forward to hearing from you.

Harvey Nash are advising the Trust on this critical appointment. For further information and an informal discussion on the role please contact Frank McKenna, Managing Director, Thomas Patterson, Director, on 07970 339 151.



Welcome from our Chief Executive & Lead Governor

Dear Applicant,

Thank you for your interest in the appointment of Chair of Birmingham & Solihull Mental Health NHS Foundation Trust.

We believe this is an amazing opportunity to lead one of the most innovative mental health trusts in the country, at a pivotal time when the opportunities to make a real difference for the future have never been greater. The new Chair will be required to provide strong leadership, enhance our relationships with our partners to progress joint working and uphold our newly revised values of being **Compassionate; Committed; Inclusive**.

The COVID-19 pandemic has been a challenging time for the whole NHS. At BSMHFT we have taken this opportunity to work together to think differently and adapt the way we are working to enable our services to continue running. We have achieved amazing things, including innovations in our use of technology, developing new guidelines and practices, training in new skills, adapting our pathways, changes in culture and mindset and many other things. Throughout this time of rapid change, we have adapted our Quality Improvement (QI) approach to support all that we do and remained absolutely focused on our top priority of delivering safe, high quality patient care.

We were already engaging widely with our Trust colleagues, service users and carers and local partners to create our new five-year strategy. We are listening to their feedback and experiences to ensure that we develop innovative and sustainable mental health services that are fit for the future and provide excellent care that meets the needs of our 1.3million local population.

This includes how we provide care across all our diverse communities and work as a health and care system to eradicate the inequalities that COVID-19 has so clearly highlighted. It is about how we look after, recognise, engage and develop all of our 4,000 colleagues across the Trust, ensuring that BSMHFT is a place where everyone has equal opportunities to thrive, and feels confident in speaking out without fear. This reflects our commitment to attract and retain a greater number of committed, compassionate people to join us, at a time when the NHS and those who work in it are more valued than ever. The fact that our aim to create a truly diverse and inclusive organisation is ambitious does not make it any less real. We know we start from the foot of the mountain, a mountain we very much want to conquer.

There has never been a more exciting time to become the Chair of our Trust. As we all reflect on the past few months, we are determined that as we develop our future strategy, we will not lose some of the things we have achieved and changed for the better.

As we anticipate demand for our services increasing, we have an opportunity to continue to think differently and innovatively about how we provide care and how we harness the enormous appetite and enthusiasm across the organisation to do this, a time to truly embed our QI approach. As we look towards a future where care across health systems will be more integrated and delivered in increasingly collaborative ways, our local, regional and national partnerships and relationships will be critical.

It is with this backdrop that we now embark on the process to appoint our new Chair.

You will lead us in ensuring the Trust's culture is a 'just' one, established through the development of an inclusive and compassionate leadership approach and ensure effective and collaborative working with our partners.

We are looking for an exceptional individual who will live, act, and strive to meet our values and vision.

If you are looking for a role which will provide an opportunity to lead the Trust, both within our organisation and the wider health and care system, then we very much look forward to receiving your application and meeting with you in due course.

Kind regards

ROISIN FALLON-WILLIAMS
CHIEF EXECUTIVE

FAHEEM UDDIN
LEAD GOVERNOR



ROLE DESCRIPTION

CHAIR

The Chair is accountable to the Council of Governors and to the Independent Regulator of NHS Foundation Trusts.

1. ROLE SUMMARY

- Lead the Board of Directors, ensuring its effectiveness in all aspects of its role and agenda including setting the strategy and values of the Trust, maintaining compliance with regulatory requirements, ensuring high levels of accountability, probity and value for money, and delivering high standards of clinical and corporate governance
- Lead the Board of Directors and the Council of Governors and be the Trust's pivotal representative within the local community, promoting the Trust's vision, values, aims and objectives
- Chair the meetings of both the Board of Directors and the Council of Governors and facilitate the effective contribution of all Executive and Non-Executive Directors and ensure that constructive relations exist between the Board of Directors and the Council of Governors
- Ensure the Board plays a full role in the determination and development of the organisation's strategy in delivering high standards of clinical and corporate governance
- Guide and assist the Council of Governors in complying with their statutory obligations holding the Trust and the Board of Directors to account and ensuring that the Trust remains within its Terms of Authorisation

2. ROLES & RESPONSIBILITIES

2.1 LEADERSHIP AND STRATEGY

- Ensure the long-term sustainability of the Trust
- Providing visible leadership in developing a positive culture for the Trust ensuring that this is reflected through personal behaviour and in the behaviour of the Board of Directors and decision-making
- Establishing clear objectives to deliver the agreed plans and strategy to meet the Terms of Authorisation, ensuring that the necessary financial and human resources are in place for the Trust to meet its objectives; regularly reviewing performance against them
- Holding the Chief Executive and the other Executive Directors accountable for the effective management and delivery of the organisation's strategic aims and objectives
- Building and maintaining close relations between the Foundation Trust's constituencies, and stakeholder groups to promote the effective operation of the Trust's activities
- Pro-actively direct and manage major decisions of the Board of Directors ensuring that 'due process' and constructive challenge has been applied at all stages of decision-making and full and complete consideration has been given to all options during the process
- Leading fellow Directors in providing innovative leadership to the Trust within a framework of prudent and effective controls
- Leading and directing work within the Trust with other Non-Executive Directors, the Chief Executive and other Executive Directors.

2.2. COMPLIANCE

- Ensuring that the Foundation Trust complies with its Terms of Authorisation, the Constitution and any other applicable legislation and regulations
- Maintaining the Foundation Trust's financial viability, using resources effectively, controlling and reporting on financial affairs in accordance with the requirements set out by NHS Improvement/England.
- With the assistance of the Company Secretary, promoting 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
- Upholding the values of the Foundation Trust by example, and to ensure that the organisation promotes equality and diversity for all its patients, staff and other stakeholders
- Establishing and maintaining the highest standards of clinical and environmental hygiene to assure robust infection control standards
- Establishing and building a constructive relationship with NHS Improvement/England, the Care Quality Commission and other healthcare regulators
- Promoting equality of opportunity and human rights in the treatment of all staff and patients
Ensuring that the Trust's internal governance arrangements conform with best practice and statutory requirements
- To champion equality & diversity across the Trust

2.3. BOARD ACTIVITIES

- Participating fully in the work of the Board, ensuring the corporate responsibility of the Board of Directors
- Chairing the Board of Directors, committees and other ad hoc meetings of the main Board
- Setting the agenda, style and tone of Board discussions to promote effective decision-making and constructive debate
- Ensuring there is appropriate delegation of authority from the Board of Directors to the executive and senior management team
- Establish clear objectives to deliver agreed plans and to meet the Terms of Authorisation and regularly review performance against these objectives
- Facilitating the effective contribution of Non-Executive Directors at Board and Committee meetings and encouraging active engagement by all Board members
- Managing the Board of Directors to allow sufficient time for discussion of complex or contentious issues, ensuring that all directors have appropriate time to consider critical issues
Ensuring the Board of Directors identifies the key risks the Foundation Trust faces in implementing its strategy; determines its approach and attitude to providing effective oversight of those risks and ensures that prudent controls are in place to assist in managing risk
- Chairing the Remuneration & Nomination Committee, and initiating change and succession planning in Board and appointment of effective and suitable members and chairs of Board of Directors and committees
- Arranging the regular evaluation of the performance of the Board of Directors, their committees and individual Directors
- Initiating change and succession planning for Non-Executive Director appointments, subject to Council of Governor approval
- Where necessary, lead in seeking the removal of Executive and Non-Executive Directors
- Ensuring effective and constructive relations are established and maintained between Executive Directors, Non-Executive Directors and Governors
- Ensuring the performance of Non-Executive Directors is evaluated annually and acting on the results of such evaluation by recognising strengths and addressing weaknesses
- Develop a constructive relationship with the Chief Executive, providing support, guidance

and encouragement while respecting executive responsibilities; this should include conducting a performance appraisal for the Chief Executive annually.

2.4. COUNCIL OF GOVERNORS

The Chair is responsible for:

- Leading the Council of Governors so that it is able to represent the interests of the Foundation Trust, members and the general public
- Leading the Council of Governors in providing an effective means of holding the Board of Directors to account
- Facilitating the work of the Council of Governors in meeting its duties in respect of appointments, remuneration, audit, quality accounts and annual reporting and planning
- Managing meetings of the Council of Governors and ensuring compliance with approved procedures
- Setting an agenda for the Council of Governors that is focused on strategy, performance and quality set out in such a way that it facilitates the council's contribution to strategy and hold the directors to account for the performance of the Foundation Trust
- Facilitating the effective contribution of the Council of Governors individually and collectively ensuring that the Council of Governors receives accurate, timely, high quality, clear information that is tailored to its needs
- Ensuring that the Council of Governors collectively and its individual members receive development sufficient to enable it to effectively carry out its statutory role
- Ensuring a good flow of information between the Board of Directors, committees, Council of Governors and members of both, and between senior management and Non-Executive Directors, individual members of the Council of Governors and senior management
- Ensuring there is effective communication by the Foundation Trust with its patients, members, clients, staff, Governors, members and stakeholders

2.5. COMMUNICATIONS AND RELATIONSHIPS

- Ensure effective and constructive dialogue and promote harmonious relations with:
 - (and between) the Board of Directors and the Council of Governors
 - Trust Stakeholders including service users, carers, staff, FT members and commissioners
 - Regulators such as NHS Improvement/England and the Care Quality Commission
 - The wider local and national health and social care community
- Participate positively and collaboratively in the work of the Board of Directors and the Council of Governors and maintain appropriate links with the Chief Executive and individual Directors and Governors
- Be an ambassador for the Foundation Trust, promote the interests of the Trust and represent the Trust's views to national, regional and local bodies or individuals

June 2020



PERSON SPECIFICATION CHAIR

ESSENTIAL

- High level of understanding and interest in healthcare issues.
- A commitment to NHS values and principles of NHS Foundation Trusts.
- Strong business and financial acumen.
- Highly developed interpersonal and communication skills.
Proven leadership skills.
- Knowledge and experience of corporate governance and risk management.
- Ability to understand complex strategic issues, analyses and resolve difficult problems.
- Sound judgement, common sense and diplomacy.
- Ability to grasp relevant issues and understand relationships between interested parties, taking political issues into account.
- Clear understanding, and acceptance, of the legal duties, liabilities and responsibilities of Non-Executive Directors and the difference between an executive and non-executive role.
- Sufficient time and commitment to fulfil the role.
- Skills in collaborative leadership
- Candidates must be resident in an area served by BSMHFT

DESIRABLE

- Previous experience as a Chair.
- Board level experience gained in a large/complex/changing organisation.

June 2020