

First-rate people. First-rate care. First-rate value.

Company Chair recruitment pack



Contents

Message from Founding Chairman	Page 1-2
Job description and person specification	Page 3-10
How to apply	Page 11
Message from Chief Executive and Lead Governor	Page 12
Board Structure Chart	Page 13
Board Committee Structure	Page 14
Senior Team Structure	Page 15
Council of Governors	Page 16
Further information	Page 17

If you have any questions about the process, the timetable or you wish to discuss your suitability, please don't hesitate to contact Jocelyn (phone: 07976 395688 / 01225 332580 or email: jocridley@jmrc.co.uk) or Ann Gill (phone: 07787 512129 / 01428 652857 or email: anngill1000@gmail.com)

A Message from the Founding Chairman....

Thank you for your enquiry about this important role in our organisation.

By way of introduction, I should explain that First Community is not a typical NHS organisation. It was formed following a group of 10 NHS clinicians exercising their *"Right to Request to form a Social Enterprise"* under the then Government's policy *"Transforming Community Services"*. After a rigorous approval process, akin to that for the formation of an NHS Foundation Trust, the Company was established on 1st October, 2011. It holds a legally binding contract to provide NHS community health services across East Surrey and parts of North West Sussex. It began with a workforce of circa 250 and an annual turnover of £19m; today, there is a staff complement of 450 and a turnover of £23.7m. It has built a strong reputation for providing quality services, is known for its *"can do"* attitude, recognised for its innovative approach to service re-design and system change and for its strength in thought leadership and collaborative working.

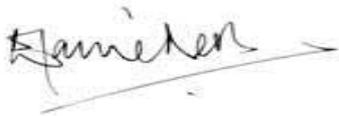
We are immensely proud that the Care Quality Commission rated us 'Outstanding' in 2017; this has placed us in the top 2% of health care organisations inspected by the CQC. We continue to work hard to maintain this level of excellence. We are a people-orientated organisation and value our workforce which, according to the last NHS Staff Survey, is amongst the most highly engaged in the country. The fact that, as a social enterprise, we are employee-owned has done much to motivate staff embracing their involvement in determining Company policy and in setting our strategic direction.

Against this backcloth our ambitions remain to provide top quality community health and care services and be an employer of choice. We aim to extend our reach as we work to make the healthcare system function better and be instrumental in securing truly integrated care with colleagues particularly in primary and social care. We operate within a financially challenged health economy so, for us, it is imperative that we offer good value for money and bench-mark well with like services across the country.

I have been involved since the beginning and will complete my full term of office in March 2019. The time is right for fresh hands to take the helm and lead the Company into its next phase of development. My experience has been a blend of the exhilarating and demanding to demonstrate that the social enterprise business model really does make a positive difference in the delivery of patient services. The fact that we are a company limited by shares has made us financially prudent as carrying forward a deficit is never an option. Our reputation has been earned by the sustained efforts of so many highly skilled and committed clinical, managerial and administrative staff with whom it has been a privilege to work and lead. Together, we have developed a culture that truly is *"Floor to Board in 5 minutes"* where any member of staff can raise an issue or concern and be confident it will be addressed.

In summary, I believe the Chair's role is special, exciting and has particular significance in being the custodian of the social conscience of the organisation as a social enterprise. Our selection process has therefore been designed to assess style and fit alongside competence and experience: it mirrors that for all our very senior appointments. We value and promote diversity and are committed to equality of opportunity for all; the appointment will be made on merit.

I hope I have said enough to encourage you to read on and enhance your interest. If you would like to discuss the role with me please contact Jocelyn Ridley, JMR Consultants, in the first instance on 01225 332580 email jocridley@jmrc.co.uk



Elaine Best (Miss)
Chairman

JOB DESCRIPTION

Job Title:	Company Chair (non-executive director)
Department:	Corporate - Board of Directors
Accountable to:	Shareholders through Council of Governors
Remuneration:	£30,000 per annum (non-superannuable)
Time commitment:	Varies but typically 1-2 day per week.
Term of Appointment:	3 years renewable*.

*The Council of Governors may extend the term of office for a further 3 years subject to satisfactory appraisal in line with the requirements set out in the Company's Articles of Association.

Job Summary

The post-holder will lead the Board of Directors ensuring high standards of probity and governance are maintained at all times and that the Company operates within the terms laid out in the Articles of Association, its NHS Operating Licence, statutory obligations and in accordance with Company Law. Alongside the Board, s/he will work closely with the Council of Governors to help determine the strategic direction of the Company. At scale, the Chair will operate in a constantly changing and challenging landscape with ambiguity as the norm and an ever constant demand for increased productivity, efficiency savings and demonstrable value for money.

Preamble

First Community Health and Care is a Community Interest Company (C.I.C) operating under Licence to provide NHS services with a legally binding contract. It is a social enterprise and employee-owned. In these respects, it differs from the conventional NHS organisation although it is subject to the same regulatory framework. It is also regulated by the C.I.C Regulator and subject to the requirements of Company Law. For the Chair of this organisation there are some additional responsibilities (described later in the main responsibilities) than might normally be expected in a traditional Chair's role of an NHS organisation.

Philosophy

Since inception, First Community Health and Care has operated on the core principle of the patient's care and experience being central to everything it does alongside supporting carers and ensuring that staff too are equally well supported, developed and motivated. To achieve this, it has operated a business model based on an inverse triangle where the Board is at the bottom supporting operational delivery. It is balanced by a Council of Governors elected by shareholders from constituencies across the Company and a Community Forum made up of a network of citizens, patient groups, voluntary & faith organisations

and local authorities from the geography served by First Community Health and Care.

First Community Health and Care continues to operate on the core values of provision of *First Rate Care* to patients & clients by the *First Rate People* employed offering *First Rate Value* to Commissioners. Underpinning these, dignity and respect for the individual are paramount and staff inclusion in the formation of strategy and policy is an essential pre-requisite as an employee-owned organisation with a learning, not blame, culture being the norm. The vision is to constantly aim to '*Rejuvenate the Well-Being of the Community Served*'. The new Chair will be expected to uphold and exemplify these core principles, values and vision.

Organisational Structure

As an employee-owned organisation, reflecting our beginnings under Department of Health policy as a staff *Right to Request* for clinicians to run NHS services, we have a management and leadership structure that turns the traditional organisational hierarchy on its head. This results in a structure where managers and the Board exist to support clinical services and their interface with patients and public. The inverted triangle is stabilised by two smaller triangles; the Council of Governors and the Community Forum.

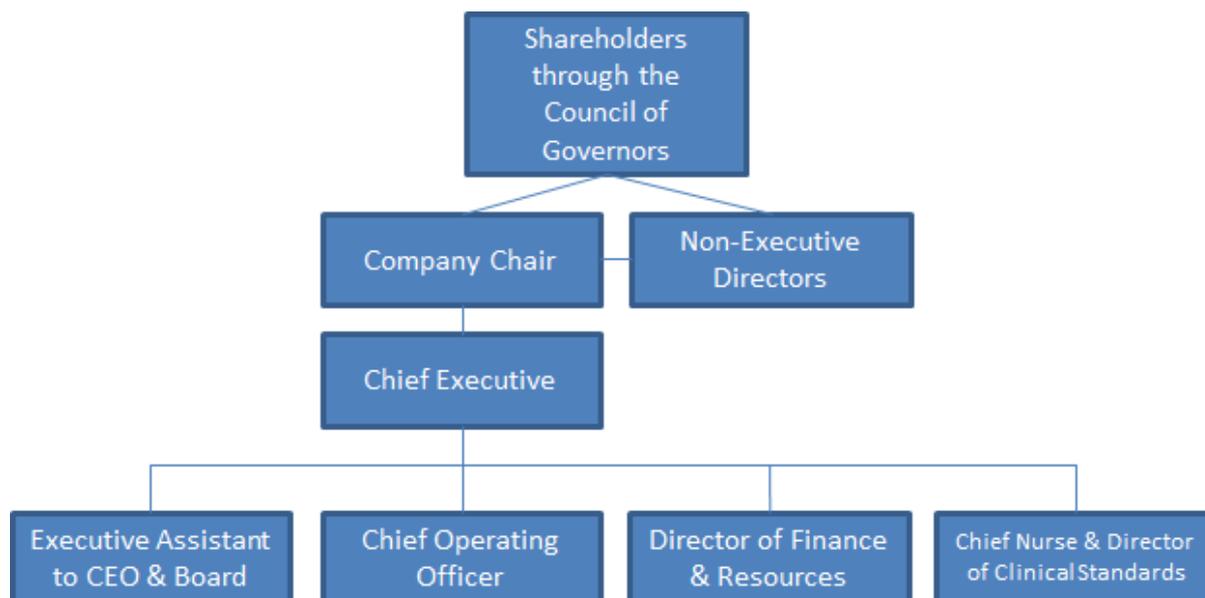


The Community Forum assists the Company to understand the perspective of service users, carers, volunteers and partner organisations to enable us to provide better services, carry on our business and to engage the views of the community for any future activity and investment proposals.

The Community Forum is open to the public including service users, carers, volunteers, representatives from any health and social care agencies, GPs, local community groups, the local council, voluntary sector organisations and local businesses.

Every First Community employee has the option to become a shareholder and be supported by our staff-led Council of Governors. More than 70% of employees are now shareholders, increasing significantly over the year. The Council of Governors are employee representatives elected by staff to act as a link between shareholders and the Board of Directors.

This chart illustrates the line of accountability:



Principal responsibilities of the role

The key responsibilities are best summarised as:

- Provide firm, clear leadership of the organisation discharged through the effective working of the Board and by a positive, constructive relationship with the Chief Executive, Non-Executive and Executive Directors and Governors; similarly, good relationships with key personnel in the local health and social care economy, the wider business community and the political environment.
- Articulate the Company's vision, values and strategy to a variety of audiences essential to the successful performance of the organisation in terms of contract delivery and securing continued and new business.
- Chair the Board of Directors in such a manner that facilitates effective working, embraces constructive challenge, well-informed decision-making, manages / resolves conflict and draws sound assurance. Additionally, motivates the Board into being and sustaining itself as a high-performing team able to deal with adversity and success to best outcome.
- Uphold the principles of strong governance in line with UK Corporate Governance Code best practice, adhere to the Nolan Principles for the code of conduct for services in public life, and promote compliance with Company Law and all such other relevant legislation.
- Ensure through the Executive and the rigour of good governance high standards of patient safety, care delivery and financial management within available resources. This to also be informed by an up-to-date working knowledge of the issues affecting and influencing services and by making personal visits to see the services first hand.
- Support the Chief Executive in the execution of their duties by acting as a "critical friend" when the occasion requires and ensuring they have an appropriate personal development plan.

Other main responsibilities are:

- Maintain an appropriate governance structure to discharge effective governance using the skills set and expertise of Non-Executive Directors in allocating them to specific Committees including determining who shall chair each sub-committee. This includes determining individual NED workload and portfolio that draws on their respective strengths and interest areas; this in consultation with the person concerned. It also requires the Chair to carry out a skills audit of the Board when appointing a new or replacement NED and to participate fully in any such appointment.
- Appoint a Vice-Chair for the Board and Chairs of Board Sub-Committees from the NED group with annual review.
- Foster a values-based, learning culture throughout the organisation that holds the patient / client experience central to all that it does and actively ensures, as far as practically possible, the well-being of staff whilst remaining commercially aware and financially prudent.
- Promote the 'brand' that is First Community Health and Care within the local health economy and across the wider business environment pursuing a positive line in commerciality.
- Develop / nurture an effective network to foster good working relationships with a variety of persons / parties so to exert positive influence and assistance in the promotion of the Company.
- Participate in the various Chairs' Forums within the Sussex & East Surrey Sustainability and Transformation Partnership (STP) and, where appropriate, neighbouring STPs / Academic Alliances and national groups / forums advocating the Company's role and contribution in determining strategy and delivering outcomes.
- Represent the Company at relevant business and social occasions undertaking such public speaking engagements as may be required to help promote the standing of the Company and / or recognise the contribution of other parties that assist in the Company's success.

This is not an exhaustive list but serves to illustrate the main areas for attention and delivery.

Person Specification

Leadership Qualities, Skills, Experience & Business Acumen	
Essential	Desirable
<ul style="list-style-type: none"> ➤ Accomplished leader with Board level experience in a complex organisation ➤ Strategic thinking and influencing capability able to articulate vision and messages with clarity to diverse audiences ➤ Ability to establish trust and credibility with a broad range of people at all levels of seniority (including front line professionals) ➤ Demonstrate understanding of collaborative working across the health system ➤ Ability to handle complexity, ambiguity and uncertainty with clarity of thought to understand the core issues promptly ➤ Openness to transformation and driving change to bring about improved outcomes ➤ Effective in developing and maintaining sound relationship management internally and externally with stakeholders and partner organisations. ➤ Excellent understanding of effective governance practices and an acceptance of the legal and fiduciary duties of the non-executive Board members ➤ Strong facilitation and chairing skills with the ability to manage conflict and take difficult decisions ➤ A strong sense of self-direction, motivation and confidence. 	<ul style="list-style-type: none"> ➤ Non-executive director experience of 3 years or more ➤ Experience of working in variety of different organisations e.g. public, private, third sector. This may include NHS and / or Local Government provider and / or commissioner experience ➤ Experience of alternative business models e.g. social enterprise, employee ownership, alliance and joint venture working ➤ Knowledge of the local geography i.e. Surrey & Sussex ➤ Ability to be creative by generating ideas and options. ➤ Experience of quality improvement and user centred approaches particularly in a highly regulated environment.
Style and Personal Attributes	
Essential	Desirable
<ul style="list-style-type: none"> ➤ Excellent communication and interpersonal skills ➤ Strong public service ethos and commitment to excellent patient – centred care and the well-being and development of staff ➤ Approachable and empathetic, strong on emotional intelligence ➤ Numerate and financially literate ➤ Politically astute and adept. 	<ul style="list-style-type: none"> ➤ Capable public speaker with experience of dealing with stakeholders, politicians and the media. ➤ Ability to adapt style and interpersonal approaches in different scenarios to a good outcome ➤ Personal insight into the impact of one's behaviour on others ➤ Ability to cope well under pressure

Ineligibility

The circumstances under which an applicant will not be considered for the post are if the person is:

- currently employed in the NHS;
 - is a healthcare professional removed from or suspended from the respective profession's register of practitioners;
 - is a subject of a bankruptcy restriction order or interim order;
 - under a disqualification order under the Company Directors Disqualification Act 1986;
 - has been removed from trusteeship of a charity.
-

General Company Pre-Employment Checks & Policies

Health Clearance

Like all posts in the Company health clearance is required for this appointment. Applicants must complete a medical questionnaire, return it to the Occupational Department and, if required, undergo a medical examination before appointment.

Disclosure and Barring Service Checks

A Disclosure and Barring Service check and disclosure will be required before appointment for this post as the Company provides services to children and vulnerable adults. In addition, completion of the Fit & Proper Persons check is also required.

Confidentiality and Disclosure of Information

As Company Chair, you may come into possession of confidential information concerning patients and staff and will have knowledge of sensitive commercial and financial material. This information should always be treated according to First Community Health and Care's rules on confidentiality. Any inappropriate disclosure may be subject to First Community Health and Care's disciplinary procedures.

Safeguarding children and vulnerable adults

First Community Health and Care as an employer is committed to safeguarding and promoting the welfare of children and adults at risk of harm and expects all employees and non-executive directors to share this commitment. All employees have a responsibility for safeguarding children and vulnerable adults in the course of their daily duties and for ensuring that they are aware of the specific duties relating to their role.

Raising concerns

All staff, including non-executive directors, may on occasion have genuine concerns about healthcare matters and consequently First Community Health and Care endorses the principle that these must be raised in a responsible and appropriate manner and, if necessary, using First Community Health and Care's Raising Concerns at Work Policy.

Data Quality/Security

The post holder is responsible for ensuring that he/she maintains the integrity and quality of both computerised and manual data.

Acceptance of Gifts and Hospitality

The conduct of staff including non-executive directors should be scrupulously impartial and honest and in this context any offers of gifts or hospitality should be discussed with the Company Secretary prior to acceptance.

Codes of conduct and professional standards

All staff must adhere to any codes of conduct or professional standards set by the regulatory bodies with whom they are registered or by professional bodies of which they are a member. It is the post holder's responsibility to ensure they are familiar with these requirements and maintain their professional membership to the relevant body.

Risk (managerial and supervisory staff only)

Managers are responsible for implementing and monitoring any identified and appropriate risk management control measures within their designated area(s) and scope of responsibility. Full details are set out in First Community Health and Care's Risk Management Policy.

Health and Safety

All staff including non-executive directors are advised that, under the Health and Safety at Work Act 1974 and associated legislation, it is the duty of everyone to take reasonable care for their own health and safety and that of other people who may be affected by their activities at work, and also to co-operate fully with First Community Health and Care and others in connection with any arrangements to satisfy the statutory duties and responsibilities under the Act, including undertaking appropriate mandatory and health and safety training.

Infection Control

All staff including Non-Executive Directors must at all times be aware of their responsibilities for ensuring infection control and to maintain hygiene standards in accordance with infection control policies and instructions.

Personal Property

First Community Health and Care is unable to accept responsibility for articles of personal property lost or damaged on its premises whether by burglary, fire, theft or otherwise and staff, including non-executive directors, are advised to insure against all risks.

Equal Opportunities

Equality of opportunity is an integral part of First Community Health and Care's recruitment and selection process and recruiting personnel must ensure that they comply fully with First Community Health and Care's Equality & Diversity Policy. First Community Health and Care aims to ensure equality of opportunity for all irrespective of their age, colour, creed, ethnic or national origin, marital status, nationality, physical or mental disability, race, religious belief, sex or sexual orientation.

No Smoking / Vaping

Smoking or Vaping by staff, patients and visitors, is not be permitted anywhere on First Community Health and Care premises.

Security

Staff must wear their identity badge at all times to assist in maintaining the security of the organisation; be observant, and not afraid to enquire of people as to their business on Company premises. Any suspicious behaviour must be reported to the Company Secretary or Chief Executive.

This job description is subject to review from time to time in liaison with the post holder.

How to apply

If you would like to apply for this important position, please provide an up to date CV together with a supporting letter explaining why you are interested in this role and how you fit the role description and person specification to Jocelyn Ridley at JMR Consultants by **Friday 19 October**, email jocridley@jmrc.co.uk. We will be assessing applications against the criteria so please make sure that you demonstrate your suitability in your CV and letter.

More information

More information about First Community can be found on our [website](#). The following documents might be of particular interest:

[Annual report 2016-17](#)

[Quality account 2017-18](#)

[CQC report](#)

Timetable

The important dates for you to note in the recruitment timetable are highlighted below for your diary, there may need to be some flexibility with the informal meetings and final interview dates:

Closing date for applications	Friday 19 October
Review of applications	Friday 2 November
First interviews with JMRC	w/c 5 and 12 November
Notified if shortlisted	Thursday 22 November
Shortlisted candidate Assessment Centre day	Thursday 29 November
Final interviews	Thursday 13 December
Notification of appointment	Thursday 20 December

If you have any questions about the process, the timetable or you wish to discuss your suitability, please don't hesitate to contact Jocelyn (phone: 07976 395688 / 01225 332580 or email: jocridley@jmrc.co.uk) or Ann Gill (phone: 07787 512129 / 01428 652857 or email: anngill1000@gmail.com)

www.firstcommunityhealthcare.co.uk

21 September 2018

A message from the Chief Executive and Lead Governor

Thank you for your interest in becoming First Community's new company Chair. This is a great opportunity to help shape the future of First Community as we deliver first rate community health services in east Surrey and West Sussex, working increasingly more closely with our local health and care partners.

As a high performing community interest company set up in 2011, you'll be joining First Community at an important time. Having been rated 'Outstanding' by CQC in 2017 putting us in the top 2% of health care organisations inspected by CQC, we know we provide high quality care.

Our ambitions are to continue to provide top quality community health and care services while adapting and changing to the needs of the communities we serve, as well the requirements of the NHS, and other organisations which commission us to provide services.

First Community Health and Care is not a typical NHS organisation. We are a dynamic employee-owned social enterprise. Our workforce of highly qualified clinicians and support staff is among the most highly engaged according to the last NHS staff survey. (Last year, we achieved a response rate of more than 72% in the NHS Staff Survey).

As an employee-owned social enterprise all employees are eligible to become shareholders. We have a Council of Governors (CoG) comprising elected employees who represent these shareholders. Shareholders make up the majority of our staff group (around 75% of our substantive workforce). As employees / shareholders, CoG promotes and encourages participation in company affairs.

CoG members ensure two way communication exists between the shareholders (employees) and the Board of Directors. First Community's Chair attends CoG meetings and the Lead Governor, or her representative, attends Board meetings.

The Council of Governors also has a voice in the assurance of First Community, as a transparent and genuine social enterprise. CoG is, therefore, involved in the appointment of First Community's Chief Executive, Non-Executive Directors and Chair.

After a successful first seven years with our current chairman, Miss Elaine Best, we are looking for a new chair to build on our achievements. We are looking for someone who is passionate about health, community and partnership working, alongside our ethos as an employee owned company, where two way communication ensures staff are kept at the very centre of our thinking and planning.

We look forward to meeting you as part of the selection process.

Yours sincerely



Sarah Billiald
Chief Executive



Lynn Fitzgerald
Lead Governor

Our Board

Elaine Best
Chairman



Sarah Billiald
Chief Executive



Catherine Jervis
Non-Executive Director



Kirstie Galbraith
Non-Executive Director



Bryan Ingleby
Non-Executive Director



David Halliday
Non-Executive Director



Liz Mouland
Chief Nurse & Director
of Clinical Standards

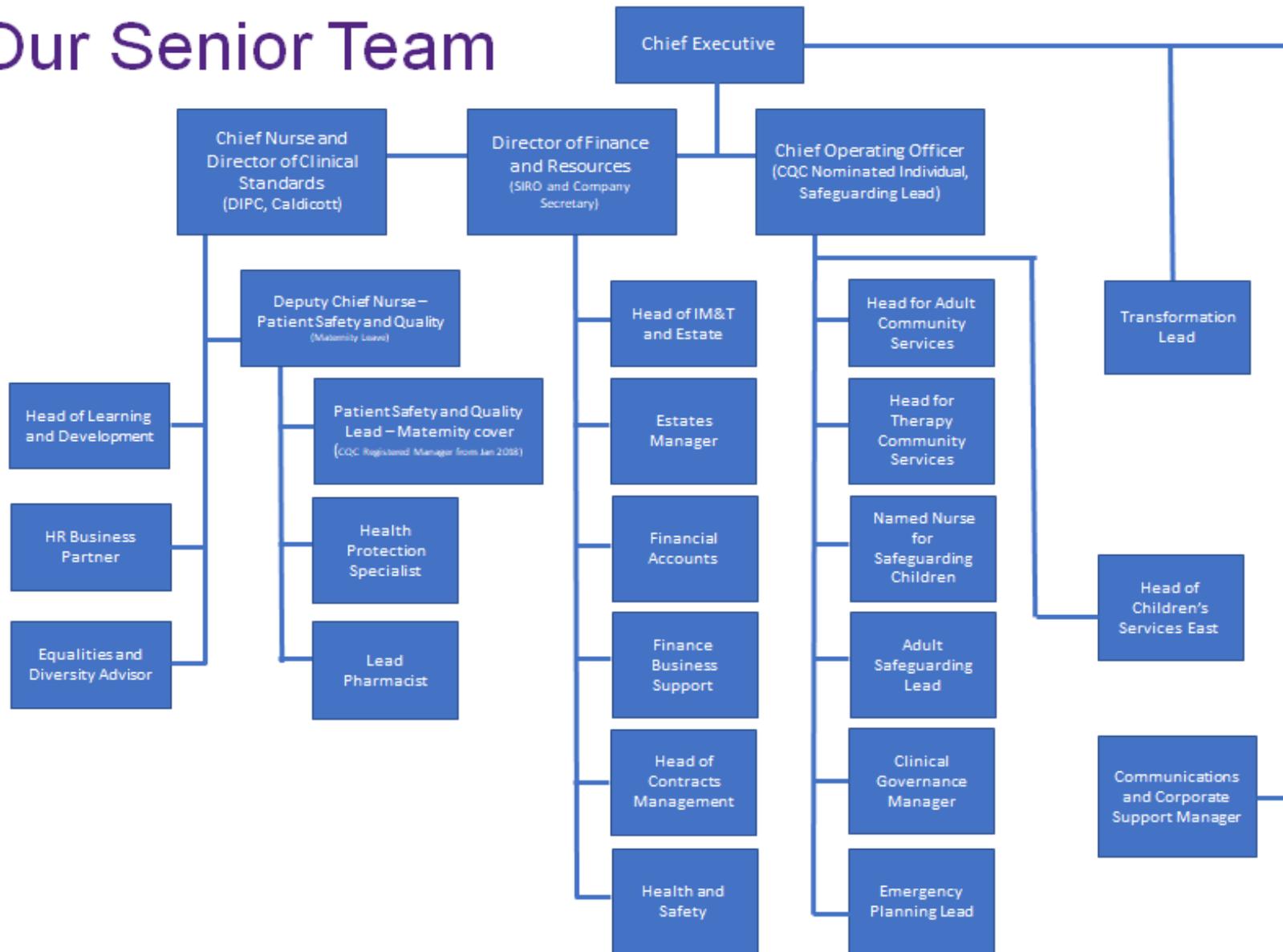


Adrian Baillieu
Director of
Finance &
Resources



Val Frost
Chief
Operating
Officer

Our Senior Team



Governors 2018-2019



Lynn Fitzgerald
Caterham Dene



Janice Kelly
Forum House



Jasmine Webb
(Maternity Leave)



Catherine Delve
Caterham Dene



Jane Bailey
Oxted Therapies Unit



Helen Pritchard
Oxted Therapies Unit



Carol Morris
Forum House



Kim Montgomery
East Surrey Hospital



Jill Dawe
Forum House



Mike Luney
East Surrey Hospital



Julie Sinclair
East Surrey Hospital



Rachel Buckenham
Horley Office

Further Information and Feedback

If you would like to find out more about our services, please visit our website at
www.firstcommunityhealthcare.co.uk

If you would like this information in another format or language, or would like to provide feedback about this account or any of our services, please contact:

Telephone: 01737 775450

Email: fchcenquiries@firstcommunitysurrey-cic.nhs.uk

Twitter: @1stchatter

First Community Health and Care

2nd Floor

Forum House

41-51 Brighton Road

Redhill

RH1 6YS

Registered Number 07711859

