

# Bromley Healthcare better together

**Appointment of the Chair**

**Candidate Information Pack**  
**November 2019**



# Bromley Healthcare

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Since its inception in 2011, Bromley Healthcare has aimed to be the best community care provider, striving for the provision and delivery of caring, safe and effective services to local people, either within homes or the wider community. Bromley Healthcare's community healthcare work ranges from helping new parents to care for new born children to supporting the elderly to continue living at home as long as they can, with services including therapy services, health visiting, district nursing, school nursing and specialist nursing.

Bromley Healthcare was established as an employee owned social enterprise spun out of the NHS. Today it employs over 1,000 permanent staff with 500 staff on bank, which includes nurses, therapists, and health professionals who deliver 35 services making 500,000 patient contacts each year.

Bromley Healthcare's success goes hand in hand with the NHS Long Term Plan, which sets out an ambition for healthcare providers to ensure joined up care for patients. Bromley Healthcare is committed to working in partnership with patients and carers, other health and social care colleagues and voluntary sector services to ensure that the local community receives the best care for themselves and their families. We are an active partner in the One Bromley network, where health and social care services are working together with the voluntary sector to provide more joined up and improved care for people who live in Bromley.

Bromley Healthcare's success can be measured by the feedback it receives from its patients. 98% of patients were either likely or extremely likely to recommend our services to others. This was the best patient result in London and the joint second nationally. Our Talk Together Bromley service improves access to psychological therapies with satisfaction rates remaining at over 97% and the service exceeded the national targets in access, waiting times and recovery rates.

These patient outcomes and high satisfaction levels achieved are due entirely to the outstanding commitment from our staff. Our patient-focused Care Coordination Centre is the tech-enabled heart of this work, ensuring continuity and consistency of patient care. The centre is the first point of contact for our 35 services, answering 26,000 calls a month. Over the next year, the continued evolution of the centre will focus on best practice pathways and quality assurance facilitated by the use of our 'near live' safety dashboards to proactively promote safety and prevent incidents.

## OUR VALUES

Bromley Healthcare is a social enterprise – these are businesses that trade to tackle social problems, improve communities, peoples' life chances, or the environment. The government defines a social enterprise as a business with social objectives whose surplus is reinvested in the business or in the community, rather than maximising profit for shareholders and owners. The concept remains fairly new to health, despite the benefits.

Every penny of any surplus we make is invested back into improving the services we deliver and benefiting the communities we work in. We are driven by social objectives - for our patients and staff that means the decision we take is driven by what is best for those we serve, not by the need to boost profits. Our vision is to offer our patients the best care possible sharing our clinical knowledge and resources wisely for a sustainable financial future. We aspire to be a UK leader in our standards of patient care, basing our values on:

**Care, Compassion, Competence, Communication, Courage and Commitment.**

In addition to the 6Cs, we have three core beliefs that are embedded into everything our staff do:

- 1. We will treat others as we would like to be treated.**
- 2. We will continually improve our services.**
- 3. We will hit our targets.**



Our ethos and unique approach has contributed to our success. We believe in putting clinicians in the driving seat and empowering front-line staff to make decisions about how services should be run. This has made us patient-focussed and efficient, taking the best that the NHS has to offer, removing some bureaucracy and focussing on quality healthcare. We work alongside GPs, hand in hand with patients and in partnership with local organisations and the voluntary sector.

# Services

<b>Bexley 0 to 19</b>	<b>Dietitians</b>	<b>Lymphoedema</b>	<b>Rapid Response</b>
<b>Bladder and Bowel (B&amp;B)</b>	<b>District nursing</b>	<b>Nail cutting</b>	<b>Rehabilitation services</b>
<b>Children's Audiology</b>	<b>Falls and fracture prevention</b>	<b>Neuro-Rehab and Support Service</b>	<b>Respiratory Team</b>
<b>Children's Nursing</b>	<b>Health support for schools</b>	<b>Occupational therapy – adults</b>	<b>Sexual Health Bromley</b>
<b>Community dental services</b>	<b>HIV specialist nursing</b>	<b>Occupational therapy – children</b>	<b>Speech and language therapy – adults</b>
<b>Community Paediatrics</b>	<b>Hollybank – specialist short break service</b>	<b>Physiotherapy – adults</b>	<b>Speech and language therapy – children</b>
<b>Community teams</b>	<b>Leg Club</b>	<b>Physiotherapy – children</b>	<b>Talk together Bromley</b>
<b>Complex communication diagnostics</b>	<b>Leg ulcer assessment and management</b>	<b>Podiatry (chiropody)</b>	<b>(IAPT) Tissue viability nursing</b>
<b>Diabetes</b>	<b>London C-Card</b>	<b>Primary School Screening</b>	<b>Wheelchair and special seating</b>

Bromley Healthcare provides a range of community health services across Bromley, with some individual services covering Bexley, Lewisham, Greenwich and Croydon.

Tissue Viability is a specialist service outside of hospital for patients with complex wounds and highly complex needs, the service incorporates telephone advice, home visits, and visits to GP surgeries, residential homes, nursing homes, intermediate care, special needs schools and clinics for people of all ages that are registered with a Bromley GP.

Talk Together Bromley provides a range of free treatment programmes including one-to-one therapy, counselling and group work. The team is made up of psychological therapists, counsellors and psychological wellbeing practitioners and deliver a stepped care approach.

## CLINICAL PERFORMANCE

We review our clinical outcomes constantly, which we use to establish but also adapt standards against which to continuously improve all aspects of our practice. We are commissioned to deliver these outcomes with key stakeholders such as Bromley CCG who have agreed clinical outcomes for both adult and children's clinical services to evidence that we

are providing the best clinical care. Twenty one of our services now have these clinical outcomes measures in place which are routinely reported as part of contract and performance monitoring process. These are also monitored externally through our CCG contract monitoring meetings.

- 90.7% of KPIs were achieved in Adults' Services and 84.6% in Children's Services at end of February 2019 (against a 70% target);
- In the first full delivery year of our new 'outcome based' contracts our Key Performance Indicator has been achieved for both Adult and Children's services;
- We have delivered significant improvement in reducing waiting times;
- Nationally the Five Year Forward View for Mental Health commits to expanding services further - moving from seeing 15% of those recorded with anxiety and depression at the end of March 2017, to 25% at the end of March 2021. This increase in access is a real challenge for services across the country. However, in Bromley the service not only hit but exceeded all its targets.
- Our Adult Physiotherapy, Occupational Therapy, Speech & Language Therapy, Falls, Wheelchair, Rehabilitation Beds and Home based services are all using Therapy Outcome Measures to measure their outcomes.
- The Bexley 0 to 19 service has continued to go from strength to strength over the last year with the majority of Key Performance Indicators either being delivered above the target of 90% or close to it with 97% satisfaction from families.

The CQC have been invited to attend some of our governance meetings including our Board meeting as well as regularly meeting with the Chief Executive Officer and Operations and Safer Care Director. During our most recent visit in 2016/17, the CQC published reports on the following services we provide:

CQC inspectors stated that:

- 'Staff continually sought to exceed the expectations of patients and their relatives by providing individualised care that improved their social wellbeing as well as meeting their physical needs.'
- 'Staff provided a caring, kind, and compassionate service and we received positive comments from patients.'
- 'We saw positive local leadership within the service and staff reflected this in their conversations with us. Staff were supported in their role and had opportunities for training and development. There was a positive culture in the service and members of staff said they could raise concerns with the leadership team.'

## WORKFORCE

One of our primary objectives continues to be building a 'culture for growth', creating space to grow, develop and improve the experience of our team. The entire staff journey has been mapped with a number of specific initiatives put in place to support every step of the journey. As a social enterprise, not only do we have the advantages of the NHS (such as committed staff, excellent training and development opportunities) but also the freedom for innovation by being able to reinvest any surplus that we make into the community. We are developing ourselves to be a true 'learning organisation' and we set ourselves 'gold standard' benchmarks when developing individual clinicians and teams.

The team delivers best practice according to national and local guidelines and expert opinion, making referrals to secondary and tertiary care as appropriate. We have also introduced the bespoke Nursing Band 5 Development Programme for newly registered nurses. The intensive programme provides a focussed target on clinical skills, immediately followed by clinical practice with tailored lists of patients. Results at the end of the programme showed that the nurses were fully competent in the essential competencies for their roles and felt supported to succeed,

We prioritise staff engagement and a Staff Forum and an intranet blog called 'Ask Jacqui' has been set up to provide direct communication channels between team representatives and the senior management team.

A focus on attraction and recruitment has reduced the vacancy rate from 12.8% to 7% with more permanent and internal bank staff in teams. This in turn reduces our need for agency staff, and the money we save can be reinvested in the business.



## TECHNOLOGY AND INNOVATION

Joining up care has become a mantra for the health and social care sector and enabling the effective use of data is a key component of ensuring this joined up way of working. Bromley Healthcare has invested in data capability, and the success of their Care Coordination Centre is proof of how data can be used not only to drive operational efficiencies but also to better care for patients.

There is an increasing demand to maintain patients in the community, prevent unnecessary hospital admissions and support hospital discharge. Increasingly complex and elderly patients means an increase in patient need which has an impact on the overall equipment provision requirement. Our committed Patient Reference Group participated in a number of initiatives including 'mystery shopping' of our Care Coordination Centre as well as reviewing our leaflets and website to drive improvements. We have introduced the 'daily safety huddle' using our 'near live' safety dashboard to drive improvement, which has resulted in a reduction of missed visits.

We have introduced the use of iPads for our healthcare professionals. The data stored on these devices not only feeds into a one patient record system shared with GPs, but also enables the Bromley Healthcare team to introduce more effective, tailored clinical protocols in real time. In the last year alone, the team trialed 40 different versions to find the optimum way of doing things - using human intelligence to alter artificial intelligence, with a direct impact on human care. The efficiencies we have managed to introduce range from patient care to staff recruitment. The average time it takes to employ a front-line nurse is 2 – 3 months. At Bromley Healthcare we have reduced that time to 31 days.

Our data journey is a compelling story that we can relate to other NHS Providers and drive success on a national scale.



# Governance

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## Non-executive Directors



### OUTGOING CHAIR - RAOUL PINNELL

Raoul's executive career spanned Heinz, Nestle, Prudential, NatWest and Shell. In the charity sector he has held the positions of Chairman at the Careers Development Group, and Trustee at Leonard Cheshire Disability. In the NHS he has held non-executive director roles at Queen Elizabeth Hospital in Woolwich, and the Bexley Care Trust. He is also Chairman of Bromley Healthcare Charity.



### CHA PATEL

Cha has had a distinguished executive career where she held senior positions, primarily in financial services, in major organisations. She now has a non-executive portfolio including: in the health sector, and in social housing with Citywest Homes and Gateway Housing Association. Cha is also a director of Maryon Mews Residents Company.



### ANDREW NAISH

Andrew's background is in management consultancy and outsourcing. He worked for Accenture for 25 years, specialising in working with government and public sector clients such as HMRC and the Department of Work and Pensions. He is also an Accredited Mediator, and his focus is on mediating in outsourcing and IT contract disputes. He is a governor in a local school, the Chair of a schools partnership trust and is very involved in a local educational charity.

## Executive Team Members



### JACQUI SCOTT - CHIEF EXECUTIVE OFFICER

Jacqui was appointed as Chief Executive Officer in January 2016, having joined Bromley Healthcare in December 2010 as Finance and Commercial Director. During the establishment of Bromley Healthcare Jacqui was responsible for the financial plan and due diligence.

As Finance and Commercial Director and Deputy Chief Executive she was responsible for business planning, commercial strategy, performance reporting, IT, data strategy,, human resources , transformation and for financial controls. Under her financial stewardship the company has achieved growth of 30% and increased reserves by 733% since its inception.



### DR CATH JENSEN - MEDICAL DIRECTOR

As a local GP Cath supported the establishment of Bromley Healthcare in 2011 and has continued to be involved with Bromley Healthcare working as our Clinical Transformation lead. In her role as Medical Director Cath leads the ongoing transformation of clinical practice in Bromley Healthcare and works closely with the GP community. Additionally Cath is appointed to role of Responsible Officer for the revalidation of medical staff in the organisation as well as our Caldicott Guardian.



### ANDREW HARDMAN - COMMERCIAL DIRECTOR

Andrew leads on developing our business and the services we offer, which includes working with partnership agencies as well as leading on the IT and Communications functions. He is Bromley Healthcare's Board Senior Risk Owner (SIRO) and the Board lead representing the health and care professions. Andrew has worked in community health services in Bromley since 1990 starting his career as a speech and language therapist; he continues to see patients today. Andrew is also Chief Executive Officer of the Bromley Healthcare Charity.



### JANET ETTRIDGE - OPERATIONS DIRECTOR

Janet worked at Bromley Healthcare's predecessor organisations since 1990. She started her career as a Registered General Nurse and became a District Nurse in 1990. Janet is responsible for the delivery of all clinical services we provide including the Care Co-ordination Centre as well as leading on our Quality functions. Janet is the Director of Nursing at Board level.



# The Opportunity

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The last 9 years at Bromley Healthcare have delivered a successful, people focused, tech-led narrative which is rare within the NHS. This is an opportunity to join a positively thriving social enterprise, which puts its people and its patients at the heart of its culture and its success. The Chair of Bromley Healthcare will work closely with the Chief Executive to lead strategically, with the values of **Care, Compassion, Competence, Communication, Courage and Commitment** front and centre of their priorities. The company has a source of contractual income for the next 4 years, meaning that the Chair is free to focus on strategic priorities, and influencing across sectors and communities. There are many exciting business opportunities that the next Chair will help to drive forward, including the acquisition of a domiciliary care business, which will further broaden Bromley Healthcare's scope for providing much needed joined up care in the community.

The role comes at a critical moment for the NHS long term plan, where technology is at the forefront of organisational priorities for the majority in the healthcare sector. Six CCGs in the local area are coming into one and power is becoming more centralised with the rebirth of NHS London. The national focus on integration, technology, and joined up working chimes very much with what has been achieved at Bromley over the last decade. With a focus on integration from the outset, Bromley now has access to the same patient records as its users' GP services, and having produced joined up data is now in a position to combine its data with others, enabling cutting edge trials, for example shifting the focus from hospital to community. These support the shifts taking place at the commissioning interface and collaborating effectively with the local authority.

This individual will need to be a sophisticated influencer, with the ability to engage with commercial and public sector stakeholders, and especially those working across the patch to ensure that Bromley continues to sustain its reputation for successful, joined up working.

## OVERVIEW OF RESPONSIBILITIES

Bromley Healthcare is seeking to appoint an exceptional individual as Chair for whom the welfare of its patients and staff will be paramount. The successful candidate will have a demonstrable track record of achievement, including engaging with a range of complex stakeholders, and the interpersonal leadership skills to influence both internally and externally.

## KEY RESPONSIBILITIES INCLUDE:

- providing visible leadership to the Board of Directors and the company whilst recognising the appropriate distinction between the responsibilities of non-executive and executive directors;
- leading and supporting a constructive dynamic culture within the board, enabling grounded debate with contributions from all directors;
- contribute creatively and realistically to the development of strategic plans;
- ensuring that the board develops vision, strategies and clear objectives to set direction and deliver organisational purpose;
- holding the Chief Executive to account for delivery of strategy;
- upholding and promoting appropriate values for the company and ensuring high standards of corporate governance are maintained;
- acting as an effective and appropriate representative or 'public face' of Bromley Healthcare in the local community. This will include building strong partnerships with the Local Authority, local health economy, GPs, the voluntary sector, and other stakeholders in the community and nationally.

This individual will:

- effectively chair the board;
- challenge constructively and effectively using facts and figures to support arguments;
- gain the respect of other team members, be approachable to staff, directors and others outside the company and ensure provision of accurate, timely and clear information to the Board Directors;
- promote the development and implementation of appropriate strategy for the future success of the company;
- ensure the directors of the board are 'fit and proper' for the role and champion an open, honest and transparent culture within the organisation;

- attend internal meetings, conferences, and external meetings;
- ensure all board members are well briefed on external context;
- ensure reporting lines and accountabilities are robust and support the effective oversight of the company;
- arrange the regular evaluation of the performance of the board, its committees and individual non-executives, directors, and the Chief Executive;
- plan and conduct board meetings, with the Chief Executive. Facilitate the effective contribution of non-executive directors and ensure constructive relations within the organisation and between executive and non-executive directors. Share and use relevant expertise of all members of the board;
- proactively direct and manage the development of major board decisions ensuring that 'due process' has been applied at all stages of decision making and full and complete consideration has been given to all options during the process;
- monitor performance of agreed objectives and plans;
- monitor financial controls and systems of risk;
- participate in 360-degree appraisal;
- ensure that the interests of all stakeholders, and influence of all advisers, are fairly balanced;
- provide the leadership to ensure the organisation values diversity in its workforce and demonstrates equality of opportunity in its treatment of staff and patients and in all aspects of its business;
- participate in visiting services and accompanying staff on visits to patients; and
- where necessary, assist in the appointment of executives and non-executives and ensure systems of support and appraisal are in place.

## Person Specification

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We are looking for experienced board level leaders who have worked effectively in large and complex organisations. They will be highly motivated to use their energy, skills and experience to drive continuous improvement and innovation, while ensuring Bromley Healthcare continues to provide high quality services to the community and its patients. We welcome candidates from diverse backgrounds who can apply their experience from different sectors to this demanding role.

The successful candidate will have most of the following attributes:

- board-level experience of working in a large and complex organisations and an understanding of the non-executive role;
- ability to provide collaborative leadership and strategic vision to the Board;
- experience of developing strong and effective teams and providing robust and visible leadership in a range of environments to secure commitment to a shared strategic vision;
- significant commercial acumen to assist in the development of a commercial culture that remains focused and supports Bromley's strategic ambitions;
- the ability to influence local, regional and national stakeholders, including politicians;
- the ability to persuade with well-chosen arguments;
- a willingness to accept a challenge;
- enthusiastic about achieving successful outcomes;
- an understanding of and commitment to the principles of equality and diversity; and
- experience of or an interest in the healthcare agenda, and a commitment to high-quality services for patients.



# Terms of appointment

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<b>Remuneration</b>	Current Chair remuneration is in the range £48,450 per annum. Remuneration is reviewed annually in line with overall staff pay.
<b>Term of Office</b>	Board meetings take place on a bi-monthly basis.
<b>Terms and Conditions</b>	The Chair will need to be prepared to give a total of 2 - 3 days a week.

## How to apply

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Saxton Bampfylde Ltd is acting as an employment agency advisor on this appointment.

Candidates should apply for this role through our website at **[www.saxbam.com/appointments](http://www.saxbam.com/appointments)** using **code TAHAMA**.

Click on the '**apply**' button and follow the instructions to upload a CV and cover letter.

The closing date for applications is noon on **18th December 2019**.

### GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.