



Guy's & St Thomas' Foundation

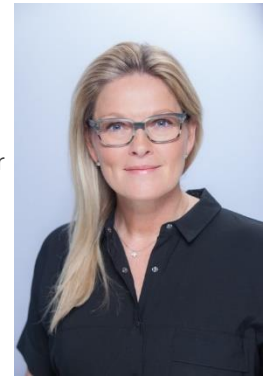
**Appointment of Chief Executive Officer
November 2023**

Saxton Bampfylde

Letter from our Chair

Thank you for your interest in joining the Guy's & St Thomas' Foundation as our next Chief Executive Officer. It is an enormously exciting role at a time where our work has never been more crucial.

For over 500 years, we have been a constant in London's ever-changing landscape, at the leading edge of societal health inequality issues, working towards our vision of a society focused on helping everyone stay healthier longer. We are rooted in the heart of a vibrant, diverse global city, where health inequity can be stark. The health inequity challenges we face are visible throughout Lambeth and Southwark and in the increasing demands faced by the Guy's & St Thomas NHS Foundation Trust, our longest standing and important partner who services the local diverse communities in which we work.



We believe that building the foundations of a healthier society is a collective endeavour that requires a diverse set of approaches and perspectives. You will see this in the wide range of ways in which we work, and in the wide range of partners and sectors with whom we engage both locally and nationally. We take a long-term, portfolio approach that enables us to concentrate our assets, resources, and efforts in the most effective way, and have three main routes to impact:

- At Guy's & St Thomas' Foundation we use our endowment to invest in a healthier society, using our assets to achieve financial returns, increasingly alongside improved health impact.
- Through our NHS charities, Guy's & St Thomas' Charity, Guy's Cancer Charity, and Evelina London Children's Charity we support the Guy's & St Thomas' NHS Foundation Trust, their incredible staff and the exceptional healthcare they provide in Lambeth and Southwark.
- Through our Impact on Urban Health programmatic work, where we seek to make Lambeth, Southwark and other such urban areas in the UK and beyond healthier places to live through addressing systemic health related issues which perpetuate health inequity.

We are now seeking a permanent Chief Executive Officer to lead the organisation through the next phase of our long-term strategy. You will be an experienced and accomplished leader, with a track record of leading senior teams across complex organisations as well as working effectively with extensive stakeholder groups and people from a broad range of sectors and diverse communities.

You will find information in this document about Guy's & St Thomas Foundation, our vision and our routes to effect positive impact, the endowment which funds all of our work, and most importantly our people and our values. Over the last few years, the Foundation has grown and strengthened its team, including at Executive Team level. You will be working closely with the Executive Team and the Board of Trustees to lead the organisation as we move from a period of rapid growth to one of consolidating the significant expansion of our work into truly systemic impact on the issues which matter most, in order to further enhance our strong and independent reputation for impactful work both locally and nationally, and you will work closely with the Board to set out the next chapter of the Foundation's long term strategy.

Our people are our greatest asset. The People and Culture Team is newly formed and working to create excellent systems and policies to support our people and the organisation to fulfil its potential. We are focused on building an inclusive culture across the organisation, as we recognise that Diversity, Equity and Inclusion is an important enabler to achieving our mission. Our Chief Executive Officer plays a fundamental role in championing this commitment across the Foundation, ensuring the organisation lives up to its values every day. Creating a positive culture, ensuring all our people feel appreciated and valued is central to the organisation working effectively both internally and externally.

It is a very exciting a time to lead this organisation, and I hope the above has inspired you to consider applying for this important role.

Yours,
 Susanne Given
 Chair, Guy's & St Thomas' Foundation



About us

At Guy's & St Thomas' Foundation, our **mission** is clear: **to build the foundations of a healthier society.**

Our **vision** is of a society that helps everyone stay healthier, for longer.

We believe that building the foundations of a healthier society requires a diversity of approaches and perspectives. This is why our work spans improving healthcare, driving health equity, and tackling the social factors that lead to poor health.

Our culture is anchored in our **values**, and we support each other to live them. They influence how we interact with each other and work together.

We are:

- **Enterprising** — we look at things from different angles, with willingness to experiment and test.
- We are **collaborative** — we give time and attention to people and ideas and motivate others.
- We are **delivery minded** — we're willing to get stuck in and take ownership for results.
- And we are **inclusive** — we understand the value of difference.



An independent foundation....

We are an independent foundation investing in a healthier society. We focus on backing people and ideas to drive more equitable health. For over 500 years, we have been a constant in London's ever-changing landscape, at the leading edge of health.

Our home in the heart of a global city is vibrant and diverse, but it is also a place with stark health inequity. Our aspiration is to be a global beacon for health equity — inspiring others to act to build a fairer, healthier world.

Health is a collective outcome, created by the environments around us, supported by the agency of individuals and communities, and maintained through access to quality healthcare.

Our work as a foundation is active across each of these areas. We pioneer original approaches to health. We learn what works where and why. We then share that widely with those who have the ability to affect change systemically. In doing so, we work with a multiplicity of partners, among them funded partners including our local NHS partners through which we support the incredible staff and patients across Guy's and St Thomas' NHS Foundation Trust, policymakers, opinion formers, peers and commercial organisations.

Where we work

London, a vibrant and diverse city, is home to 8.9 million people. It is one of the most expensive cities in the world, but there are also areas with high levels of deprivation, in particular in parts of East London and our home of Lambeth and Southwark. As with other global cities, unequal health outcomes persist, and life expectancy varies widely across the city.

Our work takes place in the South London boroughs of Lambeth and Southwark - it is a place that combines enduring inequalities and solutions that have shaped the world. In the heart of the capital, Lambeth and Southwark are two densely populated boroughs. They cover 59 square kilometres, an area half the size of Paris or exactly the size of Manhattan. The boroughs have a joint population larger than that of Manchester, though in half of the space.

Our boroughs are vibrant and have a rich social and ethnic mix. The proportion of Black residents is amongst the highest in the country, with a long-established Caribbean

community. Our boroughs are also home to more recent migrants from Africa, Europe and Latin America.

Our organisation's story is interwoven with the history of London and the health of its people – the stark inequalities that have persisted for centuries, and the trailblazing efforts of innovators and reformists to address them.

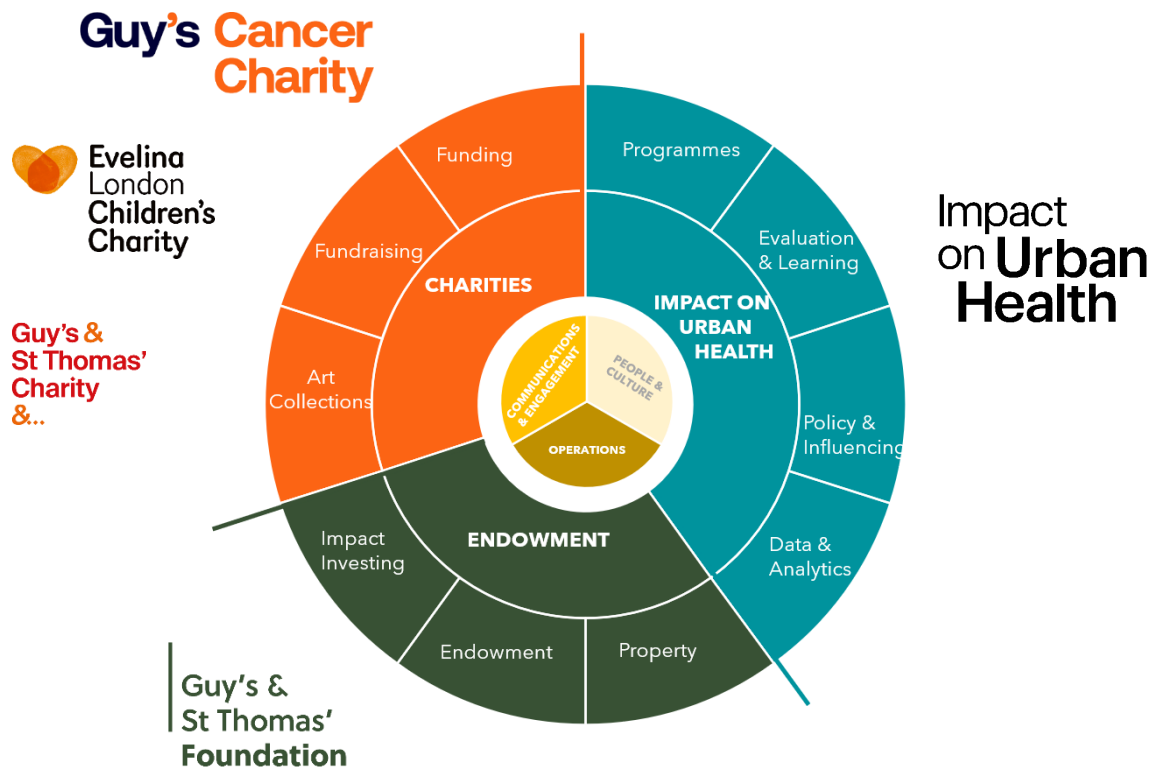
How we work

Our model is to take real-world insights on how to address health inequalities and get them into the code of how much wider systems operate. Over the past five years we have developed new capabilities and partnerships to understand what really works in improving health for everyone.

For our 2022-27 strategy, our goal is to build the platforms which will allow us to take this impact to a much greater scale.

How we are set up

The Foundation is focused on three core business areas of urban health, investments and charitable fundraising and funding, achieving impact through five external brands, and supported by internal, enabling functions:



Our routes to impact

We collaborate with a wide range of partners and use our assets to transform lives.

Unlocking the potential for cities to be healthier

Impact on Urban Health

- Through **Impact on Urban Health**, we help urban areas become healthier places for everyone to live.
- Our programmes are long-term and formed of **partnerships** at local, borough, national and international scales. Using our funding and expertise, we back home-grown initiatives, evidence-based approaches from around the world, and exciting, brand-new ideas.
- **Beneficiaries** are residents of Lambeth & Southwark + other communities (where work is at a London or national scale)
- **Funded** by: Endowment + co-funding

Investing in a healthier Society

- As **Guy's & St Thomas' Foundation**, our nearly £1bn endowment is managed with dual objectives: to achieve financial returns and health impact (a diverse portfolio of investments, property, and other assets)
- We are one of the UK's leading impact investors and a founding partner of SCI, a partnership which is in the process of creating a leading life science district in South Central London.

**Guy's &
St Thomas'
Foundation**

**Guy's &
St Thomas'
Charity
&...**



**Evelina
London
Children's
Charity**

**Guy's Cancer
Charity**

Supporting incredible NHS staff and exceptional healthcare

- Through our three public-facing charities we help Guy's and St Thomas' NHS Foundation Trust provide exceptional healthcare, through supporting a world-class environment for patients and staff at our hospitals and community sites.
- We do this through a mix of philanthropic support, managing all donations and funding the costs related to fundraising and administration to ensure 100% of donated funds go towards helping patients and staff.
- **Beneficiaries** - residents of Lambeth & Southwark / patients + employees of Guy's and St Thomas' NHS Foundation Trust.
- **Funded** by – Endowment + fundraised income.

Key numbers in 2023

Over the past three and five years, average annual returns have exceeded the Foundation's financial objective of UK RPI + 4%

£16.2 million in charitable support given this year

We allocated £100m impact investment target by 2026, the largest of any charitable Foundation in the UK

We committed £29.4m of funding across 111 partnerships and projects through Impact on Urban Health

Increasing our workforce by more than 50%

£16m in charitable support for NHS staff and healthcare (through our three charities)

Our strategic journey

In the last five years

We focused on **testing how best to have impact**

We built **new methods, capabilities and partnerships**

Our work is now more **data-informed, human-centred, experimental and replicable**

Combining **humility** with **ambition**
long-term thinking with **tenacity**
open-mindedness with **focus**

In the next five years

- We aim to build the platforms for this **impact at scale**.
- Our goal is to become **more influential** and to **leverage wider resources** in support of our mission.

This will mean:

- Greater attention to our internal operations
- Focusing on how we maintain agility.
- Continuing to invest in our people as an asset for our long-term mission.
- And embedding principles of inclusion more deeply across our work

Our people

To achieve our mission in this landscape, we need an amazing, diverse team of collaborative, enterprising and delivery-minded people. We see our people as a long-term asset for health impact – attracting and developing future leaders who can help build a healthier society beyond their time with us.

We have invested in our people, resources and capabilities to achieve our goals. Critical to this is opening our doors as wide as possible to diversify the backgrounds and perspectives across the Foundation. As a result, we have a talented, diverse, ambitious, and passionate team.

Over the last four years we have gone through a period of rapid and significant growth, alongside structural change – and most of this during the pandemic.

- The staff team is now 162 people (143 full time employees plus 19 fixed term contractors)
- We have new structures, aligned to a multi-faceted portfolio of activities, led by a newly configured Executive Team
- We have also moved to new offices in Southwark, catering for the larger team and providing space for collaboration within teams and with partners.

Although we don't anticipate continuing with this rate of growth, we will continue to evolve as an organisation. There is work to do to consolidate, stabilise and ensure we are set up well to support the larger organisation.



Our finances

We are the custodian of one of the largest charitable endowments in the UK. In our role as an investor, we are working towards our dual mandate. We combine mainstream and impact investments that aim for both sustainable financial returns and measurable positive impact on health.

Our mainstream investment portfolio invests in funds, including a number that are healthcare related. A combination of in-house and external financial expertise, including our dedicated Investment Committee, ensures these investments combine competitive returns. We invest carefully and for the long-term, maintaining a diversified portfolio across asset classes and geographies.

Our endowment is one of our most powerful tools when it comes to driving our mission and creating positive change through our dual objectives of achieving financial returns and positive health impact. We use our assets to transform lives and demonstrate that investing in health is good business. This strategy allows us to take a long-term view while addressing the real and urgent health issues of today.

We manage our investments on a long-term basis. Each year we transfer approximately 4% of the value of our endowment to fund our charitable work.



The role

Chief Executive Officer

Reports to: Chair, Board of Trustees
Direct reports: Executive Director of Communications (job share), Executive Director of Impact on Urban Health, Executive Director of Charities, Executive Director of Operations, Chief Investment Officer, Chief People Officer.

Organisational headcount: 160+

As Chief Executive Officer, you will be responsible for leading our ambitious organisation.

You will lead our Executive Team and work closely with our Board, ensuring continued delivery against our current 5-year (corporate) plan. You will provide strong leadership and guidance across the Foundation, develop a high performing Executive and wider leadership team, and nurture an inclusive organisational culture that enables everyone to thrive against a clear set of expectations.

Key priorities include:

- **Leading leaders** – we have a talented and committed Executive Team, which has gone through significant change over the last two years. Developing the team, building trust and collaboration will be essential in leading a high-performance organisation.
- **Organisational oversight and vision** - providing exceptional leadership to the organisation now and into its next phase of development following a period of growth and change. We are an ambitious organisation with bold goals and need to ensure we have solid foundations in place to enable us to deliver them.
- **People & culture** - working in partnership with our Chief People Officer, continue to drive progress on our People Strategy, ensuring inclusion remains a key priority, and ensuring we are providing best-in-class support to all our colleagues.

Overall purpose of role

The purpose of the role is to provide strategic leadership to the Foundation, working collaboratively with the Board of Trustees and the Executive team to ensure continued delivery against our current 5-year corporate plan.

By effectively overseeing all functions of the Foundation, short and long term strategies, and through problem solving complex issues that often arise across functional areas, the CEO will provide guidance and expertise in a way that optimises resource utilisation and minimises risk.

Leading growth, progress and the vision of the organisation, the CEO will also be responsible for the Foundation's consistent achievement of its financial objectives and strategic plans, whilst upholding the organisation's core values. This includes, raising the

profile of our charities to achieve our ambitious fundraising targets to directly support patients and staff.

Effective inclusive leadership is critical to this role as the organisation stabilises after a period of rapid expansion and growth.

Responsibilities

Organisation leadership

- In conjunction with the Board, provide strategic leadership to the Foundation, its stakeholders and partners in order to deliver against our vision, strategy, and culture
- Continually improve performance by seeking innovative solutions to achieve efficiency and effectiveness of processes and working practices
- Actively represent the Foundation externally, liaising/communicating with external stakeholders and partners in an engaging and impactful way
- Lead by example, demonstrate commitment to organisational values and inclusive leadership in every aspect of the role
- Provide visible leadership to create a positive and high performing environment at the Foundation
- Provide clarity and consistency of messaging and expectations to all colleagues and stakeholders
- Take personal responsibility for overcoming challenges and removing blockages and correcting underperformance wherever necessary
- Work with the newly established Executive Team to build trust, collaboration and develop a high performing team to effectively lead the organisation

Diversity, Equity and Inclusion (DEI)

- Build a highly inclusive culture which ensures employees thrive and the Foundation's outcomes are met
- Working with the Board, Executive Team and DEI Director, lead the development and roll out of a new Foundation-wide diversity, equity and inclusion strategy
- Champion the Foundation's commitment to DEI across our organisation

Strategic direction

- Work with the Board and Executive Team to develop and drive organisational vision, strategy, and operational planning in line with our current 5 -year plan
- Work closely with the Board to set out the next chapter of the Foundation's long-term strategy
- Forge positive and effective strategic partnerships and relationships with stakeholders, partners, the Board and the Foundation's employees
- Communicate a consistent and compelling vision in line with our 5 year strategy ensuring the entire organisation has clarity of our direction and objectives

Operational performance

- Provide guidance and support to the Executive Director of Operations to ensure that our strategy is translated into prioritised, actionable objectives and growth targets through organisation-wide goal setting, performance management and annual operational planning
- Work closely with the Executive Team to create, implement and roll out effective organisational processes, internal infrastructure, reporting systems and company policies
- Drive organisational results from both an operational and financial perspective, working closely with the Board and Executive Team
- Work with and provide insights and counsel to the Board, and in turn execute the Board's direction
- Provide ultimate oversight for the financial health of the organisation, working in partnership with the Executive Team and the Chief Investment Officer to ensure optimal returns on the Foundation's Endowment and effective management of costs and grants in line with our financial situation and outlook
- Ensure effective structures and resources are in place to deliver strategic plans, delegating responsibility and authority effectively and appropriately

Financial management

- Oversee the development, assessment and review of the long and short-term financial needs of the organisation within our financial means
- Oversee the establishment and maintenance of appropriate financial reporting and internal control mechanisms
- In conjunction with the Executive Director of Operations, develop and administer annual operating budgets effectively communicating to the Board for approval

Governance

- Ensure the Foundation maintains its corporate and social responsibility in the way it operates its business
- Provide ultimate oversight to ensure that the Foundation's risks register is managed and monitored and where risks exist, are minimised effectively
- Ensure adherence to the Foundation's governance framework, legal guidelines and policies to maintain the Foundation's legality and business ethics

Foundation

- Position the Foundation as a leading voice for health equality impact.
- Provide support and guidance to the Chief People Officer on the development of our employee value proposition so that it aims to ensure we have effective talent attraction, engagement and retention strategies in place and aligned with our mission

Performance management

- Provide leadership to and management of the Executive Team
- Monitor progress and hold people to account
- Address underperformance efficiently and effectively



The person

Experience

- Proven track record in leading complex organisations
- Proven track record in leading senior teams and developing leadership capability across an organisation
- Experience of developing and delivering strategy for a significantly complex, and multi-faceted organisation in the UK
- Good understanding and experience of inclusive leadership

Knowledge & skills

- Outstanding organisational leadership skills with the ability to inspire others.
- Good judgement, instinct, and situational analysis
- Excellent relationship building ability, strong communication and influencing skills across a diverse range of people
- Excellent attention to detail
- Highly skilled in planning, problem solving and decision making.
- High level of business acumen
- Strategic thinker and ability to see the big picture
- A credible leader who has gravitas and credible external communication skills
- Excellent people-centred, power sensitive leadership skills, able to empower and hold the team accountable to deliver on their roles and responsibilities
- Able to connect, engage and consistently collaborate with internal and external stakeholders at every level
- Demonstrable track record in creating safe and secure culture environments and of advancing progress in ensuring inclusive practices and promoting diversity

Attributes

- Mission and impact-driven, strongly aligned to our values as listed below
- Translates strategy and complexity into clear and understandable actions
- Trusted, respected and one who promotes cohesion, collaboration, and open communication to build strong cross-organisational relationships with shared purpose
- Strong team builder, who delivers results through others, developing and growing those around them to perform at their best

Our culture is anchored in our **values**, and we support each other to live them. They influence how we interact with each other and work together. We are **enterprising** — we look at things from different angles, with willingness to experiment and test. We are **collaborative** — we give time and attention to people and ideas and motivate others. We are **delivery minded** — we're willing to get stuck in and take ownership for results. And we are **inclusive**, we understand the value of difference.

Working here

Purpose. As a member of the team, you have a real opportunity to shape our work and the impact we can have. This is fuelled by our desire to be more than the sum of our parts. We're curious, we think big and we're not afraid to take risks.

Work environment. We work in an open and vibrant environment with agile working, and collaborative spaces. We're a Living Wage employer and support flexible working, part-time roles, and job shares. The team come from diverse professional backgrounds, so exposure to different specialisms and experience is high.

We believe that building different perspectives into our multidisciplinary team will both inform and enhance our work. This means we're open to applications from a broad range of backgrounds and experience.

Values. We're a values-led organisation, driven by our values as outlined above.

Benefits. We provide a wide ranging and generous benefits package including pension contributions of up to 12%.

Training and development. We have a committed approach to learning and development, through organisation-wide training and peer-to-peer learning.

Wellbeing. As a health charity, we care about people's wellbeing. We provide annual individual budgets for staff to spend on their health and wellbeing.

Terms of appointment

Location: London with some flexible working
Remuneration: Competitive

How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to Guy's & St Thomas' Foundation on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code XBKLB. If you'd welcome a conversation, please do get in touch with us.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring* form.

Please note that if successful, agency interviews for this role will be 15th – 26th January. First panels will be early February with the second round still TBC.

The closing date for applications is 5pm on Tuesday 9th January 2024.

* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

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.



Saxton Bampfylde

LONDON
9 Savoy Street
London WC2E 7EG

EDINBURGH
46 Melville Street
Edinburgh EH3 7HF

saxbam.com

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