



NHS

WE'RE A
SOCIAL ENTERPRISE
BUSINESS WHERE SOCIETY PROFITS
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Appointment Brief

Appointment of Chief Executive for BrisDoc Healthcare Services

February 2024 | Reference: ZBMUA

BrisDoc Patient care by people who care



An Introduction

For over two decades, BrisDoc has been at the forefront of delivering NHS services, dedicated to high-quality, patient-focused care. We emphasise innovation, uphold our social responsibilities, and are committed to sustainable organisational growth. BrisDoc serves over 1 million patients, 24 hours a day, 365 days a year across Bristol, North Somerset, and South Gloucestershire (BNSSG), and works collaboratively with partner organisations across primary, secondary, and voluntary care sectors.

BrisDoc offers a diverse and dynamic array of Primary Care Services, including BNSSG's Urgent Care Service, two GP Practices, and Bristol's Homeless Health Service. Our dedicated team comprises over 350

employed co-owner and a robust network of approximately 170 self-employed GPs. Financially, we operate with an annual income of around £25 million and have a healthy reserve exceeding £3 million.

As an Employee-Owned Social Enterprise, our decision-making process is inherently aligned with the welfare of our patients, our staff, and the broader community. We prioritise patient health, environmental sustainability, and the socio-economic advancement of the communities we serve. We take great pride in the recognition our services have received, consistently earning ratings of 'Outstanding' or 'Good' by the Care Quality Commission, underlining our commitment to excellence in healthcare provision.

Our **Mission:**

Patient care by people who care

Our **Ambition:**

- To provide excellent healthcare 24/7;
- to reduce health inequalities and improve wellbeing;
- to support, value and energise our staff as an inclusive and diverse employee-owned social enterprise;
- to develop an open learning and coaching culture;
- to promote and enable creativity and innovation;
- to minimise our environmental impact and become carbon neutral;
- to provide social value and value for money for our population.



Our Core Values



Our Patients

Treat patients with compassion, dignity, respect and in a timely, responsive and person-centered way, championing health equalities 24/7.

Our People

Grow our people through our coaching culture, clear leadership, strong work life balance, flexible and portfolio roles, focus on wellbeing and enable all employees, as co-owners to get involved in the development of our organisation.

Our Services

Deliver excellent community based, sustainable healthcare through our services that are safe, supportive, collaborative, effective, open, transparent and foster a culture of learning and improvement.

Our Resources

Make best use of all available resources including: technology; facilities; equipment; consumables; finance, both our own and that of the wider health and social care system.

Our Social Impact

Tackling climate change through green innovations and reducing our carbon emissions; be an equal and diverse employer that proactively promotes inclusion; engage with local communities so that we are informed by public voice; give back to our community through volunteering and our Community Fund.

BrisDoc as an Employee-Owned Social Enterprise

Understanding Our Model

BrisDoc operates as an Employee-Owned Social Enterprise. This model allows us to direct our efforts towards improving community and environmental well-being, rather than prioritising shareholder profits. Our focus is on delivering high-quality healthcare services that benefit our community first and foremost.

Prioritisation of Community Health

Our operational model is designed to ensure that profit generated is reinvested into our services, our people, and the wider community. This strategy supports the enhancement of our healthcare offerings and contributes to broader public health initiatives.

Employee Ownership and Engagement

Our employee ownership structure plays a crucial role in nurturing a motivated and engaged workforce. By involving our staff in decision-making and giving them a stake in the organisation's outcomes, we encourage a culture of innovation and accountability.

Conclusion

BrisDoc's approach as an employee-owned social enterprise emphasises efficiency and social responsibility in healthcare provision. Our model demonstrates that it's possible to deliver excellent healthcare services while also contributing positively to community health, without the primary focus on profit.



Our Services



SevernSide IUC

SevernSide Integrated Urgent Care is the NHS Urgent Care Service for Bristol, North Somerset and South Glos. Delivering 24/7 healthcare 365 days a year via NHS111, Urgent Care Treatment Centres, remote clinical assessment and peer to peer admission avoidance teams.



Broadmead

Broadmead Medical Centre is a GP practice, located in the centre of Bristol. The team serve a registered list of more than 10,000 patients, largely made up of students and young families, international patients, homeless and vulnerable people with a small elderly population.



Homeless Health

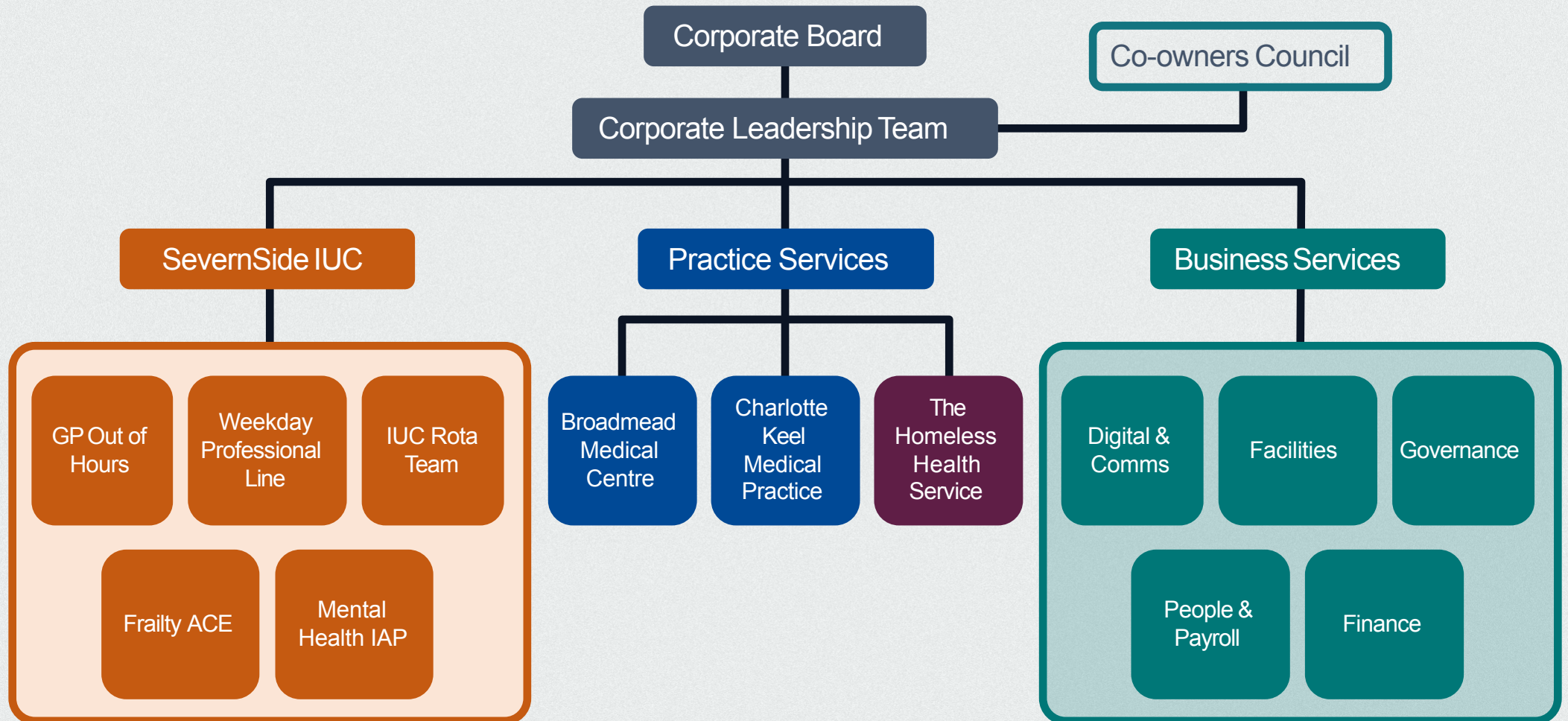
Our Homeless Health Service see and treat homeless patients, including those living rough, in hostels, or under other complex and unstable living conditions. We also have outreach teams who actively go out into the community to seek homeless patients who may need our help.



Charlotte Keel

Charlotte Keel Medical Practice serve patients from all corners of the world and all walks of life. We serve patients struggling with alcohol or drug addictions; and at the other end of the spectrum, patients who are settled, doing well, and seeking help to ensure they remain in the very best of health.

Our Service Structure



Regulated and trusted by the Care Quality Commission



The Homeless Health Service
Patient care by people who care

Inspected and rated

Outstanding ☆



CareQuality Commission

SevernSide
Integrated Urgent Care

Inspected and rated

Good



CareQuality Commission



Charlotte Keel
MEDICAL PRACTICE

Inspected and rated

Good



CareQuality Commission



Broadmead
MEDICAL CENTRE

Inspected and rated

Good



CareQuality Commission

About Bristol

Bristol, with its rich cultural diversity, vibrant art and music scene, as well as an abundance of green space, offers an unparalleled quality of life. With the city's welcoming nature, great architecture, unique attractions, and a fantastic range of places to eat and drink, it's unsurprising that the city welcomes millions of visitors every year.

Nature lovers and fitness aficionados alike can indulge in the city's ample green spaces and waterways, contributing to Bristol's status as one of the country's greenest cities and its consistent praise as one of the best places to live in the UK.

Innovation thrives in Bristol, offering a stimulating place for those with a progressive mindset. The city's academic landscape is bolstered by prestigious institutions, like the University of Bristol, a beacon of excellence in UK higher education.

With a bustling railway station, easy motorway access, and a large airport, Bristol is well-connected both nationally and globally. Cyclists will also find a haven here, with the city being lauded as one of the UK's most bicycle-friendly locales.





Music, Culture, Eating & Drinking

The city has one of the country's widest selections of music, multimedia and performance venues. You can choose from cutting edge drama to the best of the West End musicals; rock with laughter at comedy clubs or just plain rock at dozens of live music venues. Enjoy the perfect pint in an ancient pub or the perfect Martini in an award-winning cocktail bar. Dine on styles from Lebanese to Latino in the city's excellent range of restaurants, both chain and independent.



Leisure & the Great Outdoors

If you're more of an outdoorsy type, grab your walking boots or bike and head for some of Britain's most stunning landscapes; like the Cotswolds or Cheddar Gorge. You'll also have the Somerset, Devon & South Wales countryside and coast at your fingertips. Bristol is home to some unique leisure assets such as the Lido in Clifton, Ashton Court Estate, Brunel's SS Great Britain and the annual Bristol Balloon Fiesta.



Sports

Bristol Bears host Premiership rugby against the best sides in the contry. The city is also home to two major football teams, Bristol City and Bristol Rovers. The annual Great Bristol Half Marathon also attracts competitors from around the UK and beyond



Shopping

Shopping in Bristol can accommodate every shape and size. Whether you're looking for retail therapy or just the daily essentials, Bristol can provide a shopping experience right for you. From locally designed fashion in independent stalls to every brand you

A message from our out-going MD

After 18 years with BrisDoc, the time has come for me to step back as Managing Director, and hand over the reins to someone new.

This decision was not made lightly. BrisDoc is not just the place where I work; it's a family. A family with a shared passion for caring for our community. Together, we've built something extraordinary, centred around our unwavering commitment to 'Patient care by people who care'. I'm proud of what we've achieved, and confident in BrisDoc's ability to continue from strength to strength.

Change, although inevitable, brings opportunity. This transition is a new chapter for BrisDoc. It's an exciting time to welcome new leadership, fresh ideas, and perspectives that will continue to drive our mission and values forward.

I look forward to ensuring a smooth transition and ensuring BrisDoc continues to grow and strengthen as a socially conscious, employee-owned healthcare provider.

Nigel Gazzard Managing Director, BrisDoc



The Role & Person Specification

A social entrepreneur, you will be strong in overseeing strategy development, fostering a co-ownership culture, and ensuring financial sustainability, you'll drive the organisation towards its mission, and achieving its strategic objectives.

You will balance your courage to innovate and dynamic thinking with your business acumen and financial awareness to create sustained, step change growth for BrisDoc over the next 5-10 years. You will not only keep BrisDoc abreast of sector changes but position us at the forefront of innovation in patient care.

Enthusiastic and open, you will understand the profound impact of compassionate leadership in a values-based and employee-owned organisation. Socially and emotionally intelligent you possess a genuine ability to create an environment and lead a culture where everyone feels included, valued, and empowered.

Politically astute and an influential networker, you will be able to manoeuvre through complex situations and business relationships effectively, ensuring stakeholders are engaged in support of BrisDoc's aspirations.



Purpose of Post

The role of a Chief Executive Officer (CEO) is pivotal in steering BrisDoc towards its overarching goals and objectives. Serving as the top executive, the CEO provides strategic leadership, establishes the company's vision, and oversees its implementation. As CEO of BrisDoc Healthcare Services Ltd, you'll lead the organisation as a dynamic social enterprise, reporting to the Board of Directors.

Key Accountabilities

- Ensure the long-term sustainability and strategic direction of BrisDoc as an essential and valuable member of the healthcare system in Bristol, North Somerset and South Gloucester Integrated Care system (BNSSG).
- Ensure that the needs and experiences of service users are placed at the heart of decisions taken.
- Guide BrisDoc's long term strategic future, seeking out opportunities for development that build on the good reputation for quality services that BrisDoc has established.
- Advise the Board on strategic direction and organisational development, leading the timely implementation of decisions taken.
- Manage and monitor effective performance to achieve key objectives, ensuring robust systems of financial control, risk management, financial strategy and business planning processes are in place.
- Cultivate productive partnerships with Commissioners, partner providers, and other key stakeholders.
- Promote and position BrisDoc as a highly effective service provider acting as the key external ambassador for the organisation.
- Provide leadership to the organisation, motivating staff at all levels and developing a cohesive, supporting team environment.
- Direct the leadership of operational and clinical functions within the company to ensure performance in accordance with contractual and quality requirements.

Key Responsibilities

1. Strategic Leadership:

- Develop and lead on the implementation of BrisDoc's strategic vision, mission and goals.
- Guide the organisation in measured and strategic progress for sustainable growth.

2. Financial Management:

- Manage BrisDoc's financial resources, including budgeting, financial planning, and fiscal responsibility.
- Oversee financial reporting, analysis, and decision-making for the company's sustainability.
- Manage opportunities and risks to ensure the financial health and longevity of BrisDoc.

3. Operational Excellence:

- Promote a culture of continuous improvement and operational excellence.
- Foster dynamic thinking and innovation across all levels of the organisation.

4. Business Development and Growth:

- Identify and pursue opportunities for business growth and expansion.
- Develop and maintain relationships with key stakeholders, partners, and clients within and beyond the BNSSG Healthcare System and Urgent Health UK.
- Champion creative solutions to healthcare challenges, positioning BrisDoc as a leader in the industry.

5. Leadership and Culture:

- Provide visionary leadership to the executive team, fostering a collaborative and high-performance work culture.
- Encourage a culture of innovation and risk-taking within the organisation.
- Foster diversity, inclusivity, and equality of opportunity for all at BrisDoc.

Key Responsibilities

6. Develop BrisDoc as a Social Enterprise:

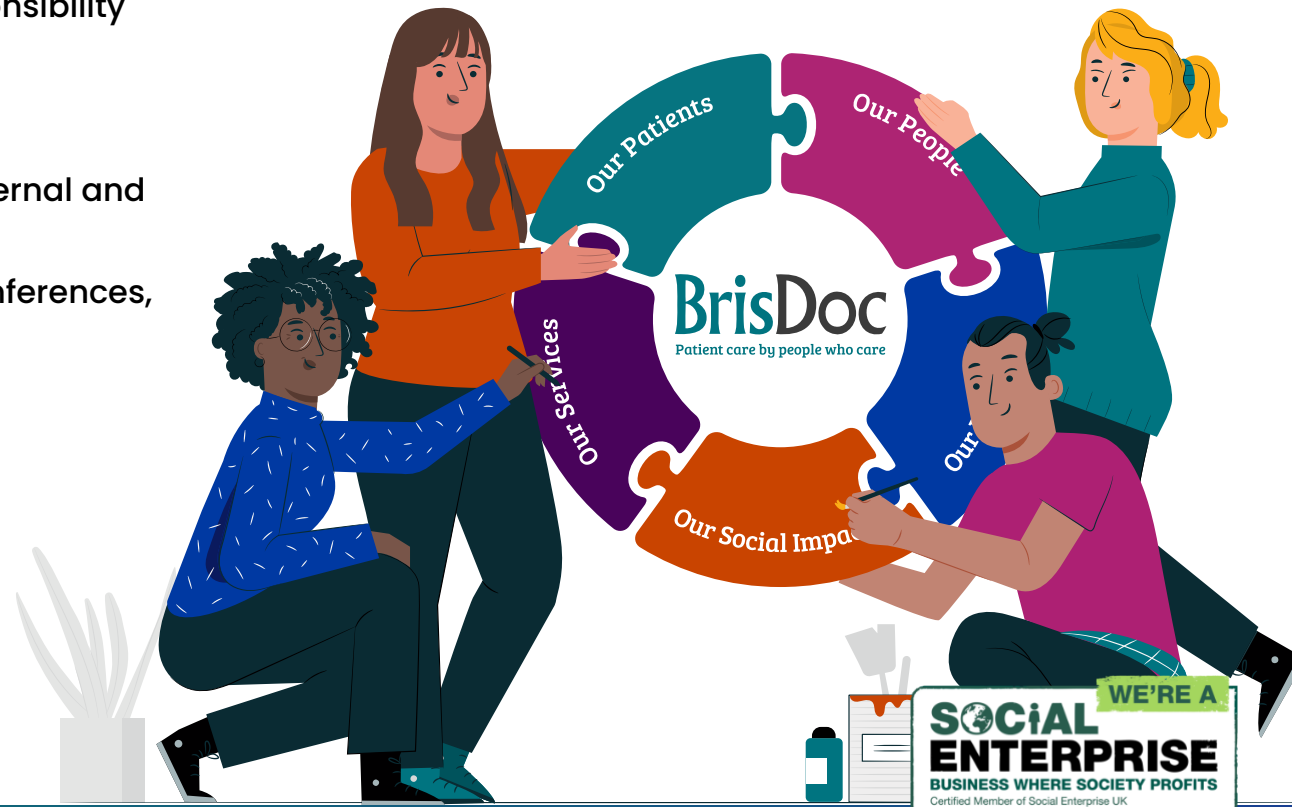
- Implement and cultivate BrisDoc's identity as a social enterprise.
- Develop and nurture a culture of co-ownership ensuring that each colleague feels invested in the success of BrisDoc..
- Uphold and reinforce core values within the organisation , emphasising shared responsibility and engagement.

7. Stakeholder Engagement:

- Build and maintain relationships with internal and external stakeholders.
- Represent BrisDoc at industry events, conferences, and in the community.

8. Governance and Compliance:

- Fulfil legal responsibilities related to Companies House as the CEO.
- Ensure compliance with all relevant laws, regulations, and ethical standards.
- Provide regular updates and reports to the Board of Directors.



Essentials for the Role

- Bachelor's degree (Master's degree or MBA preferred) or equivalent experience.
- Proven experience in executive leadership and management roles.
- Demonstrated success in strategic planning and execution.
- Strong financial acumen and budget management skills.
- Excellent communication and interpersonal abilities.
- Exceptional leadership and team-building skills with a values-driven approach.
- Ability to make informed, data-driven decisions.
- Strong problem-solving and critical thinking capabilities.
- Knowledge of Healthcare sector trends and best practices.



Terms of Appointment

- **Competitive Salary:** reflecting the seniority of the role
- **NHS Pension:** one of the most generous pension schemes on offer
- **Holiday Entitlement:** 25 days annual leave pro rata (rising to 29 with length of service) plus 10 public holidays.
- **Up to three Annual Discretionary Bonuses:**
 - Being Prepared Bonus: dependent on relevant requirements ie. being in date with your training and PDR (in 2023 this averaged 2%)
 - Sharing success bonus: dependent on length of service and performance (in 2023 this averaged 3.4%)
 - Employee Owned Trust bonus
- **Probationary period:** six months.



Saxton Bampfylde

How to Apply

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

Candidates should apply for this role through Saxton Bampfylde website at www.saxbam.com/appointments using code ZBMUA.

Click on the 'apply' button and follow the instructions to upload a short personal statement detailing your interest in the role and cover letter and complete the online equal opportunities monitoring* form.

The closing date for applications is noon on Wednesday 6th March 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.