



Bevan Healthcare
Health - Hope - Humanity

Managing
Director

Welcome

Thank you for your interest in becoming our new Managing Director.

Everything we do at Bevan is to reduce health inequalities by providing care for some of the most vulnerable people in our communities. We have built an international reputation as an outstanding and innovative provider and we are focused on delivering the highest quality care for those who need us. With CQC "outstanding" our work in Bradford has been hailed as "one of the best surgeries of its kind". Our aim is to reach and help those often forgotten within healthcare and we offer primary care tailored to the needs of those who struggle to engage with mainstream services. We launched as a social enterprise in Bradford nearly 10 years ago and now deliver services across Bradford, Leeds and Hull.

We will be very sorry to say goodbye to Gina Rowlands, who has been an inspirational leader for Bevan and who has decided to retire after 10 years at the helm following a long career as a frontline clinician. We are now seeking in our new Managing Director, a leader equally committed to addressing social inequality with a track record of leading high performing and dedicated teams. You may not bring a background in inclusion health – do not worry, you will have an experienced and committed team to support you. What you will bring is a strategic ability along with the determination to deliver high quality services, to those that need them, in an innovative, commercially viable and sustainable way.

Your ability to drive change through innovation will set you up well for this role as it is at the heart of our practice. We also know that we cannot address some of the deepest social issues facing society on our own. It has to be done in partnership; and as we emerge from this pandemic we anticipate that our services will be needed more than ever, requiring greater collaboration with others. We are therefore looking for someone with the creativity to design solutions, the agility to move at pace and exceptional relationship building skills to work with others to deliver exceptional care.

Our work requires equal measures of compassion and resilience and is incredibly rewarding. We can offer you a truly fulfilling opportunity to lead an organisation pioneering approaches in the care of some of the most marginalised in our society. If this excites you, we would love to hear from you.

Scott Darraugh
Chair



About us

Bevan Healthcare CIC (BHC) exists to tackle and reduce health inequalities. Our aim is to reach and help those often forgotten within healthcare. We are a social enterprise delivering a range of high-quality health care services for vulnerable people who often struggle to engage with mainstream services. These include refugees, asylum seekers, homeless people, sex workers and those with mental health and substance misuse problems.

Founded in 2003 as a new Primary Care Centre for homeless people, asylum seekers and refugees in Bradford, we became a Community Interest Company in 2011. In 2013, we developed our Outreach Services, a tripartite approach to engaging homeless people in primary care. In 2016 we opened Bevan House Wellbeing Centre, a 'Help through Crisis' Big Lottery Funded Initiative. We became the service provider at York Street Health Practice in Leeds in 2018, another inclusion health primary care service working with the same patient populations. Since 2019 we have been commissioned by Hull Clinical Commissioning Group to run a new Homeless Discharge Service based at Hull Royal Infirmary.

Our approach to inclusion health is founded on the key principles below:

- Focus on the most deprived groups
- Intensive and proactive support
- Health promotion and intervention focus
- Holistic care, partnership working, patient-centred
- Innovation and adventure
- Frontline led
- Investment of all surplus back into the community.

Our motto is **Health, Hope and Humanity**. Innovation and flexibility are key to our work. We have developed creative partnerships with local authority, voluntary sector and service users to deliver services, recognising that health and social wellbeing are inextricably linked.

Since becoming an independent Social Enterprise in 2011, our varied achievements include:

- Setting up one of the first Street Medicine Teams in the UK
- Rated Outstanding in all areas by the CQC
- Recognised locally and nationally as experts in the field of asylum seeker and homeless health care and winning national awards for our provision
- Developing a hospital in-reach service and an intermediate care facility for homeless people on discharge from hospital
- Opening a Health and Wellbeing Centre at our Bradford premises with National Lottery funding offering a wide range of services to improve health in the broadest sense
- Running programmes to improve the mental health of refugee children
- Starting a regular evening clinic for street sex workers
- Innovative and creative partnership working with local authority services, the voluntary sector and service users.

We now care for more than 7,200 registered patients across three major cities. Our Bradford service was rated 'Outstanding' in all areas by the CQC in 2017 and our Leeds service as 'Good' in 2019. We employ a total of 74 employees including 45 clinical and 29 non-clinical staff. Annual turnover in 2019-2020 was £2.9 million with a profit of £34,855. We are involved in medical student, nurse and GP training. We have presented papers about our work at national and international conferences.

Our status as a Social Enterprise (Community Interest Company) sets us apart from mainstream primary care in a number of important ways. It gives us an obligation to work for social good, and to use any surplus that we generate for the benefit of the people we serve. It gives us access to funding streams and support not available to traditional GP partnerships. And crucially it gives us access to the talent, experience and support of our Board of Directors to oversee our corporate governance, the development and implementation of our strategy and mission.



Vision, Mission and Values

We offer an inclusive and holistic approach to healthcare. Everything we do at Bevan is focused on reducing health inequalities and delivering high quality healthcare to vulnerable people in our society.

Our vision:

Health equity and wellbeing for all

Our mission:

Operating as an exemplar social enterprise, we will pioneer and provide inclusion health services that positively change the lives of people in need and enable local communities to thrive

Our values:

Inclusion: Be caring, welcoming and advocate for all including the most excluded within society

Innovation: Work creatively and positively, 'think outside the box' to do better

Excellence: Strive for the best, accomplish, improve and learn, whatever you do, do it well

Respect: Be considerate to others, be real, be open and be honest

Collaboration: Recognise, support and embrace others' skills, experience, creativity and contributions

Trust: Act with integrity, be reliable, take responsibility

Our strategic objectives

- To pioneer the innovation, development and effective resourcing of integrated health inclusion services to meet the needs of vulnerable communities including homeless people, refugees and asylum seekers and other groups and communities experiencing disadvantage
- To deliver outstanding, safe, effective and compassionate services that improve the health, wellbeing and life outcomes of our patients, empower individuals and build the resilience and vibrancy of the communities we serve
- To invest in the development of our organisation, workforce, services, partnerships and delivery infrastructure, attracting funding and using our own resources to innovate.



Our Impact

Serving our community and delivering impact in an integrated way is at the heart of what we do. In 2019/2020 our impact could be measured in very tangible ways:

GENERAL PRACTICE YORK STREET AND BEVAN HOUSE 2019/20



6,591
Total registered
patients



91
New patients



52,162
Appointments
Provided



299
Newley arrived
UNCHR refugees



545
Homeless patients
seen

WELLBEING CENTRE 2019/20



4,067
Attendances at Beven
House Welling Centre



85
Children attended
homework club



193
Referrals to Social
Prescriber



722
Service users
registered

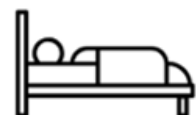
OUTREACH SERVICES - BRADFORD Q1-Q4 2019/20



57% reduction in
A&E attendance



66% reduction in
hospital admissions



78% reduction in
bed days

HULL HOMELESS DISCHARGE SERVICE



A 77.5% decrease in
rough sleeping



An 100% increase in the
number of people in secure
accommodation on discharge



21 people non-registered
with a GP on admission
were registered with a GP

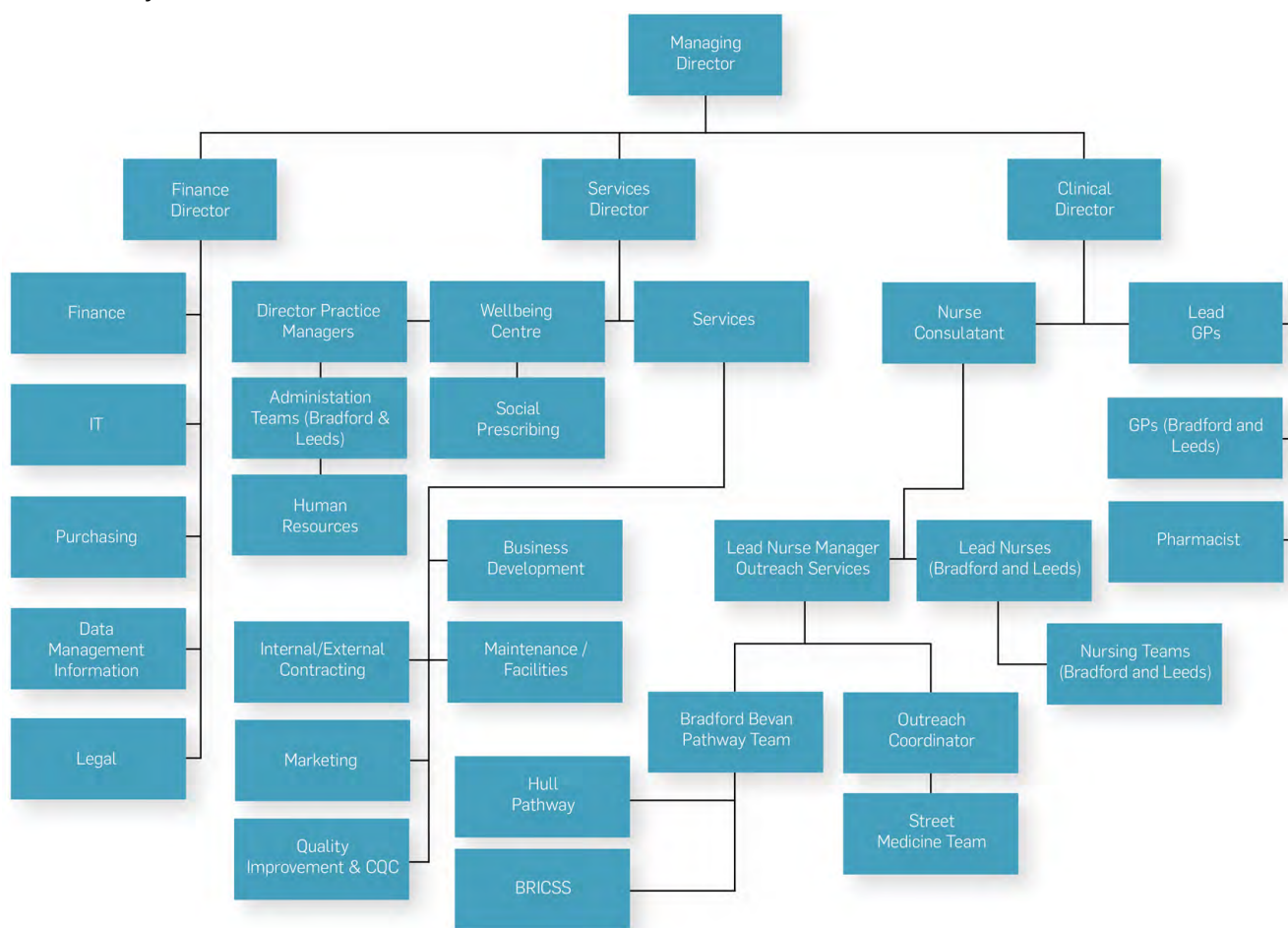


85.5% of people eligible
for referral being referred
with consent

Our Team

The progress that Bevan Healthcare CIC has made since September 2011 has been astounding. The many new service developments show how we have taken advantage of the numerous opportunities available to Bevan Healthcare to develop new partnerships, work flexibly across professional boundaries and obtain new funding and investment, all for the benefit of the people we service. Bevan Healthcare is truly a successful social enterprise. This is impressive given the general climate of uncertainty politically and in the climate of austerity affecting many areas of investment in public services.

This comes from the drive and determination of the Bevan team. A remarkable group of people who continue to maintain and develop clinical and non clinical standards, whose focus and attention is on the most disadvantaged who often lack a voice in society.



Our Board

Our Board is a unitary Board comprising 10 members – five executive and five non-executive. It is chaired by Scott Darraugh and our non-executive members bring invaluable experience from business, accounting, finance, primary care and health service management. Three have been members since BHC was formed in 2011. The Board meets every two months.

Role Description

Job Title:	Managing Director
Accountable to:	Board of Directors (Reports to the Chair on a day-to-day basis)
Normal hours of work:	37.5 hours per week, although reasonable flexibility will at times be required (within the Working Hours Regulations) when necessary
Place of work:	Primary Location, Bevan House Bradford - Travel to Leeds and Hull and remote working.

The Managing Director will be responsible for the overall management of Bevan Healthcare and provide the leadership to staff in developing primary care services for homeless people, asylum seekers and refugees at Bevan Healthcare CIC. The Managing Director has primary responsibility for ensuring the success of Bevan Healthcare, providing leadership and strategic management across all aspects of the organisation's activities.

The post holder will ensure that Bevan Healthcare is a sustainable social enterprise that delivers high quality services in an innovative and creative way for its community of benefit.

Main duties:

1. Leadership
 - Work with the Board to set a compelling strategic vision for Bevan Healthcare CIC.
 - With the Board and senior leadership team, lead the development of a strategic business plan for the organisation.
 - Provide visionary leadership for the organisation to achieve its objectives, including by putting the strategic business plan into action.
 - Ensure compliance with legal, regulatory, ethical, social, and environmental requirements.
 - Establish and operate effective risk management across the organisation.
 - Lead, develop and support our people to be high performing team – individually and together.
 - Develop a positive and empowering culture across the organisation, including by developing policies and procedures and actively promoting equity and diversity throughout.
2. Facilitating Change
 - Encourage and support innovation in the organisation.
 - Lead, plan and implement programmes of change in response to events or to improve the organisation.
3. Governance and Compliance
 - Responsibility for ensuring Bevan Healthcare operates within and delivers services within relevant statutory, legislative, and regulatory frameworks and requirements including Companies Act.
 - Overall responsibility for an annual budget including Bevan's contracting strategy and effectively negotiated contracts.
 - Overall responsibility for development of Bevan's reserves policy.
 - With the Board Chair ensure effective and productive Board meetings and Board development.
 - Work closely with the Chair to ensure that issues and opportunities are discussed at the board in line with the values of Bevan.
 - To ensure all relevant policies e.g. Equality and Diversity, Confidentiality, Data Protection etc are followed.
 - To ensure that Bevan maintains its high level of Care Quality Commission accreditation.

Role Description

4. Working with People.
 - Develop productive working relationships with colleagues and stakeholders within and outside the organisation.
 - Lead on workforce planning for the organisation and nurture the development of a happy and effective workforce.
 - Provide, and support colleagues to identify and address, appropriate learning, and development opportunities, both individually and as a team.
5. Using Resources.
 - Manage the overall budget for the organisation, within financial procedures.
 - Accountable for the financial performance of the organisation ensuring efficiency, effectiveness, integrity and a business focus of financial systems and processes providing strategic financial and business planning advice.
 - Obtain additional income to finance the organisation's proposed activities.
 - Promote the effective use of appropriate technology within the organisation.
 - Ensure an effective organisational approach to health, safety, and security, including by ensuring own decisions and actions reduce risks.
6. Achieving Results.
 - Develop a person centred organisation.
 - Build the organisation's understanding of its markets and commissioners.
 - Continually review our partnerships to see where there are opportunities that can help Bevan to achieve its mission and vision.
 - Oversee continuous improvement of organisational performance.
 - Continually horizon scan to identify how inclusion health can improve through different ways of working.
 - Inspire and enable the work of the directors' team to focus on a growth plan that is believable, feasible and achievable.
 - Work within a positive risk framework.
 - Support the Board in exploring how to encourage employee engagement and ownership.
 - Develop a digital strategy for Bevan.
 - Manage a programme of complementary projects, contributing to achievement of strategic aims.
 - Contribute to development and review of a marketing framework.
7. Other
 - Work within the organisation's mission and values.
 - Identify and undertake learning and development, as appropriate.
 - Undertake any other duties appropriate to the post, as required.
 - Developing new partnerships; growing existing relationships and collaborations; networking and collaboration (often across disciplines and traditional organisational boundaries) to produce innovation.
 - To develop Bevan Healthcare as an inclusion health pioneer.
 - Nurture the role of Bevan as a teaching and training organisation, both for people working in the organisation and in providing inclusion health training in the wider community.

This job description is intended to provide a broad outline of the main duties and responsibilities. It is not a definitive list and the person appointed will need to be flexible. The post holder may be asked to carry out any other delegated duty or task that is in line with their post, their seniority or the need of the organisation.

Person Specification

Part 1: Knowledge and experience

Leadership and management

- A track record of senior strategic leadership including effectively working at Board level.
- Demonstrable experience of leading, supporting, inspiring and managing people to be creative, productive and outcomes focused.
- A partnership builder with a strong track record of delivering impact through working in partnerships in a collegiate and valuing way.
- Experience of negotiating with partners and or funders / commissioners to secure the highest impact for service users.
- Experience of working in a social enterprise/mutual would be beneficial as would experience of working in a health and social care context.
- Demonstrable experience of embedding person-centred approaches in your work.
- Experience of being a media spokesperson for your organisation would be desirable.

Collaboration and Engagement

- Understanding of how to measure and articulate social impact and social value.
- Understanding of social determinants of well-being and health on quality service delivery.
- Ability to engage effectively with people who use Bevan's services and their families.

Corporate

- Experience of working with a board of directors or a trustee board.
- Knowledge of corporate governance.
- Understanding of role and reach of regulator and inspector bodies.
- Experience of setting and managing budgets and holding financial accountability.

Part 2: Skills and abilities

- A demonstrable ability to work with a diverse range of people – employees, people, partners, commissioners and elected representatives.
- A proven non hierarchal and enabling approach to leadership.
- An excellent communicator with the ability to engage and appreciate opinions and perspectives as equally valid.
- Strong analytical skills with the ability to make judgements about strategic direction based on evidence.
- A commitment to person-centred working.
- The awareness, understanding and commitment to protection and safeguarding of vulnerable people.
- The ability to think commercially and act within public sector values of integrity, equality, diversity, quality and putting people first.
- The ability to be a motivating leader and able to have difficult conversations to support improvement and change.
- A big thinker with ability to take colleagues along through engagement, inclusion and coherent plans.

Part 3: Values and behaviours

- A commitment to Bevan Healthcare's values.
- A motivational style that is enabling.
- Behaviour that reflects on how privilege, social exclusion, injustice, and unconscious bias can operate within an organisation and impact on its goals and value base.
- Listening skills that allow diverse voices and views to be heard.
- An approach that is about providing solutions to problems and hard issues.
- A person who respects that everyone has a contribution to make and seeks to support them.

Terms of Appointment

Salary range:	£67,000 - £75,000 dependent upon experience.
Pension:	NHS pension.
Normal hours of work:	37.5 hours per week, although reasonable flexibility will at times be required (within the Working Hours Regulations) when necessary.
Location:	Our head office is Bevan Healthcare CIC, Bevan House Primary Care Centre, 14, Piccadilly, Bradford BD1 3L. We would expect the Managing Director to have a visible presence here with travel to Leeds and Hull and remote working.
Holiday entitlement:	Starting Entitlement, 25 days + Bank Holidays. After three years this increases to 27 days + Bank Holidays and after five years you receive 30 days + Bank Holidays.



How to apply

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact Juliet.Brown@starfishsearch.com and we will be happy to arrange a call.

To make an application, please go to <https://starfishsearch.com/jobs/bevan-managing-director/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides)
- A supporting statement that sets out why you are interested in this appointment and the experiences and qualities you believe you can bring in order to be successful in post.

Closing date:

Friday 5th March 2021

Preliminary interviews with Starfish:

15th and 16th March 2021

Agreement of the final shortlist:

By 23rd March 2021

Interviews with Bevan Healthcare:

Early April 2021





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Starfish