



Trustees





# Welcome from the Chair

Thank you for your interest in becoming a Trustee of Picker. We are a world class organisation that is undertaking pioneering work. As an international charity committed to promoting and improving person centred care, our vision of 'the highest quality person centred care for all, always' means that we are not restricted to any one health and social care system.

Picker is recognised as one of the pre-eminent sources of intelligence on how to measure and improve health and care quality from the perspective of patients, service users, and the public. Our approach ranges from system-level research to shape health and social care policy through to working with front line staff. Our aim is to understand, measure and improve peoples' experiences of health and social care. Now is an exciting time to join the Board; already in 2021, we have been proud to have led the coordination of the NHS 2020 Staff Survey which used machine-based learning to process 600,000 responses and has given the NHS unprecedented depth of insight into their workforce; and later this summer we will be sharing the results of our ground-breaking first national survey for understanding children's experience of cancer care, developed on behalf of NHS England and NHS Improvement.

We are now seeking up to three exceptional new Trustees to support the Board and bring their unique set of skills and experience to help further our aims. We are looking for people from a range of sectors who are leaders in their field; big picture thinkers who can also demonstrate a deep, personal commitment to person centred care. We are seeking people with a range of skills, including: a business leader with skills in organisational design and/or business development; a communications professional who has experience of raising the profile of a similar sized charity; and someone with a keen, forensic eye for numbers (although you do not necessarily need to be financially qualified).

For all three trustees we are looking for people with a strategic outlook, strong analytical ability, exceptional interpersonal skills, who are naturally collegiate and bring the personal credibility to contribute as part of an engaged and forward-thinking Board. We welcome applicants from all sectors who understand our context and share our passion for improving people's experiences of person centred care. We are ideally looking for people who will have gained some trustee experience although we are open to one of the trustee roles being filled by someone ready to engage at this level. We are committed to widening the diversity of the Board and welcome applications from underrepresented groups.

If you have the experience and qualities we are seeking, we look forward very much to hearing from you.



# About Picker

*"If you'd told me when we started that we would influence health care in leading countries in such a way, it would have been beyond what I'd ever imagined."* – Harvey Picker

Like many powerful ideas, the concept for Picker was born from the personal experience of its founders. Jean and Harvey Picker established Picker in 1986, during Jean's treatment for a terminal condition. They saw the American healthcare system was technologically and scientifically outstanding, but they believed that it was not adequately sensitive to the concerns and personal needs of patients, and this affected the quality of care they received. Harvey and Jean first established Picker in the United States; an organisation dedicated to researching how healthcare organisations could improve the experience of patients, whilst meeting their clinical needs.

To be truly effective, they understood that health care must be delivered in a way that:

- Is sensitive to patients' concerns and comfort.
- Is responsive to their personal values and preferences.
- Actively involves patients, their family members and carers in shared decision making.

The work of Picker proved so impactful in the USA that in 2000 Picker Institute Europe was established to continue the mission worldwide. Picker is widely credited with originating the term 'person centred care'. Our research, survey tools and services have become standard facilitators of care quality worldwide.

## Who we work with

Picker influences, inspires, and empowers others to ensure that people's needs and preferences are always placed at the heart of health and care policy and practice.

Our Picker Principles of Person Centred Care are used by care organisations around the world. We continue to help shape policy and practice through original research that provides trusted evidence to drive advances in care quality.

We are experts in measuring and understanding people's experience. We work with providers and commissioners of care to help them make sense of and improve the experiences of their patients, service users, and staff.

We regularly work together with other leading organisations including academic institutions, charities, and private sector organisations. Collaboration is one of our core values, and we work with like-minded partners to maximise our impact and create lasting change.

## Our impact

Our [latest Impact Report](#) marks the 20th anniversary of our dedication to developing and promoting a person centred approach to healthcare. It includes a range of case studies which highlight the full breadth and impact of our work over the last financial year. These range from our work with the [Netherlands Federation of University Medical Centres](#) who wanted to develop surveys that could provide reliable patient experience data suitable for comparing results across hospitals, to [East Lancashire Hospitals NHS Trust](#) who wanted to raise morale amongst their staff.

The report provides insight into our commitment to what we do; from coordinating groundbreaking research to working alongside healthcare commissioners to improving service delivery. All of our work is carried out with the eight [Picker Principles of Person Centred Care](#) in mind. These outline the things that matter most to all those who use care services, and define key elements that should remain non-negotiable of delivering care. They are used to develop surveys that enable organisations to understand the experiences of their staff and service users, to facilitate quality improvements.

Staff, patient and service user experience are recognised as central components of healthcare quality. Studies have found links between the [experiences of NHS staff](#) and the satisfaction of patients and service users. Furthermore, positive associations have been identified between [patient experience](#), patient safety and clinical effectiveness. It is important then, that both staff and patient service users care experiences are captured, understood and acted upon to improve care delivery and quality.

**To download the report please go to:**

[https://www.picker.org/wp-content/uploads/2021/01/Picker\\_Impact-Report-2020\\_Web\\_spreads.pdf](https://www.picker.org/wp-content/uploads/2021/01/Picker_Impact-Report-2020_Web_spreads.pdf)

# Role Description

**Role title:** Trustee

**Reporting to:** Chair of the Board of Trustees

## The organisation

Picker is an Oxford-based charity with an international reputation as a key authority in the measurement and improvement of people's experiences of health and social care services. Our mission is to make person centred health and social care a reality for everyone. We are here to:

- **Influence** policy and practice so that health and social care systems are always centred around people's needs and preferences.
- **Inspire** the delivery of the highest quality person centred care, developing tools and services that enable people's experiences to be better understood.
- **Empower** staff working in health and social care to improve experiences by effectively measuring and acting upon people's feedback.

Researching and measuring the experiences of people who use services and of staff in care organisations are key areas of our work. We conduct quantitative and qualitative research for a wide range of public and private healthcare organisations, national bodies, voluntary sector organisations, and international healthcare providers, investigating issues related to people's experiences of care and organisations' efforts to improve services. We also provide improvement and consultancy support to help turn feedback into action.

## About the role

As part of the Charity's Board of Trustees, the responsibilities of the role are to:

1. Oversee the strategic direction, financial management and governance of the organisation to ensure that at every step we are working to improve people's experiences of health and social care services.
2. Ensure that the organisation works within its mission and charitable objectives and is compliant with charity and company law within the jurisdictions within which it is registered and operates.
3. Further the charitable objectives of the organisation, including furthering our mission and staying true to our values.
4. Ensure that the organisation's policies, practice, performance, and operations are in keeping with our aims and objectives.

## Main duties and activities

Members of the Board of Trustees are expected to:

1. Be an active and engaged member of the Trustee group.
2. Take part in regular board meetings.
3. Undertake work outside board meetings, eg preparation and reading
4. Attend occasional meetings of the Board's committees.
5. Interact and respond to our staff and other board members.
6. Occasionally attend our launches and presentations of our work, alongside our staff at events and receptions.
7. Occasionally represent Picker at meetings with potential funders or influencers.
8. Contribute your skills, interests and contacts and support us in fulfilling our mission and in our influencing and developmental activities.
9. Maintain good relations and appropriate boundaries with our staff.
10. Take part in any training sessions provided.
11. Fulfil any other duties and assignments as may be required from time to time by the Board.
12. Act as an advocate for Picker in your activities in other settings.

## Responsibilities

### 1. In formulating strategic aims, to:

- Consider the organisation as a whole and its beneficiaries.
- Reflect the organisation's vision, mission, values, and strategic objectives at all times.
- Contribute specific skills, interests and contacts and support the organisation in income generating, influencing or developmental activities.

### 2. In ensuring policies and practices are in keeping with aims to:

- Follow the Charity Commission's and the Office of the Scottish Charity Regulator's guidance of the role of Trustees at all times, particularly when exercising the functions of the Board of Trustees, or any of its committees or groups.
- Attend meetings of the trustees with a frequency of 6 to 8 meetings each year.
- Participate in sub-committees or provide high level input to defined organisational projects from time to time.
- Reflect the trustees' policies and concerns on all committees or groups attended.

### 3. In ensuring best practice to:

- Be an active member of the Board of Trustees in exercising its responsibilities and functions.
- Maintain good relations and appropriate boundaries with senior managerial staff.
- Take part in any training sessions provided for the benefit of the trustees.
- Fulfil such other duties and assignments as may be required from time to time by the trustee body.

## Commitment

The full Board of Trustees meets every two months, usually in Oxford or remotely via video conference. There may be sub committees, with authority delegated to them by the Board, meeting at other intervals; and staff may seek to consult with you on your particular expertise. Occasionally, you may also be asked to represent Picker at meetings with potential funders or influencers, attend our report or product launches, or work alongside staff at events and receptions. We expect the typical commitment to be around one to two days per month.

## Remuneration

This is an unpaid post, though reasonable expenses incurred through performance of duties will be reimbursed.





# Person Specification

It is essential that in your written application you give evidence of examples of proven experience in each of the selection criteria in the person specification listed below. These responses will be developed and discussed with those candidates invited for interview.

**A background in one or more of the following is very desirable for these appointments:**

- Business management or consultancy with applied or advisory experience of launching new products or services, scaling a business, or organisational design and development.
- Communications – with experience of raising the profile of a similar sized charity or organisation to Picker.
- Finance experience – with a keen eye for numbers although you do not need to be financially qualified.

**Experience, knowledge and skills:**

- Knowledge and experience of the governance and management principles of an international charity (Preferable).
- The ability to work supportively with other Trustees, advisers and executive colleagues to high ethical and professional standards and in line with their legal responsibilities.
- A proven strategic thinker with experience of operating at a senior management level.
- A skilled communicator who is experienced in persuading, influencing, and advising.
- A demonstrable interest in health and/or social care issues and social policy within the UK and overseas.
- A commitment to transformational change and learning, improvement and performance.
- A commitment to the aims and strategic objectives of Picker and the ambitions of its growth strategy.
- A commitment to understanding and using the patient (client, service user or consumer) perspective in health and social care.



# How to Apply

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

- A comprehensive CV
- A detailed supporting statement that fully addresses all criteria listed within the person specification (up to 2 sides)
- Details of two referees who we would be able to contact.

Please also ensure you have completed and submitted the equal opportunities monitoring form that appears on this site as you submit your application. The information you provide will be treated as confidential and used for statistical purposes only. The form will not be treated as part of your application.

## **Recruitment Timetable**

Preliminary interviews will happen across August and September via Zoom with our consultants at Starfish Search.

Candidates who are successful after meeting with Starfish Search will then be invited to meet with key stakeholders at Picker across September and early October. This may be held via Teams or in person – we will advise candidates later in the process with confirmed details

If in person, final panel interviews will take place at:

Picker Institute Europe  
Buxton Court  
3 West Way  
Oxford  
OX2 0JB

Note that expenses incurred by candidates during the recruitment process will not be reimbursed except in exceptional circumstances and only when agreed in advance.







Starfish