



Chief Operating
Officer

Welcome from the Health Foundation

Dear Candidate

Thank you for your interest in joining us as Chief Operating Officer, at a pivotal moment in our development.

The Health Foundation is an independent charitable foundation committed to bringing about better health and health care for people in the UK. Through giving grants to those working at the front line, to carrying out research and policy analysis, we shine a light on how to make successful change happen that is improving health and health care for the UK population.

We believe that every person in the UK should have access to the same standard of health care, irrespective of their background. The coronavirus pandemic has had an unprecedented impact on our national health and care services; it has also further highlighted great health inequalities across the country between wealthy and deprived areas.

Through our research, data analysis and policy insights, we are informing and helping individuals and companies across the health and social care system to navigate their way through the current challenges, as well as building the evidence needed to understand the longer-term implications the pandemic will have on the nation's health.

This year, the foundation is refreshing its strategy for the short medium and longer term, focussing on:

- faster improvement in front-line services
- improving health and health equity through actions on the wider determinants of health
- better policy making in health and social care

We can't do this efficiently without high quality internal operational support and development, functions led by this role. The key elements of these are the following functions: IT; finance; operations (facilities and governance) ; People (comprising also organisational development). There is smooth 'ongoing business' within these elements, and there is also development of these functions to support better our strategic and business plans, as well as adapt more quickly in unusual circumstances such as the pandemic.

You will be a member of the directors' team, working collaboratively with colleagues to develop and implement strategy. In addition, you will be part of a strategic operations group, responsible for the operational management of the foundation, together with the CEO and Director of Communications.

You will lead around 35 people, within an organisation of 200. You will help steward a budget of c£50m p.a. financed from an endowment of £1.2bn.

Ideally, you will be a solid dependable leader with experience and sound judgement who shares our values and who can engage, inspire and influence at all levels. You will provide a clear vision, harness the ideas and talents of our committed people and help develop our future strategy as we continue to grow our organisation. You will be systematic in your approach and delivery, able to build credibility quickly with a range of stakeholders and be an active collaborative member of the senior leadership team, with strong communication skills and a commitment to continuous improvement in all aspects of your work.

Able to recognise the importance of the culture that exists within the Foundation, you will contribute significantly to the further development of our work. In return, we can provide you with unique, rewarding opportunities, a community of highly motivated and talented staff, and the chance to share in our success. This is the most rewarding role I have undertaken, and I hope the same will be true for you too.

If you believe you have the experience, skills and qualities we are looking for, we look forward to hearing from you.

Best wishes,

Dr Jennifer Dixon
Chief Executive

The Organisation

The Health Foundation is an independent charity committed to bringing about better health and health care for people in the UK.

We give grants to those working at the front line and carry out a significant amount of research and policy analysis. We learn what works to make people's lives healthier and improve the health care system to make successful change happen. Our aspiration is to use what we know works on the ground to inform effective policymaking and vice versa. Through sharing what we learn, collaborating with others and building people's skills and knowledge, we aim to make a difference and contribute to a healthier population.

We have a high national profile and often feature in the media. For more information, visit www.health.org.uk. You can find a copy of the current Strategic Plan [here](#). You can also find more details about the Foundation's current work on Twitter www.twitter.com/healthfdn

The Foundation employs approximately 200 people with an office in Blackfriars in central London. The organisation has several teams: Improvement; Economics and Research; Data Analytics; Healthy Lives; Policy; Communications; Investments; and the corporate support functions. An organisation chart can be found in Appendix 1.

The Foundation has a board of 11 governors, chaired by Sir Hugh Taylor. There are 3 committees of the board: Audit; Remuneration and Governance; and Investment Committees.

There is a high level of satisfaction amongst employees and an attractive modern working environment.

The road ahead for the Health Foundation



Key internal priorities

The Foundation has evolved from a traditional grant giving organisation to a more dynamic and diverse one, which also carries out analysis and research and works with external funding partners and coalitions to gain impact. The Foundation has good national profile across the range of its external work.

As Chief Operating Officer, you will lead our corporate support functions. This will mean (a) managing a smooth operation within the core functions: IT; Finance; Compliance Operations; and People, as well as (b) developing these to support the organisation as we emerge from the pandemic and work to a refreshed three-year strategic plan from 2023.

On (b) we have an internal development programme, the Better Health Foundation, designed to enable the Foundation to deliver our strategy effectively by investing in our people; how we work together; the tools we use and the space we work in. There is close working on all this with the internal communications team to make sure staff are fully engaged, consulted and then clear about the direction of travel.

As part of the Better Health Foundation, you will (through HR) continue the development of our leadership programme, which was launched in 2019 to support our emerging leaders. You will also continue our commitment to wellbeing, which has been a key priority for the Foundation over the past year, to ensure all of our staff have access to the support that they need.

A big internal priority is to continue to explore new, agile ways of working and implement hybrid models as we emerge from the pandemic. As our people transition to hybrid working, there is an increasing reliance on technology including support for synchronous and asynchronous working. Our office needs to adapt as it is used more intentionally for collaboration, innovation, and reconnecting. Our teams and leaders need guidance and support as we grow and mature from a small into a mid-size organisation, with a greater focus on operational effectiveness and efficiency. This is a huge area of development work, requiring a range of skills, and current plans are to make progress on this initially via a 'special project' working to the Strategic Operations Group.

The Foundation is unusual as a charity in carrying out a great deal of in house analysis involving the use of very large national datasets, held in a secure environment. In addition to all the work needed to operate secure data environments, we are constantly developing how we manage, store and use data, which requires ongoing development attention.

Financial position

The Foundation is funded by an endowment - currently totalling around £1,200 million. This enables it to fund an on-going programme of work, including making significant grants to bring about better health and health care. The size of the endowment means that we do not need to raise funds to generate income. However, we do receive small amounts of funding mainly where we host key projects that are co-funded. Our financial strength allows us to make longer-term commitments to solve more challenging problems, extending up to ten years.

The Foundation owns a trading subsidiary, Medtrust, to exploit intellectual property rights, including a journal published in conjunction with BMJ Publishing. The Foundation also owns an investment vehicle, the Victoria Fund, which invests in hedge funds, infrastructure and private equity.

The most recent Annual Report and Accounts can be found [here](#).

Job Description

Accountable to: The Chief Executive

Direct reports: Head of People & OD, Chief Financial Officer, Chief Information and Technical Officer, Governance Manager, Executive Assistant.

The Chief Operating Officer is responsible to the Chief Executive for providing leadership on people (HR and organisational development), financial, IT and operational management across the organisation and infrastructure. Operating as a an operations business partner to the Chief Executive and other Directors, this role will support them to fulfil their objectives within the context of the three year strategic and annual business plans. The COO will be a natural communicator who is instinctively collaborative, systematic and organised. He/she will engage regularly and proactively with, directors and senior colleagues across the Foundation to identify their needs and ensure they are met. As such the COO will be expected to reach out to colleagues on a regular basis and engage in a continuing dialogue with them to ensure the corporate services directorate can work constructively and collaboratively with other directorates to support the Foundation's aims and objectives.

As a member of the Director's Team, the Chief Operating Officer is responsible for overseeing the operational (including governance) and financial performance and management of the Foundation, and for ensuring that the infrastructure (e.g. accommodation, facilities, equipment) optimally supports the work of the Foundation. Working closely with director colleagues, with an in depth understanding of the business of the Foundation, the COO will lead and co-ordinate operational and financial planning supporting the successful delivery of our strategic aims; monitor and report on achievement of corporate objectives and financial targets; keep key business processes and systems, as well as infrastructure, under review and implement improvements where necessary.

The Director's Team (DT) is the senior management team of the Foundation, focused on the strategy and delivery of the external 'mission' of the Foundation – improving health and care for the people of the UK. The Director's Team is also consulted on key strategic operational matters. The Director's Team is chaired by the chief executive. The Strategic Operations Group (SOG) is the senior management team at the Foundation with more direct oversight and decision-making responsibility for key strategic operational issues affecting all teams at the Foundation. SOG is also chaired by the chief executive, and other members are the Director of Strategy (also with responsibility for communications) and the COO.

Key responsibilities and accountabilities

Leadership:

- Act as a trusted and indispensable member of the Strategic Operations Group and Directors' Team contributing to the overall management of the Foundation and develop and exemplify the values of the Foundation.
- Work closely with the CEO other directors and senior staff to develop the strategic direction of the Foundation and ensure the translation into operational plans.
- Lead and develop the people finance, IT, governance and operations functions, acting as a champion of improvement and change.
- As appropriate support work on new business developments.
- Represent the Foundation and the directors' team through internal and external meetings and presentations that further the cause of the Foundation.

People management

- To provide leadership, vision and strategic direction to support the Chief Executive and Leadership Team in the achievement of the Foundations priorities, driving organisational culture change, leadership development and employee engagement.
- Lead relevant HR and OD programmes ensuring that they are business orientated, fit-for-purpose, and focused on performance improvement for the Foundation.

Financial Management:

- Provide advice, support and challenge on the financial impact of proposed courses of action, through incisive analysis and experienced interpretation of historic and emerging knowledge.
- Create and agree a financial strategy for the Foundation that supports and strengthens the business strategy. Ensure the finances of the foundation are managed to high standards.
- Create and foster an environment of continuous improvement through regular planning reviews and rolling forecasts that allow managers to respond more rapidly to unpredictable events and changing pressures and needs.
- Provide a framework for measuring performance with clear guidance that enables managers to learn and improve.
- Ensure there are effective controls to monitor and review the charities finances and resources, including those of new entities being constructed to support our wider objectives.
- Support the Chief Investment Officer in implementing the investment strategy by ensuring the effective control of investment transactions.

Operational Management

- Lead on the processes to deliver strategic and operational plans and budgets, in line with the Foundation's planning cycle.
- Lead on reviews of business processes eradicating non-value-adding work and providing an effective balance between efficiency and control.
- Lead on providing guidance and support on commercial activities, such as legal, procurement, contractual, etc.
- Lead on providing guidance and support on programme and project management.

Management of information, ICT and facilities

- Direct the Foundation's use of technology: identifying and prioritising critical business issues; developing plans and activities for delivery.
- Provide a robust IT network that is secure and accessible.
- Provide support and training that promotes the effective use of technology.
- Lead on the management of knowledge in a way that fosters the sharing of information and data whilst maintaining an appropriate level of security.
- Provide an effective working environment that is safe and encourages effective working.

Governance

- Provide an effective framework for good governance and risk management so that the right balance of risk can be effectively managed, across the charity and new entities.
- Support effective decision-making through clear policies, procedures and record-keeping that supports Governors; Committee members; Directors and where appropriate other managers.
- Provide company secretarial support to the Foundation's trading company, Medtrust.
- Where appropriate, sit on Committees managing 'released' or 'built and released' or ongoing active investments.
- Provide advice on contracting matters where necessary, and where appropriate drawing in legal advice.

Board and Board Committees

- Provide support for the Board and its committees: Audit Committee; Remuneration and Governance (via the Head of People and OD) and Investment Committee (via the CIO).

Person Specification

The candidate will be expected to bring:

Leadership

- experience of being an active, collaborative member of a senior multidisciplinary team developing, directing and implementing strategies, including supporting a CEO.
- evidence of building key relationships with non-executive board members.
- Experience of building senior level partnerships with external organisations.
- the proven ability to lead a team and effectively manage staff and resources from a variety of disciplines.
- the capacity to lead and manage change effectively, including good consultation and communication.

Professional/technical

- a professional accounting qualification.
- a detailed understanding of financial processes and business analysis. Sound understanding of contract processes.
- evidence of having effectively and actively managed a finance function within a complex environment.
- evidence of having added value in operational delivery beyond finance in a complex organisation.
- experience of managing and developing IT infrastructure to improve business processes.
- experience of managing facilities.
- exposure to investment management would be advantageous.

Business awareness

- evidence of a creative and entrepreneurial approach, coupled with an understanding of how this should be used within a voluntary organisation.
- an understanding of the context and environment in which the Foundation operates, its role as a charity and the governance and financial issues that face a modern charitable foundation.
- a well-developed commercial approach, for example in negotiating with contractors.

Thinking skills

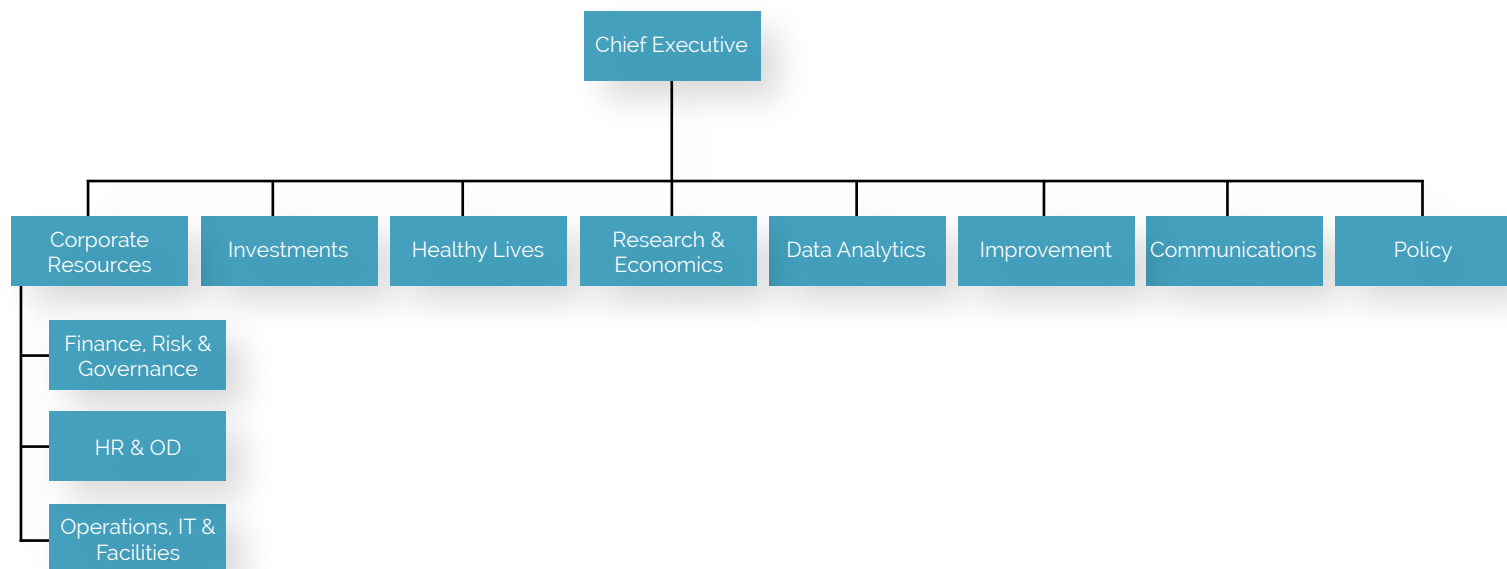
- robust analytical skills.
- the ability to absorb information, critically evaluate it and make well considered succinct and well-argued recommendations, sometimes in uncertain circumstances – orally and in writing.
- Strong use of data and evidence in developing positions.

Personal effectiveness

The Director will show the ability to:

- establish and maintain credibility with a range of internal and external stakeholders.
- demonstrate a high level of personal drive, energy and commitment.
- work effectively and confidently with ambiguity and uncertainty.
- work flexibly, openly and in particular collaboratively and in a way that is responsive to the needs of internal and external stakeholders.
- be a natural communicator.
- bring highly developed interpersonal and relationship building skills, and work co-operatively and effectively with a wide range of internal colleagues, some being national experts in their field.
- effectively plan and organise, and to set and work to deadlines.
- present complex information, simply and effectively, to all levels of the organisation either individually or in groups, orally or in written form.
- drive for continuous improvement personally and across the organisation.

Organisational Chart



Terms of Appointment

Salary	This role attracts a salary of circa £135,000 per annum.
Location	Our office is based at 8 Salisbury Square, London, EC4Y 8AP. We have introduced new working arrangements to support hybrid working which offers more choice over when and where our people work, in a high trust / high support environment. We expect all our colleagues to work within a 7am to 7pm framework, spread over Monday to Friday, with core hours of 10.00-15.00 and a minimum average one day per week in the office.
Pension	The Foundation will match and double employee pension contributions up to a maximum employer contribution of 10%.
Annual leave	25 days per year (with an additional three days given when the office closes at Christmas), plus statutory holidays.
Additional benefits	Generous benefits which include: enhanced occupational sick pay scheme; income protection scheme following 26 weeks of continuous sickness, or disability; death in service benefit of six times annual salary; enhanced maternity, paternity and adoption policy; funding for job-related development plus corporate learning and development opportunities.
ED&I	We are committed to improving our approach to diversity and inclusion and as a senior leader and member of the Directors team, you will be a champion of our work in this area. For this role we would strongly encourage applications from underrepresented groups, in particular people of colour and disabled people.



How to Apply

If you believe you can offer the experience, skills and qualities we are seeking we very much hope you will consider applying for this role.

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

- your CV or equivalent biographical information (no more than two pages)
- a short statement that brings to life your motivation for being part of the Health Foundation, your skills against the person specification and your thoughts on our ambitions.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Closing date:	Friday 29th April 2022
Structured discussions with candidates:	w/c 9th May and w/c 16th May 2022
Shortlist confirmed and candidates notified:	w/c 23rd May 2022
Informal stakeholder conversation:	w/c 30th May 2022
Final formal interviews:	w/c 6th June 2022

