



Chair



Welcome from the Board of Trustees

Thank you for your interest in becoming Chair of the Board 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, the public, and staff. Our approach ranges from system-level research to shape health and social care policy through to working to empower front line staff. Our aim is to understand, measure and improve peoples' experiences of health and care. We operate in a Group structure, including the Charity (Picker Institute Europe, established in 2020) and a wholly-owned trading subsidiary (Picker HWA, which launched in 2021 and focuses on the private and social care sectors).

Now is an exciting time to join the Board. Our outgoing Chair, Professor Aileen Clarke, has overseen the organisation through a challenging but successful period during the Covid pandemic. Despite environmental and political threats, excellent commercial performance in 2020/21 and 2021/22 has left the Charity in a position of strength. Earlier this year we launched an updated forward strategy with a set of goals designed to build on recent progress and to develop our impact and effectiveness. Alongside this, the Group is managing a broad and high-profile programme of work. Already in 2022, we have been proud to publish results from the 2021 NHS Staff Survey, the largest workforce survey in the world – and we are actively piloting methods to extend the survey to primary care and to bank staff. We are also working on ground-breaking studies into children's experience of cancer care (developed on behalf of NHS England and NHS Improvement) as well as launching new programmes in other territories.

We are now seeking an exceptional new Chair to support the Board and Executive Team and bring their unique set of skills and experience to help further our aims. With a strong and professionally diverse Board, we are looking for an exceptional leader with the gravitas, credibility, and skills to help us continue our journey; a big picture thinker who can also demonstrate a deep, personal commitment to person centred care. The successful candidate may come from a range of professional backgrounds, but will bring a proven track record as a senior leader; exceptional communication and analytic skills; and the ability to support our Board to work together effectively in pursuit of our charitable objectives. 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 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.

"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 the Picker Institute in the United States in 1986, during Jean's treatment for a terminal condition. They saw that 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. They saw need for an independent 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; and
- 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

Our health services research and policy outputs are commissioned and used by governments, regulators and national/international bodies to shape both health and social care policy and practice.

Our patient & employee engagement toolkits, templates, survey services and improvement programmes are used by providers and commissioners of care, as well as charities and private organisations because they wish to understand, measure and improve people's experience of care.

We regularly collaborate with a range of organisations from academic institutions to like-minded not-for-profit health & social care organisations and charities. Our shared purpose is to increase understanding of, and access to different care experiences and drive quality improvement in healthcare.

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 International Kidney Cancer Coalition (IKCC) to develop a survey to provide actionable insights on people's experiences of kidney cancer across more than 40 countries, to innovative research conducted as part of the Quality, Safety, and Outcomes of Health and Social Care Policy Research Unit to use social media commentary to explore public and patient responses to remote care during the Covid-19 pandemic.

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 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 in delivering care. They are used to develop surveys that enable organisations to understand the experiences of their staff, patients and service users, to facilitate quality improvements.

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

To download the report please go to:

https://picker.org/research_insights/impact-report-2020-2021/

Role Description

Role title: Chair of the Board of Trustees

Reporting to: Board of Trustees

The organisation

Picker is an international research and development organisation with a vision of person centred care for all, always. We work with patients, professionals and policy-makers to promote understanding of the patient and staff perspectives at all levels of health and social care policy and practice. The results of our work are used to improve the quality of care. We are one of the largest and most influential organisations of our type in the world and have an ambitious programme to develop and grow the organisation's impact and income.

Picker operates in a Group structure, including the Charity (Picker Institute Europe) and a wholly owned trading subsidiary (Picker HWA). The Charity employs around 40 staff, with three employees in Picker HWA. Our staff undertake research, develop new approaches to measuring people's experience, undertake quantitative and qualitative data collection through a variety of methods, provide information and support for quality improvement, influence policy, and raise awareness. To do this we work closely with individual service providers, commissioners, regional, national and international agencies and patient groups. We work with the public, private and voluntary sector.

Picker Institute Europe is currently registered as a charity in England, Wales, and Scotland. Our work is funded through the provision of professional services and project grants that are aligned to our charitable aims. The Charity is overseen by a Board currently comprising ten Trustees, each respected experts in their fields.

Objective

The Chair is appointed by the Board of Trustees and has a central role in holding the Board and Executive Team to account in its pursuit of the Charity's mission and vision. This includes overseeing the formulation and deployment of the organisation's strategy, policies, and plans, as well as working with the Honorary Treasurer, Board, and Executive, to maintain the Charity's financial performance – being particularly mindful of a strategic objective to diversify income in future.

The Chair should provide inclusive leadership of the Board of Trustees, ensuring that each Trustee fulfils their duties and responsibilities for the effective governance of the Charity. This includes oversight of Board business, such as ensuring an effective interface between executives and non-executives; approving board agendas and minutes; and ensuring compliance with best practice in charity governance. At all times the Chair will ensure that the Board remains mindful of the Charity's vision and mission, encouraging a focus on promoting person centredness. They will personally embody and enable others to act in accordance with the Charity's values: Excellence, Integrity, Collaboration, and Valuing Diversity.

The Chair will also provide direction and support to the Chief Executive, meeting with them at regular intervals. This will include agreeing objectives for the Chief Executive, ensuring that these are aligned to the Board's agreed strategic priorities, and overseeing progress against these priorities and objectives. As part of this, the Chair will encourage and support the Executive to act with appropriate autonomy in leading the organisation on a day-to-day basis.

The Charity has agreed a new three-year rolling strategy that has been launched from the 1st April 2022. Accordingly, development of a strategic plan is not an immediate priority for the Chair and Board – but rather supporting and overseeing the Executive's delivery of the agreed strategy will be imperative. Within the current strategic cycle, this will include internal development of the Group's communications and business development approaches in order to build our reputation as the leading authority on person centredness and to diversify revenue streams.

Main Responsibilities

Strategic leadership

The Chair is responsible for overseeing the Board of Trustees in:

- Directing Picker's strategic development, including agreeing strategic plans with the Executive Team, and ensuring that the Charity operates within its charitable objectives;
- Ensuring that Picker maximises its impact for its beneficiaries in pursuit of its vision and mission;
- Ensuring that the Board and the Executive Team manage Picker in accordance with the Charity's values and in line with agreed targets;
- Working with the CEO to build and develop key relationships, and to communicate Picker's mission and achievements.

Governance

The Chair will:

- Chair meetings of the Board of Trustees, taking an impartial and objective approach to ensure effective debate and seeking to build consensus in decision making where possible;
- Be responsible for the Charity's governance arrangements, ensuring that the Charity fully meets its legal obligations (for example with regard to Charities Commission reporting);
- Approve Board agendas and minutes for circulation to Trustees;
- Ensure compliance with best practice in Charity governance; and
- With the support of the Appointments and Remunerations Committee, lead in appointing, appraising, and developing the CEO and Board members.

Relationship with the CEO and Executives

The Chair will manage the CEO on behalf of the Board, and will:

- Meet regularly with the CEO to build a strong working relationship, ensuring an effective interface between the Board of Trustees and the organisation's executive management;
- Monitor and appraise CEO performance against agreed objectives;
- Support and advise the CEO, whilst respecting the boundaries which exist between the two roles; and
- Ensure that the CEO has the opportunity for professional development and has access to appropriate external support where needed.

Financial

The Chair will work with the Honorary Treasurer, CEO, and Chief Finance Officer to oversee and maintain the Charity's financial health. This will include:

- Attending meetings of the Finance, Audit, and Risk Committee, which is chaired by the Honorary Treasurer; and
- Acting as a signatory on financial transactions and commitments in accordance with the Charity's governing documents and financial authority limits.

Other responsibilities

The Chair retains all the responsibilities, obligations, and liabilities of an ordinary Trustee and must abide by and adhere to all applicable governance policies and procedures.

Time commitment:

The role of Chair is expected to involve:

- Six Board meetings per year, of which two are usually in person. In person meetings are usually in March (to agree the budget and strategic plan for the coming year) and in September or November (for an annual Board away day, which is typically a full day).
- Six remote meetings per year of the Finance, Audit, and Risk Committee (to be confirmed; this requirement will be reviewed prior to the start of the role)
- At least two remote meetings per year of the Appointments and Remuneration Committee
- Regular meetings with the Chief Executive, at a frequency to be agreed by the Chair and Chief Executive (likely to be monthly at the outset). These may be conducted in person or remotely.
- Occasionally representing the Charity at events and meetings as required (note this is relatively rare, with most engagements handled by the Executive Team)
- Other duties as required

The total time commitment is estimated at around two to three days per month on average but this may vary throughout the year.

Knowledge and Experience

- Outstanding record of achievement as a senior leader in the private, public, or voluntary sector.
- Experience of leading or participating in Boards of Trustees within the voluntary sector.
- Strong experience of developing, deploying, and evaluating strategic plans with a view to maximising impact and benefit.
- Significant experience of chairing meetings and working with senior and highly accomplished individuals in a collaborative setting.
- Good understanding of charity governance issues.
- Experience of financial management.

Skills and Abilities

- Exceptional leadership skills; able to cultivate effective collaboration but also comfortable in taking responsibility for difficult choices.
- Effective strategic communicator; able to articulate the Charity's vision and engage and inspire others both within the organisation and externally.
- Excellent skills in listening and synthesising different views; able to identify and build consensus dynamically within complex group discussions.
- Well-developed critical thinking skills; able to understand and balance competing priorities and distil clarity from complexity.

Personal qualities

- Deep commitment to Picker's mission and values and to promoting person centred care.
- Positive public profile, stature, and gravitas; credible with high-level stakeholders and able to make connections at a senior level.
- Ability and willingness to commit the time required to undertake the role, recognising the occasional requirement for deeper engagement to support the organisation.
- Excellent emotional intelligence; ability to support and challenge the Board and Executives alike, strengthening collaborating through a diplomatic and encouraging approach.

Terms and Conditions

Location

Picker is based in Oxford, but most Board meetings (and almost all Committee meetings) are held remotely via Microsoft Teams. At present, the Board meets in person twice annually, in or around March and September. Travel to other locations may occasionally be required.

Term of office

The Chair of the Board of Trustees will be appointed for an initial three-year term, to be eligible for reappointment for one additional term.

Remuneration

The Chair and the Trustees of Picker are not remunerated – although all reasonable expenses incurred in the course of work for Picker are reimbursed.



How to Apply

To make an application, please go to <https://starfishsearch.com/jobs/picker-chair/> 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
- Details of two referees who we would be able to contact at shortlist stage.

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.

Role closes: Friday 19th August 2022

Structured chats: w/ 5th September 2022

Candidates who are successful will then be invited to a final panel with Picker w/c 19th September 2022

Final panel interviews will take place at:

Picker Institute Europe, Fountain House, 1200 Parkway Court, John Smith Drive, Oxford OX4 2JY

Please let us know in your application if you are unable to meet the proposed interview dates. It may be possible to arrange an alternative date, but this cannot be guaranteed.

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

