



CANDIDATE PACK FOR CHIEF EXECUTIVE OFFICER



WELCOME FROM THE CHAIR

Thank you for your interest in becoming our new Chief Executive.

Community services are pivotal to the transformation of health and care services to ensure a sustainable and integrated health and care system, and this is both an exciting and critical time to lead us forward.



As the single community provider in our Integrated Care System (Bristol, North Somerset and South Gloucestershire - BNSSG), with a contract worth circa £210m annually, we are at the heart of this system transformation, with opportunities to be innovative and ground-breaking in our approach to new ways of working and delivering outstanding outcomes for our communities. The area we serve is hugely diverse and complex and providing services that meet the needs of the population is both a challenge and an opportunity.

As a Community Interest Company, we are one of the largest independent providers of community health services in the country with a strong reputation for delivering safe, efficient and effective services which the people who use them would choose and recommend. We are a progressive and ambitious organisation and want to set the benchmark for excellence in integrated health and care services for children and adults and to be outstanding in everything we do, including being a great and inspiring place to work.

Our position as a CIC means that while working closely with our NHS partners within the ICS, our own constitution enables us to be more flexible and agile. We also have an obligation to the community to ensure we are effective in meeting our objectives and to remain financially sustainable.

Over the last 12 months we have driven significant change across our leadership structures to ensure we have the right leadership in place for our future vision.

As our new Chief Executive, you will have a critical role to play in shaping the future of Sirona care & health. We have emerged from a challenging period of transition, and we are committed to finding a chief executive with warmth and integrity who will provide stability as well as growth, investing in our teams and organisational culture. We're also looking for an inspirational leader to help us achieve our vision of improved outcomes for all, ensuring we focus on the impact we have on individual and communities and tackling the huge inequalities that exist for people across our region.

You will be values driven and entrepreneurial, with strong commercial acumen and a successful track record of providing visible, credible and effective leadership. Whether your experience has been gained within or outside the health and care sector, you will be an engaging and effective communicator with strong influencing skills and the capability to drive transformation in our organisation. You will also contribute across all parts of our local health and social care system by raising our voice and that of community services in the context of our system, at regional and national level.

We have an opportunity and a responsibility to make a real difference for our communities, and are looking for candidates who share our passion for positive change.

This is a role with huge opportunity to impact. If you believe you bring qualities, skills and experience we are looking for, I hope you will be inspired to [click here](#) to find out more and to read on further in this pack.

Best wishes,

Dr Barbara Brown

ABOUT US

Sirona care & health is the single community healthcare provider for children's and adult services across Bristol, North Somerset and South Gloucestershire (BNSSG) – almost one million people. Our services span all ages from birth to end of life and our aim is to support people in their own homes wherever possible through our wide range of skilled and experienced staff including Medical, Nursing, Allied Health Professionals and highly trained support staff, both clinical and non-clinical. We have over 3,500 employees and an annual turnover of over £200m. We achieved a CQC rating of 'Good' in our most recent inspection which took place in 2021 with the care provided rated as "Outstanding".

We are a values-based organisation, and we are fully embedded in the work of our Integrated Care System (ICS) having a seat on the Board. Most of our income comes either from the NHS or from the three Unitary Authorities of Bristol, North Somerset and South Gloucestershire.

About a third of our income relates to community services for children and young people including community paediatrics; specialist therapy services; public health nursing; specialist services for children with life limiting illnesses and autism and ADHD services. The remainder relates to community-based services for adults of working age, and for older adults including a range of community nursing and therapy teams; community-based specialist services; community outpatients; four in-patient rehabilitation units (including specialist stroke rehabilitation); two Minor Injury Units and an Urgent Treatment Centre.

Our care model is strengths based, seeing people of all ages in the context of their wider circles of support and their local communities and seeking to support them to reach their full potential and to remain in control of their health and their healthcare. We are a community Interest Company (CIC) and we were founded in 2011 as a result of the national Transforming Community Services Programme and since then we have gone from strength to strength. In 2020 we took on major new contracts for adult services in addition to our existing adult and children's contracts and more than doubled the size of the organisation.

We are providing strong leadership across the organisation and to our six local place settings, working closely with our multiagency partners in each of these six localities. Managing the dual challenge of local autonomy and central coordination is one of the many areas in which we are exploring new thinking as we continue to shape our organisation.



OUR VISION, MISSION AND STRATEGIC OBJECTIVES

Our vision is for **Improved Outcomes for All**; that is the outcomes that matter to people and working with them to achieve their goals. And ensuring this is for All is our commitment to make our services really accessible so we give everyone the opportunity to enjoy the maximum health and wellbeing they can. Our Vision is also about our colleagues. How do we ensure that we improve the outcomes so there are equal opportunities for all and that Sirona really is a great and inspiring place to work.

To support us in doing this we have set ourselves the Mission of **One You, One Sirona, One System**.

One You is about seeing everyone as an individual – putting them at the centre of everything we do and seeing them as a person first focussing on achieving their aspirations and tailoring what we do to their needs and unique circumstances.

One Sirona means harnessing the full range of talent and experience we have across the whole organisation and ensuring the “whole” really is greater than the sum of our individual parts. Working together makes us stronger and will help us build forward stronger and better as we use our experiences of recent years.

One System is to ensure that, in the same way as we harness the strength of Sirona as a single organisation, we also work with others across our system to ensure that staff can fulfil their potential through working across boundaries easily if that makes sense for them and/or for services. This is to ensure that our communities receive joined up care to meet their needs irrespective of which organisation is delivering that care and support.

We have also set out our key Strategic Objectives under the following five areas:

- **Our Communities:** achieving better health for all; reducing inequalities and putting individuals at the heart of everything we do.
- **Our People:** making Sirona a great and inspiring place to work.
- **Our Services:** ensuring these are safe, of high quality and follow best practice.
- **Our Partners:** delivering more for individuals and communities by working together.
- **Our Sustainability:** protecting our environment and ensuring we make the best use of public monies



Our Goals in 2024-2025



Connecting our priorities to our strategic objectives

To ensure we continue to deliver our five strategic objectives we want to focus on key core activities to maximise our use of resource and wider social impact.

These six themes are highlighted on the following page.

They underpin our aim to solidify our foundations so we continue to provide high quality services across the communities we serve.



OUR VALUES

Our core value that underpins everything we do is Taking it Personally – a commitment to treat you as we would our own loved ones. Our core behaviours are:

- Courtesy and Respect
- Effective Communication
- Caring and Supportive
- Effective and Professional

Courtesy and Respect

- A welcoming and positive attitude
- Warm, friendly and interested in you
- Value and respect you as an individual

So people feel welcome



Effective Communication

- Listen to people and answer their questions
- Keep people clearly informed
- Involve people

So people feel valued



Caring and Supportive

- Attentive, responsive and take time to help
- Take responsibility for our own actions
- Mindful of privacy and dignity

So people feel supported



Effective and Professional

- Safe, knowledgeable and reassuring
- Effective care/responses from joined up teams
- Organised and timely, looking to improve

So people feel safe



OUR PEOPLE

We welcome and encourage all applicants. We are committed to having a workforce that reflects the communities we support and are proactively seeking to improve the diversity of our workforce. We know diversity fosters creativity and innovation. We are committed to equality of opportunity, to being fair and inclusive, and to being a place where all belong. We aim to draw upon the widest possible range of views and experiences to meet the changing needs of our colleagues, partners and communities we serve.

OUR GOVERNANCE

As a Community Interest Company limited by guarantee we have no shareholders. Sirona's governance structure has at its helm, our Membership Body. Our Membership Body is made up of representatives of staff, service users, strategic partners, independent partners and directors (Chair and Chief Executive). The Membership Body holds the Board to account.

The Board is responsible for the day to day running and management of Sirona's business. It is made up of our Senior Leadership Team of Executive Directors who are full time senior staff and an independent lay Chair and Non-Executive Directors. The Board is accountable to our Membership Body.

KEY ACHIEVEMENTS

We have won numerous awards over the years for our pioneering and progressive work. Most recently, we have received the following accolades:

- We have received national recognition for our Freedom to Speak Up initiative, which provides colleagues with another route to speak up if they are worried or feel they are not being heard.
- We have been awarded the Stepping Up Diversity Champion Award in recognition of our Equality, Diversity and Inclusion offer.
- Our services for Homeless People and Asylum Seekers and Refugees has received regional and national recognition for the excellent holistic care they provide.
- We have been awarded an NHS Pastoral Care Quality Award from NHS England for ensuring the safe arrival, induction, and provision of support for new people joining the workforce from overseas.
- We've received a Quality Standard Gold Award for our work experience programme to help people kickstart their NHS career.
- We are a Bronze Level Race Equality Matters Trail Blazer.

OUR INTEGRATED CARE SYSTEM

We are part of the wider BNSSG health and care community working with the Integrated Care Board (ICB) and our primary care partners; hospital and specialist mental health providers; local authorities; voluntary and third sector colleagues. Sirona is a full member of the Integrated Care System with a seat on the ICB and the Integrated Care Partnership Board.

SIRONA FOUNDATION

The Sirona Foundation - a legally constituted charitable organisation with its own Directors who are also the Trustees – was established to support the health and wellbeing of people and families. From providing winter coats for children to Christmas gifts for those living in our rehabilitation units, it helps those in our communities. Its purpose is to fund equipment or projects that enhance health and social care services so local people using these services can maintain their independence, continue with daily living activities, and achieve the best possible health and wellbeing. Please follow this link for more information about the Sirona Foundation <https://www.sironafoundation.org.uk/>.

For more information on Sirona care & health, please click [here](#).



ROLE DESCRIPTION

Job title: Chief Executive Officer

Reports to: Chair

Direct reports: Chief Operating Officer, Chief Medical Officer, Chief People & Culture Officer, Chief Nurse & Allied Health Officer, Chief Digital and Information Officer; Chief Strategy and Transformation Officer, Director of Governance

MAIN RESPONSIBILITIES

- To be responsible to the Board, and through this our Membership Body for the strategic leadership and operational management of the organisation, ensuring Sirona care & health provides safe, high quality, people-centred services that meet or exceed performance targets and are delivered within resources, focusing on improved outcomes and removing health inequalities.
- Working in collaboration with partners across the health and care economy to continue to grow the voice of Sirona in the BNSSG system, which in time will become the national beacon for good practice in community provision.
- Promoting and developing a positive culture of partnership, co-design, and co-development, both internally and externally, within the BNSSG ICS, South West and more widely and continue to improve relationships with health and care partners.
- Leading and strategically managing the organisation to ensure that it meets its legal, regulatory, and statutory obligations and ensuring we operate as a successful company.
- The Chief Executive Officer will be required to follow the general duties of Directors. under the Companies Act 2006, ensuring the highest standards of governance are met, observing the [Nolan Principles](#) and other pertinent Codes and Guidance including the Fit and Proper Person Test.

STRATEGY AND PERFORMANCE

- To provide executive leadership, working closely with the Chair and Board of Directors, to develop and implement the organisation's vision, mission, and strategic objectives, involving appropriate stakeholders.
- To ensure people who use our services, colleagues, carers, and the public have the opportunity and are encouraged to participate in the decision making, development and planning of service delivery, improvement, and transformation.
- To ensure the organisation is innovative and proactive in planning and delivering services by meeting health and care needs/quality standards through collaborative partnership working.
- To shape our overall organisational culture and embed performance management cultures and systems that ensure delivery of statutory duties, national and local standards and organisational objectives through robust governance processes that address under performance in a timely and effective manner.



LEADERSHIP AND ORGANISATIONAL DEVELOPMENT

- To provide visible and engaging leadership that models the organisation's values.
- To lead and develop a strong and capable Executive Team that motivates, inspires, and engages colleagues at all levels.
- To build on the Care Quality Commission rating, demonstrating a continuous improvement culture which is people focused, commanding the confidence of clinicians, and encouraging and promoting multidisciplinary working.
- To ensure the organisation is supported by strong, clear managerial and clinical structures with clearly defined roles and responsibilities; to regularly review the organisational structures with the support of the Executive Team and recommend changes as appropriate.
- To ensure that the services that the organisation provides are outcomes focused and that those outcomes are measurable, supported by robust data.
- To ensure that the organisation has an appropriate workforce for present and future needs, including integrated workforce, financial and activity plans.
- To ensure that opportunities to better utilise and mainstream digital technology and telecare are capitalised in order to respond to increased demand and to provide a range of interventions for the people we serve that are appropriate to individual needs, as well as enabling our staff to work in new and innovative ways.
- Lead the approach to organisational development in line with an ethos that prioritises transparency and voice of our employees as stakeholders in the business.
- Work closely with the Membership Body, Staff Representative Groups and People's Council through meetings, development days, and joint work.
- Ensure that Sirona care & health meets one of our most significant challenges by recruiting/retaining/developing a diverse workforce and ensuring their wellbeing.

PARTNERSHIP WORKING

- To be an ambassador for, and champion of, the organisation locally, regionally, and nationally, providing senior leadership, influencing, and contributing to the development and delivery of BNSSG plans and schemes.
- To build and maintain positive, effective working relationships with other agencies concerned with the provision and development of health and care services including professional bodies, volunteers, and user groups.
- To continue to develop effective strategies to communicate and market the organisation's position effectively to commissioners, service users and carers, the public, media, and politicians to promote a strong and positive organisational reputation.



GOVERNANCE, REGULATORY COMPLIANCE AND FINANCIAL STEWARDSHIP

- To ensure the Board of Directors has the information to play a full part in organisational governance and that the Board is regularly appraised of the organisation's key risks through the Board Assurance Framework and Corporate Risk Register and mitigating actions to address these risks.
- To ensure the Board has effective risk management systems with safety, quality and experience as paramount and that mechanisms are in place to continuously monitor the risk systems and outcomes.
- To ensure that the requirements of clinical, financial and corporate governance, including committee structures, are delivered effectively to ensure that the organisation meets its statutory duties and responsibilities set by external regulators, inspectors and legal requirements.
- To ensure the organisation adheres to its Articles of Association and makes authentic use of its key governance mechanisms, namely the Membership Group and People's Council.
- As the accountable officer ensure Sirona care & health meets its statutory requirements and service obligations and that governance arrangements in place reflect the highest standards of probity, openness, transparency, and conduct.
- Be responsible for the financial performance of Sirona care & health and for effective corporate systems being in place enabling financial, legal, and statutory duties are met as a Community Interest Company with part of the NHS wider system.
- Ensure timely and sufficient reporting of such matters to the Board so that it is adequately placed to make informed decisions about the effectiveness and financial health of the organisation and the wider integrated care system.
- Recommend to the Board an annual budget and financial and business plan and ensure delivery following approval.



PERSON SPECIFICATION

EXPERIENCE

- Experience gained as a Chief Executive or at Executive Director level in a complex multistakeholder operating environment, either in health and care in the NHS, or wider public, third party or independent sectors, or private/commercial sector where an interest in or connection to health and care can be demonstrated.
- Evidence of the development and delivery of successful organisational strategies in a context of complex stakeholder engagement.
- Experience of translating organisational strategy and vision into successful operational objectives and plans and delivering on the desired outcomes.
- Experience of building successful alliances and partnerships across organisational boundaries together with effective joint working with local government, statutory, third sector or private sector organisations.
- Track record of delivering financial and performance objectives.
- Experience of improving organisational performance outcomes with successful leadership of achieving change at scale.

KNOWLEDGE, SKILLS AND ABILITIES

- Insight and understanding of the strategic direction of local and regional health economies, and what this means for community health and care service providers and their staff.
- Knowledge and ability to support the development of the Board and individual Executive Directors.
- High level of understanding and knowledge of financial, corporate, and clinical governance factors for the safe operating of an organisation operating in a regulated environment.
- Ability to acquire knowledge of the regulatory requirements, including CQC, that the organisation must operate within.
- Strong communication skills, able to engage effectively with people both who work with us or are in our care, recognising the importance of visibility and presence in the organisation.
- Effective public speaker and confidence in media engagement
- Collaborative and inclusive leadership style with the ability to inspire and motivate to effect change within the organisation.
- Proven team building skills with the ability to deliver challenging agendas through effective delegation and a range of leadership styles. Seeks help when needed.
- Ability to think strategically, anticipate change, collate complex knowledge and intelligence into vision for required changes to the strategy or positioning of the organisation.
- Commercial and business acumen with a proven track record of pragmatic decision making as well as creation of opportunities for investment, collaboration, innovation and growth.
- Ability to achieve credibility, lead and stimulate change through clinicians and other professionals.

VALUES AND BEHAVIOURS

- Demonstrable evidence of the values of Sirona, the NHS and public sector including the Nolan Principles of leadership.
- High level of integrity and professional ethics, with the desire to listen and actively seek views of others.
- Resilient with commitment to see through and achieve improvements.
- Collaborative, open and honest; acknowledges mistakes and treats them as learning opportunities.
- Brings agility and adaptability to lead the organisation through a period of change and transformation.
- Demonstrates strong commitment to achieving equality diversity and inclusivity in the provision of services and staffing.
- High levels of commitment to service users, carers, and the community and to tackling health inequalities.

WHAT OUR PEOPLE SAY

We asked people who we care for and who work with us to share their views on the opportunities and challenges facing Sirona and the important characteristics for our new Chief Executive. **This should be considered alongside the role profile and person specification.**



Sirona is a strong advocate for community-based care and can be a trailblazer in modernising services, working with the community to find innovative and collaborative solutions. We want a strong leader who thinks creatively and enjoys bringing people together.

Representatives of people who use our services



To achieve our ambitions, embracing change and building our role in the system, we need to address challenges in growing and retaining our workforce. We are looking for a forward thinking leader who demonstrates integrity, earns our trust and recognises the real value of diversity and inclusivity.

Colleague representatives



To achieve our vision of Improved Outcomes for All, we are looking to build our relationships within the Integrated Care System and with our partners; to optimise our use of technology in the delivery of better individual care; and to address inequalities in our communities. In our CEO we need a strong systems leader, a forward thinker, someone who can inspire and engage to create a unified and inclusive culture within Sirona to help us meet our aspiration to be a great and inspiring place to work.

Our Board and our Membership Group



TERMS OF APPOINTMENT

SALARY

c.£170,000

LOCATION

We want our Chief Executive to be present and visible across the organisation although we also offer the opportunity for hybrid working. This role will be expected to be present in the organisation no less than three days per work, operating from our head office at Badminton Road, Yate BS37 5AF.

PENSION

On joining us you will be eligible to continue with your NHS pension membership or as a new employee you will be auto enrolled into this scheme.

If you choose to opt out of the NHS pension scheme, you will be eligible to opt into the Royal London Scheme at 3%. You can elect to pay more if you wish and we will make 6% employer contributions. If you do elect to pay more, we will double your contribution up to a maximum of 10% employer contribution.

ANNUAL LEAVE

We offer 27 days on joining, plus Government agreed Bank Holidays. For employees on permanent contracts this rises to 29 days after five years' service and 33 days after 10 years.

ADDITIONAL BENEFITS

Please follow the link [here](#) for information on the wider benefits we offer.



HOW TO APPLY

We hope you will consider making an application. If, having read this pack you have questions about the appointment and would find it helpful to speak to our advising consultants, please contact Angella.Pacheco@starfishsearch.com who will be happy to arrange a call with Katy Giddens or Juliet Brown at Starfish Search, our recruitment partner on this appointment. To make an application, please go to <https://starfishsearch.com/jobs/sirona-ceo/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria.

We would also be grateful if you would 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: Monday 27th January 2025

Preliminary interviews: w/c 10th February 2025

Final Panel interviews: w/c 3rd March 2025

WE ASK ALL CANDIDATES TO NOTE THE FOLLOWING:

- The successful applicant will be subject to Occupational Health and Disclosure and Barring Service checks and is subject to the Fit and Proper Persons Requirement (FPPR).
- All organisations regulated by the Care Quality Commission need to ensure that successful candidates meet the Fit and Proper Persons Requirement (Regulation 5, The Health and Social Care Act 2008 (Regulated Activities) Regulations Act. This means that the care provider must not appoint a director unless:
 - The individual is of good character;
 - The individual has the qualifications, competence, skills and experience which are necessary for the relevant office or position or the work for which they are employed;
 - The individual is able by reason of their health, after reasonable adjustments are made, to properly perform tasks which are intrinsic to the office or position for which they are appointed or to the work for which they are employed;
 - The individual has not been responsible for, been privy to, contributed to or facilitated any serious misconduct or mismanagement (whether lawful or not) in the course of carrying on a regulated activity or providing a service elsewhere which, if provided in England, would be a regulated activity.
- None of the grounds of unfitness specified in Part 1 of Schedule 4 apply to the individual (e.g. bankruptcy, sequestration and insolvency, appearing on barred lists and being prohibited from holding directorships under other laws)
 - Good character is measured by the criteria set out in Part 2 of Schedule 4 of the Regulations:
 - Whether the person has been convicted in the UK of any offence or been convicted elsewhere of any offence which if committed in any part of the UK would constitute an offence; and
 - Whether a person has been erased, removed, or struck off a register maintained by a regulator of a health or social work professional body.

Sirona
care & health



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