



Candidate Pack for Chair



The
Health
Foundation



Starfish

Welcome

Dear Applicant,

Thank you for your interest in joining the Health Foundation as Chair.

As an independent charitable organisation committed to building a healthier UK, we shine a light on what needs to be done to improve health and care for the UK population.

We inform policy at a national level through our research and analysis. We also give grants to support those working at the front line to innovate and improve care and fund initiatives to improve the health of local populations. Our aspiration is to use what we know works on the ground to inform effective policymaking and enable systemic change. By sharing what we learn, collaborating with others and building people's skills and knowledge, we aim to make a difference and build a healthier population.

We have three strategic priorities: improving people's health and reducing health inequalities; supporting radical innovation and improvement in health and care services; and providing evidence and analysis to improve health and care policy.

Sir Hugh Taylor, our current Chair is planning to step down in summer 2025 after eight successful years and we are now seeking another exceptional Chair.

The Foundation benefits from an endowment of more than £1.2bn which enables us to spend around £50m a year on our work. We have grown from an organisation of around 150 people in 2017, to over 200 employees today. As we finalise our new five-year strategy and make associated changes to the make-up of the organisation, we are looking for a new Chair to steer us through the next exciting chapter in our history.

All of our governors demonstrate an open and engaging communication style with an attention to detail and willingness to work alongside other members of the board and committees in pursuing our shared objectives.

This is a particularly rewarding time to join us, as we embark on our new strategy and look forward to the next phase of our development. With the NHS and social care system under pressure to meet people's needs, improvements in life expectancy stalling and deep inequalities in health holding back potential, the need for our work has never been greater. Your personal contribution will help shape the future of health and care across the nation. If you believe you can demonstrate the experience, skills, and attributes we are looking for, I very much look forward to hearing from you.

Dr Ruth Hussey CB, OBE, DL
Vice Chair of the Board of Governors



About the Health Foundation

We are an independent charitable organisation committed to building a healthier UK. We currently employ around 280 people, with offices in Blackfriars, Central London.

Health is our most precious asset. Good health enables us to live happy, fulfilling lives and to achieve our potential. It fuels our prosperity – a healthy and productive labour force is the engine that powers our economy. And it helps to build a stronger society by enabling us to play a full part in family life, make social connections and contribute to our communities. Yet good health remains out of the reach of too many people in the UK.

Our aim is to build a healthier UK. We do this by influencing policy and enabling systemic change through our routes to impact:

- We analyse and understand the issues facing health and care now and in the future. We use this understanding to identify, develop and demonstrate solutions to these issues.
- We use our knowledge of the issues and potential solutions in order to influence policy and practice.
- Because we know that no single organisation can achieve our mission alone, we build individual, organisational and sector capability to support us in this work.

We have a strong reputation for producing high quality research and analysis, enjoy a high national profile and work closely with a wide range of stakeholders at a national level and in the health and care system.

Health and care systems across the world are facing huge challenges with ageing populations, increasing demand for services and chronic labour shortages. In the UK, the population's health is fraying with more people living longer with major illness and deep inequalities in health between different parts of the country, the NHS is under unprecedented pressure with many people struggling to get the care they need, and the adult social care system is in crisis.

We address these challenges by working on three strategic priorities:

- Improving people's health and reducing health inequalities
- Supporting radical innovation and improvement in health and care services
- Providing evidence and analysis to improve health and care policy

Cutting across all our work are our commitments to equity, diversity and inclusion (EDI), increasing public participation in our work and achieving net zero by reducing our carbon footprint and becoming carbon neutral in our investments by 2035.

Read more

Our current strategy is published [here](#)

More information about our Governor team can be found [here](#)

Our 2023 annual report and financial statements are published [here](#)

Role description

Role title: Chair

Key relationships: Board of Governors, CEO, Executive Team

Role purpose:

The Board of Governors is responsible for shaping the work of the charity, for the benefit of the public. The Chair is expected to lead the board in setting the strategic direction of the charity and the candidate would need to demonstrate strong empathy with the charity's mission.

The Chair leads the board, ensuring that it governs the charity effectively in pursuit of the Foundation's vision and mission. The Chair leads in an inclusive way, supporting the board to work together well, and providing support and challenge to the Chief Executive. The Chair is also an ambassador for the Foundation.

The board comprises 11 governors, aside from the Chair. You can read about them [here](#). The executive (directors') team is led by Dr Jennifer Dixon DBE. You can read about them [here](#).

Main responsibilities

- To lead the board in its work of providing clear strategic direction to The Health Foundation, setting overall policy, defining goals and evaluating organisational performance.
- To lead the board in ensuring that the Foundation pursues its objects as defined in its memorandum and articles of association and that it applies its resources exclusively in pursuance of these objects and of the Foundation's mission.
- To lead the board in ensuring that the Foundation complies with its governing document, charity law, company law and any other relevant legislation or regulations and that the board fulfils its role as laid out in the Role of the governor and of the board.
- To lead the board in ensuring the effective and efficient management of the Foundation including its financial probity and stability.
- With the board, to appoint the chief executive, work successfully with them, monitor their performance and development needs and conduct their annual performance and development review.
- Through discussion with the chief executive have oversight of the performance and development of the directors' team.
- To work with the chief executive and the directors' team to ensure that all governors are well briefed on the external context for the work of the Foundation.
- To work with the chief executive to optimise the relationship between the board and the Foundation's staff.
- To ensure that requirements for accurate, timely and clear information to governors are clear to the executive.
- To lead the board in safeguarding the good name and values of the Foundation and play a role (as agreed) as part of its public face, both in the UK and internationally.
- To act in such a way as to model the Foundation's values and ways of working; to provide clear leadership in developing a positive culture for the organisation.
- To ensure that there is appropriate breadth of skills on the board and the committees and bring out the skills and experience of all members of the board, to the benefit of the Health Foundation and conduct regular appraisals of all governors.
- To chair meetings of the board (and relevant committees) leading objective and focused discussion, effective decision-making and follow-through.
- To lead and support a constructive dynamic within the board enabling contributions from all governors.
- To lead the board, alongside the chief executive, in the organisation, structure and membership of committees and ensure that they are properly constituted.
- To ensure the regular review of the performance and good governance of the board and its committees.
- To carry out regular appraisals of individual governors.

In addition to the above the Chair will have the responsibilities of all governors as a charity trustee and company director.

Governors, in their role as trustees of the Foundation, have and must accept ultimate responsibility for the affairs of the Foundation, ensuring that it is well-run, efficient, operating in accordance with all relevant laws and regulations, financially stable and sustainable and delivering the charitable outcomes for the benefit of the public for which it has been set up. They have a number of duties which they must exercise:

- Contribute actively to the board's role in giving strategic direction to the charity, setting overall policy, defining goals, setting targets, and evaluating performance against agreed objectives and targets.
- Use their specific skills, knowledge, experience, and perspectives to help the board reach sound decisions.
- Ensure the charitable objectives of the Foundation are carried out for the public benefit in compliance with Charity Commission guidance.
- Act as a positive ambassador for the work of the Foundation, both internally across our organisation and externally through networks and partners.
- Safeguard the assets of the Foundation and ensure that the major risks to which the charity is exposed are identified and reviewed regularly with systems in place to mitigate or minimise these.
- Commit to giving a minimum of twelve [note: for the Chair this is 15 – 20] full working days per annum for Foundation work (including preparation time for meetings of the board, its committees and any other sub-groups that may be formed from time to time).
- Stay informed of our work and matters relating to the work of the Foundation; prepare well for meetings and take an active and engaged role in discussions.
- Willing to chair or participate in Board committees and / or sub-groups.
- Demonstrate an ongoing commitment to the charity, acting in its best interests at all times.
- Volunteer for and willingly accept opportunities to further own understanding of the Foundation's work.
- Comply with the policies of the charity.
- Seek to resolve any concerns about the performance of the Board, its compliance with its governing documents and / or the welfare of the Foundation.



Person specification

Knowledge and experience

- A robust understanding of the role of a Chair and experience of operating at a senior strategic leadership level within an organisation.
- Knowledge and understanding of The Health Foundation and its work, and the context within which it works.
- Understanding of the distinction of non-executive / executive roles and the ability to work effectively and supportively with the Chief Executive.
- Understanding of corporate governance (which may be charity governance) either as a Chair / Board Member or via exposure at board level.
- Deep knowledge of the health sector and of working with senior figures in government, as well as knowledge or an appreciation of inequalities within health and care.
- Knowledge of equity, diversity and inclusion agendas and appreciation of their importance to internal organisational culture

Skills and abilities

- Ability to lead the board in setting the strategic direction of the Foundation and ensuring its effective and efficient governance and management including its financial probity and stability.
- Able to exercise sound, evidence-based judgement.
- Ability to provide clear leadership in developing a positive culture for the organisation and to model the Foundation's values and ways of working
- Ability to bring people together, and work collaboratively, to achieve great results, both internally and externally, in a way that inspires and engages others
- Ability to ensure that the commitment to Equality Diversity and Inclusion, as set out on our strategy, runs through all that the board does and through the governance structure.

Styles and behaviours

- Strong commitment to the Foundation's mission to improve health and health care for people in the UK coupled with the ability to enthuse and inspire others.
- A demonstrable commitment to the Nolan principles of public life (selflessness, integrity, objectivity, accountability, openness, honesty, leadership).
- An inclusive leadership style, focused on supporting a constructive dynamic within the board, enabling contributions from all governors, encouraging the articulation of diverse views and consensus-building.
- A collaborative approach which brings people together to achieve great results, both internally and externally, in a way that inspires and engages others.

Candidates must be legally eligible to be appointed as a registered company director and charity trustee and must have no conflicts of interest that would create a reputational risk for the Foundation.

Terms of appointment

Remuneration

This appointment is offered on a voluntary basis. Reasonable out of pocket expenses will be reimbursed in line with organisational policy.

Time Commitment & Location

The expected time commitment would be around 15 to 20 days per year.

The board meets quarterly. Currently, board meetings are typically in-person and take place between 10:00 to 16:00 on weekdays in London. Committees meet two to three times per year, typically virtually though some meetings may be in-person. Ideally, the Chair would sit on at least one committee.

The Chair will serve for five years in the first instance, taking up the post from July 2025, and may be appointed for a further four years.

Induction and onboarding

A full induction programme will be provided.



How to apply

We hope you will consider making an application. To do this, please go to <https://starfishsearch.com/jobs/thf-chair/> 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 role 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.

Selection Dates

Closing date:	Friday 28th March 2025
Longlisting:	Candidates notified after Thursday 10th April 2025
Preliminary interviews:	w/c 14th & 21st April 2025
Shortlisting:	Candidates notified from Thursday 1st May 2025
Informal meetings with CEO:	w/c 4th May 2025
Final Panel interviews:	Wednesday 21st May 2025 (in person in London)

Forward board meeting dates

Meetings below are scheduled to take place during daytime, in London.

- Thursday 18th July 2025, 10.00 to 16.00 (preceded by board dinner on 17th July)
- Thursday 18th September 2025
- Thursday 4th December 2025
- Thursday 26th March 2026 (preceded by board dinner on 25th March)

