

Protection with purpose

medicalprotection.org
Always there for you

MPS |





When I got home, there it was. The letter **I** was dreading. A complaint. To say I **felt** fear doesn't cover it. It is just the **most** daunting thing – and you feel so **alone** with it. For once, I couldn't ask for **help** from my family. It just felt like it **was** too much, and I didn't want to go **there**.

Welcome

The MPS Council plays a central role in ensuring the Society continues to evolve and adapt in response to the changing needs of healthcare professionals, while remaining true to the principles and values that have guided the organisation for more than 130 years.

One of the strengths of the Council is the breadth of experience around the table. Our members come from a variety of professional backgrounds, including medicine, dentistry, healthcare leadership, business, finance, and governance. This diversity of knowledge and experience strengthens our discussions and enables us to consider issues from many different perspectives. At the same time, healthcare professionals remain at the heart of our governance structure, ensuring that the voice of members is always present in our decision-making.

You have an opportunity to contribute to the future direction of an organisation that supports hundreds of thousands of healthcare professionals worldwide, to work alongside highly experienced colleagues, gain insight into the complexities of a global mutual organisation, and contribute to discussions that have a meaningful impact on healthcare professionals and patient safety.

We are keen to attract candidates from a wide range of backgrounds and experiences. Whether you have previous board experience or are considering your first non-executive governance role, what matters most is your ability to think strategically, work collaboratively, exercise sound judgement, and demonstrate a commitment to the values and purpose of MPS. Diverse perspectives strengthen governance, and we welcome individuals who can bring new insights, fresh thinking, and a passion for making a positive contribution.

I hope this brochure gives you a helpful insight into MPS and the work of Council and the opportunities that the role provides. If you share our commitment to supporting healthcare professionals, I encourage you to consider applying.

Dr Damien Marmion
Member, MPS Council

The relationship between Council and the Executive is an important one, founded on constructive challenge and a shared commitment to serving our members. Council members bring a wealth of experience, insight, and independent perspective that help strengthen our decision-making and ensure we remain focused on the long-term success of MPS. As we continue our transformation journey, their support, scrutiny, and guidance will be more important than ever.

As MPS continues to invest in its services, strengthen support for members, and respond to changes across healthcare systems around the world, the contribution of Council members remains vital. Strong governance helps ensure that we continue to meet the needs of members today while preparing the organisation for the challenges and opportunities of tomorrow.

I am particularly excited to be entering the second year of implementing our New World Strategy. The foundations laid over the past year have created real momentum across the organisation, and I am extremely positive about the progress we are making through our transformation programmes. These initiatives are helping us modernise the way we work, enhance the services we provide, and position MPS to deliver even greater value for members in the years ahead.

Over the past year, we have built new capabilities, strengthened our delivery expertise, and achieved important milestones across a number of strategic projects. We have also learned valuable lessons from some of the more challenging aspects of delivery, giving us greater confidence and maturity as an organisation. Those experiences are helping us refine our approach and set future programmes up for success.

Transformation is stretching every part of MPS, challenging us to think differently, work differently, and continually raise our performance. As we move into the ENABLE phase of our strategy, it is more important than ever that we have a strong and engaged Council providing oversight, challenge, and support.

Together, we are building an organisation that is better equipped to serve members, adapt to a changing healthcare landscape, and deliver on our purpose for generations to come.

Karen Miller

Chief Executive Officer

We are MPS

the Medical Protection Society

MPS is the world's leading member-owned, not-for-profit defence organisation built by and for doctors, dentists and healthcare professionals. Since 1892 we have focused on protecting and supporting the professional interests of our members.

Today we support over 350,000 healthcare professionals across the globe, acting solely in their interests and providing reassurance when the unexpected happens. Because we are owned by members, so our starting point is always to see how we can help.



Our purpose

We support and protect the careers, reputations, and financial security of doctors, dentists, healthcare professionals.

Every day, MPS provides expertise, advice, representation, and education to members across the world, helping them navigate the increasingly complex challenges of modern healthcare. Behind that work sits a strong system of governance that helps ensure the organisation remains focused on its purpose, sustainable for the future, and accountable to its members.

What we do

We help members navigate the legal and ethical challenges that can arise in professional practice.

Our in-house experts provide guidance and legal representation for a wide range of matters arising from their practice, including clinical negligence claims, patient complaints, regulatory inquiries, ethical dilemmas, disciplinary processes, inquests and more.

We also offer insights, risk management resources and expert learning opportunities that help members strengthen their practice and ensure greater patient safety.



Our voice in healthcare

We advocate for fairer regulation and legal reforms that benefit our members and the wider healthcare community, working to create a fair and more supportive environment in medicine and dentistry.

How we operate

When a member contacts us at a difficult moment, the answer they hope for is yes. Our aim is to help make that possible.

MPS is not an insurance company. All membership benefits are discretionary, as outlined in our **Memorandum and Articles of Association**. This means we can respond with flexibility and fairness to the needs of our members.

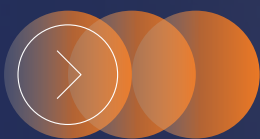


Our values



We act with Courage

We use our collective expertise to make responsible decisions, constructively challenging norms, appreciating diverse perspectives, and creating an open and honest environment.



We create Value

We provide value for members by achieving operational excellence and commercial success. We do this by being innovative, agile, resilient, and continuously seeking improvement.



We bring Passion

We hold a deep commitment to both members and colleagues. We live our values in a supportive environment with a sense of purpose.



We deliver Together

We collaborate, valuing global connectivity and diversity in an inclusive culture where everyone feels they belong.



We take Ownership

We take ownership of actions to enable success. We promote trust by delivering on our commitments to members and each other.



What is ‘discretionary’ indemnity?

The principle of discretion means having the freedom to decide what should be done in any given situation.

The discretionary approach to indemnity gives us the flexibility to help members where a tightly worded contract might rule out help. It also means that unlike claims-made insurance, our occurrence-based indemnity isn’t restricted by financial limits, and there are no excesses to pay. MPS also offers claims-made indemnity for higher-risk specialties, but backed by the power of discretion and without excesses.

Discretionary protection is particularly suited to medicine and dentistry, where new challenges are constantly arising. It’s a nuanced approach that reflects the realities of our members’ chosen career.

This is why we use people, rather than contracts, to decide how best to help members. At the heart of our team are specialist solicitors, case managers and medicolegal and dentolegal consultants – people who understand the challenges members face. They use their insight to determine the right course of action, and bring their expertise and understanding to support members every step of the way.



One organisation, serving a diverse and growing membership



Membership				
2021	2022	2023	2024	2025
303,303	316,413	334,600	352,234	365,845

Over 1,000 staff based around the world



*Non-indemnity dental membership

Helping members navigate the challenges they face

Cases & Claims

22,483

New cases opened on behalf of members across the world in 2025

(2024: 20,538)

17,324
Medical

(2024: 15,784)

5,159
Dental

(2024: 4,754)

Case type Medical



Case type Dental

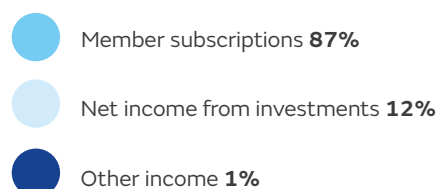
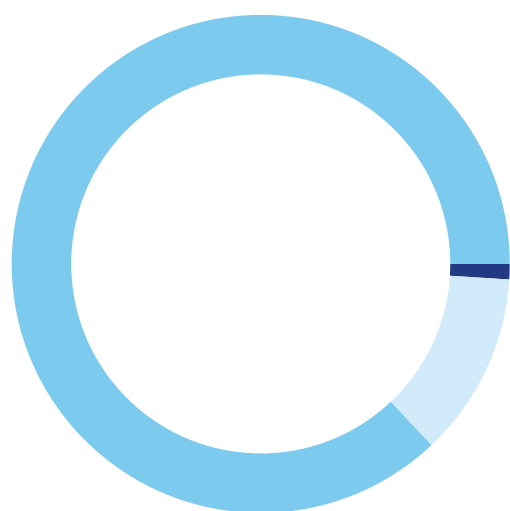


The mutual difference

We don't answer to shareholders.
We answer to members.

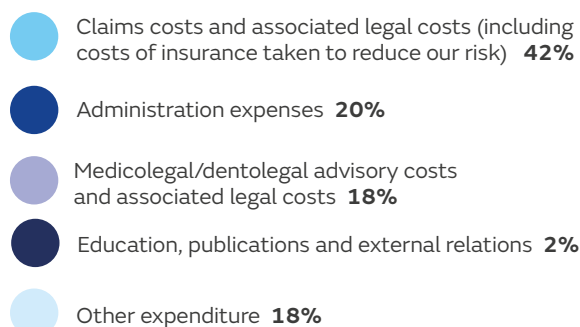
We're not here to make a profit.
We're here to make a difference.

Where our funding comes from



How we spend the member fund

MPS does not have any shareholders or investors to whom we pay dividends, nor any lenders to whom we pay interest. We exist purely for the benefit of members. With this in mind, we spent the following during the year:



Our strategic ambitions

Exceptional Member Experience

Consistently delivering the best possible service, products, and expertise.

- Access to high quality supportive professional advice and legal representation. And personalised, relevant educational content.
- Fit for purpose propositions and benefits which provide value for money.
- Richer member data to improve product, risk, pricing, and experience.
- Simple, seamless member journeys, with speedy response times anywhere in the world.

Operational Excellence

The right skills, tools, and technology we need to perform at our best.

- A unified, dynamic business model where we can benefit from our world-class people and shared expertise.
- A digital eco-system that's fully integrated, automated, simple, and intuitive across all regions.
- Harnessing technology to create fit for purpose systems, enabling colleagues and members to transact more easily.
- Accurate, dynamic single source data that powers decision making and provides valuable insights.
- Flexible, fit-for-future architecture that can adapt to change needs quickly, easily, and affordably.

A Great Place to Work

An environment in which we can all thrive, grow, and flourish.

- Our leaders have clarity and confidence in our vision and inspire and motivate us to achieve it.
- Our culture supports personal growth and development, and rewards high performance.
- Our open, transparent, globally-inclusive, and collaborative environment makes us feel safe to get involved, speak up and share thoughts and opinions.

Effective and Efficient Processes

Clear and established ways of working that ensure consistency and efficiency.

- Clear roles, responsibilities, and delegation of authority, providing clarity and facing accountability.
- Clearly defined, efficient processes allow for greater autonomy.
- Redesigned processes which are effective, logical, and easy to use.
- A streamlined underwriting approach that saves time and effort.

Sustainable Global Growth

A financially secure long-term future for the benefit of members.

- Growth in existing markets through new products and propositions.
- Providing a qualitative cost-competitive offering for members around the world.
- Diversifying into new markets, segments, and geographical locations that are currently under-served.

MPS Council

The Council is MPS's Board of Directors, whose primary focus is on the overall strategic direction, development, and control of the MPS Group. Additionally, it holds ultimate responsibility for exercising discretion in response to requests for assistance. In practice, this responsibility is delegated to the Executive Committee and the senior management team, subject to the Council's reporting, oversight, and review.

In alignment with the MPS strategy, the Council holds responsibility for approving its values, strategic plans, annual budget, and the overall system for risk identification, management, and internal controls. Additionally, the Council oversees operational and financial performance.

As part of its governance responsibilities, the Council establishes MPS's corporate governance framework. Within this framework, the Executive Committee is empowered as the primary management committee, responsible for day-to-day operations.

You can read more about the role and structure of Council and its subcommittees in our **annual report** and on our **website**.



Role profile: Chair of Council

Overall role purpose

To facilitate the effective operation of Council, ensuring that it discharges its responsibilities in accordance with the highest standards of personal integrity and corporate governance.

The Chair is responsible for creating an environment in which open, constructive and well-informed debate can take place, consistent with MPS's values and purpose. Through fostering strong and collaborative relationships across Council and the executive leadership team, the Chair supports Council in focusing on strategic matters, organisational performance, risk, culture and stakeholder outcomes.

The role is one of facilitation and stewardship, enabling Council collectively to provide appropriate direction, oversight and challenge, while maintaining a clear distinction between governance and executive management.

Direct reports

- Company Secretary
- CEO
- Non-Executive Directors



Accountabilities

Leadership of Council

- Provide balanced effective leadership of Council, ensuring that it operates as a cohesive high-performing body
- Set the tone for constructive, open and well-informed debate, ensuring that all members are able to contribute effectively
- Facilitate high-quality discussion, drawing out a range of perspectives and supporting collective decision-making
- Promote a culture of trust, transparency, constructive challenge and accountability
- Ensure that individual members understand their responsibilities and are able to contribute to the full extent of their experience and expertise
- Promote the ongoing development of Non-Executive Directors, ensuring that appropriate induction, training and development opportunities are in place to support their effectiveness and the overall capability of Council
- Maintain regular engagement with Non-Executive Directors to support open dialogue and a full airing of views
- Promote and sustain effective and constructive relationships between Council and the executive leadership team
- Facilitate the resolution of differing views in a manner that supports alignment and clear decision-making

Governance and effectiveness

- Facilitate the effective operation of Council, ensuring it discharges its responsibilities in line with the highest standards of corporate governance
- Ensure Council meets sufficiently frequently to discharge its duties effectively
- Set the Council agenda, ensuring appropriate prioritisation of strategic, risk and performance matters
- Liaise with Committee Chairs to ensure effective oversight and coordination of matters delegated to committees
- Ensure directors receive accurate, timely and clear information to support effective oversight and decision-making
- Chair Council meetings, ensuring appropriate conduct, balanced participation and clear outcomes
- Ensure appropriate focus is given to matters relating to strategy, long-term sustainability, risk, and member outcomes
- Support the Remuneration and Nominations Committee in maintaining an appropriate balance of skills, experience, independence and diversity on Council, and in overseeing succession planning
- Ensure that appropriate governance processes are in place for the review of annual board performance and Non-Executive Director remuneration

Relationship with the Chief Executive

- Establish and maintain a constructive and effective working relationship with the Chief Executive, based on trust, openness and mutual respect
- Provide support, guidance and appropriate challenge, enabling the Chief Executive to lead the organisation effectively
- Ensure that the Chief Executive is held to account for the delivery of agreed strategy and organisational performance
- Maintain appropriate oversight while respecting the boundary between governance and executive management Work with the Remuneration and Nominations Committee in relation to the Chief Executive's remuneration, performance evaluation and development
- Ensure that appropriate arrangements are in place for succession planning for the Chief Executive and senior leadership
- Facilitate effective engagement between Council and the executive leadership team on strategy, performance and key organisational priorities

Stakeholder engagement

- Ensure that Council has appropriate visibility of, and regard to, the interests of members and wider stakeholders in its deliberations and decision-making
- Support the Chief Executive and executive leadership team in developing and maintaining effective relationships with key stakeholders, including government, regulators and professional bodies
- Collaborate with the President to support MPS's engagement with stakeholders, helping to strengthen its reputation, influence and external reach
- Represent MPS externally as appropriate, particularly in relation to governance, reputation and strategic matters
- Chair the Annual General Meeting, ensuring effective engagement with members and appropriate governance standards are maintained
- Promote and protect the reputation of MPS, supporting its long-term sustainability and success
- Remain informed of relevant political, regulatory and professional developments, ensuring that Council is appropriately sighted on external developments that may impact the organisation

Culture and values

- Lead by example in setting the tone from the top, promoting behaviours consistent with MPS's values and expected standards of conduct
- Ensure that Council gives appropriate attention to organisational culture, including how it is measured, monitored and aligned to strategy
- Support the Chief Executive in embedding a culture that reflects MPS's purpose and values
- Ensure that the interests of members are appropriately reflected in Council's discussions and decision-making
- Promote high standards of integrity, ethical behaviour and accountability across the organisation
- Act independently

Person specification

Knowledge and qualifications

- Qualified Doctor or Dentist
- Knowledge of clinical and non-clinical developments in dental/medical practice and their potential impact on MPS
- Knowledge of structural changes in healthcare, clinical practice, healthcare regulation and legislation
- Strong understanding of corporate governance, including the role and responsibilities of a board of directors
- Understanding of the mutual model, including the financial and governance implications of operating as a member-owned organisation

Skills and attributes

- Demonstrates integrity and authenticity, with clear alignment to the organisation's mission and values
- Highly effective communicator and public speaker, with the confidence and presence to engage and influence diverse audiences at a senior level
- Diplomatic, tactful and politically astute, with the ability to navigate complex, sensitive or high-profile relationships
- Strong relationship-building capability, able to establish trust and credibility across a wide range of stakeholders, including at senior and external levels
- Demonstrates cultural and emotional intelligence in representing and engaging a broad and diverse membership

Experience

- Recognised authority or senior leader within the organisation's field, profession or wider sphere of influence, with a track record of operating at a senior level
- Demonstrates the credibility and gravitas to represent the organisation effectively at the highest levels
- Experience of strategy development and oversight, ideally within a customer- or member-focused organisation
- Experience of risk management, financial oversight and governance best practice
- Board-level experience, with prior experience as Chair of a non-executive board or committee, or equivalent, desirable
- Ideally, experience of a financial services organisation, desirable

How to apply

The closing date for applications is **12.00 on Thursday 3 September**.

Applications should include:

A **covering letter** explaining why the appointment interests you, how you meet the appointment criteria and what you specifically would bring to the post (**no more than two pages**).

A **Curriculum Vitae (CV)** with education and professional qualifications and full employment history. Please include daytime and evening telephone contact numbers and email addresses. The CV should include names and contact details of three referees. References will not be taken without your permission (**no more than three pages**).

You will need the following reference code: MPS-Chair-0626

All applications will be acknowledged.

For an informal conversation about the post, please contact Rhiannon Smith or Jenny Adrian at our recruitment partners, Hunter Healthcare by email jadrian@hunter-healthcare.com or phone **07939 250362**.

