



Health  
Innovation  
**Manchester**



# Chair

Candidate Information Pack

February 2024

**HH** Hunter  
Healthcare

# Welcome

**Hello and thank you for showing an interest in the role of Chair at Health Innovation Manchester (HInM) and taking the time to read this information pack.**

Greater Manchester (GM) is regarded as one of the most active, diverse and growing health innovation ecosystems in the UK, with increasing global significance due to the concentration of its advanced health and social care, academic, life sciences and digital sectors.

Recognising this, GM was the first area in England to integrate the provision of health and social care together with all of the supporting research institutions. Health Innovation Manchester (HInM) sits at the heart of this exciting, evolving system designed to transform the health of its communities. HInM works in partnership with GM's Integrated Care Board, Providers, Mayoral Combined Authority, local authorities and universities, with a vision to become a recognised international leader in accelerating innovation that transforms the health and well-being of our people.

HInM brings in significant resources, leveraging public funding, through creative approaches and mutually beneficial relationships with industry and academic partners. We have been able to make huge advances in these areas over the last few years by forming strategic relationships across the city region to deliver significant inward investment and demonstrable benefits to local people and the communities in which they live. We work with researchers and innovators to discover, develop and deploy new solutions, harnessing the transformative power of health and social care, industry and academia working together to address major challenges and tackle inequalities.

Our collective ambition is to make Greater Manchester one of the best places in the world to start well, live well and age well.

This is a great time to become our Chair.

You will be responsible for the effective leadership of the Board and will be pivotal in creating the conditions necessary for the overall board, individual HInM executive directors and for effective stakeholder engagement across HInM. You will shape and drive HInM's vision and strategy, ensuring effective governance, consistent with the Nolan principles. As an ambassador within the Greater Manchester community as well as a representative at a regional, national and international level, you will set clear expectations concerning the organisation's culture, values and behaviours, including the style and tone of discussions at Board meetings.

We would love to hear from you if you would like to become our new Chair and make GM a partner of choice for local, national and international life science, medical technology and digital industries, accelerating innovation that will positively impact the health and well-being of the GM population.

If you would like to discuss the role, in the first instance please contact James McLeod at Hunter Healthcare: [jmcleod@hunter-healthcare.com](mailto:jmcleod@hunter-healthcare.com) or 07842 424530 or **Jenny Adrian** by email: [jadrian@hunter-healthcare.com](mailto:jadrian@hunter-healthcare.com) or phone on 07939 250362.



**Ben Bridgewater**  
Chief Executive,  
Health Innovation  
Manchester



**Mark Cubbon**  
Group Chief  
Executive Officer,  
Manchester University  
NHS Foundation Trust  
(Host)



# What we do

**Health Innovation Manchester (HInM) works at the forefront of healthcare innovation to discover, develop and deploy new healthcare solutions that improve the health and wellbeing of Greater Manchester's 2.8m population.** We harness the power of the NHS, wider health and social care system, industry and academia within our region and more widely to address major challenges and tackle inequalities.

We are fast becoming an international leader in health innovation and digital healthcare, transforming the health and wellbeing of people across Greater Manchester.

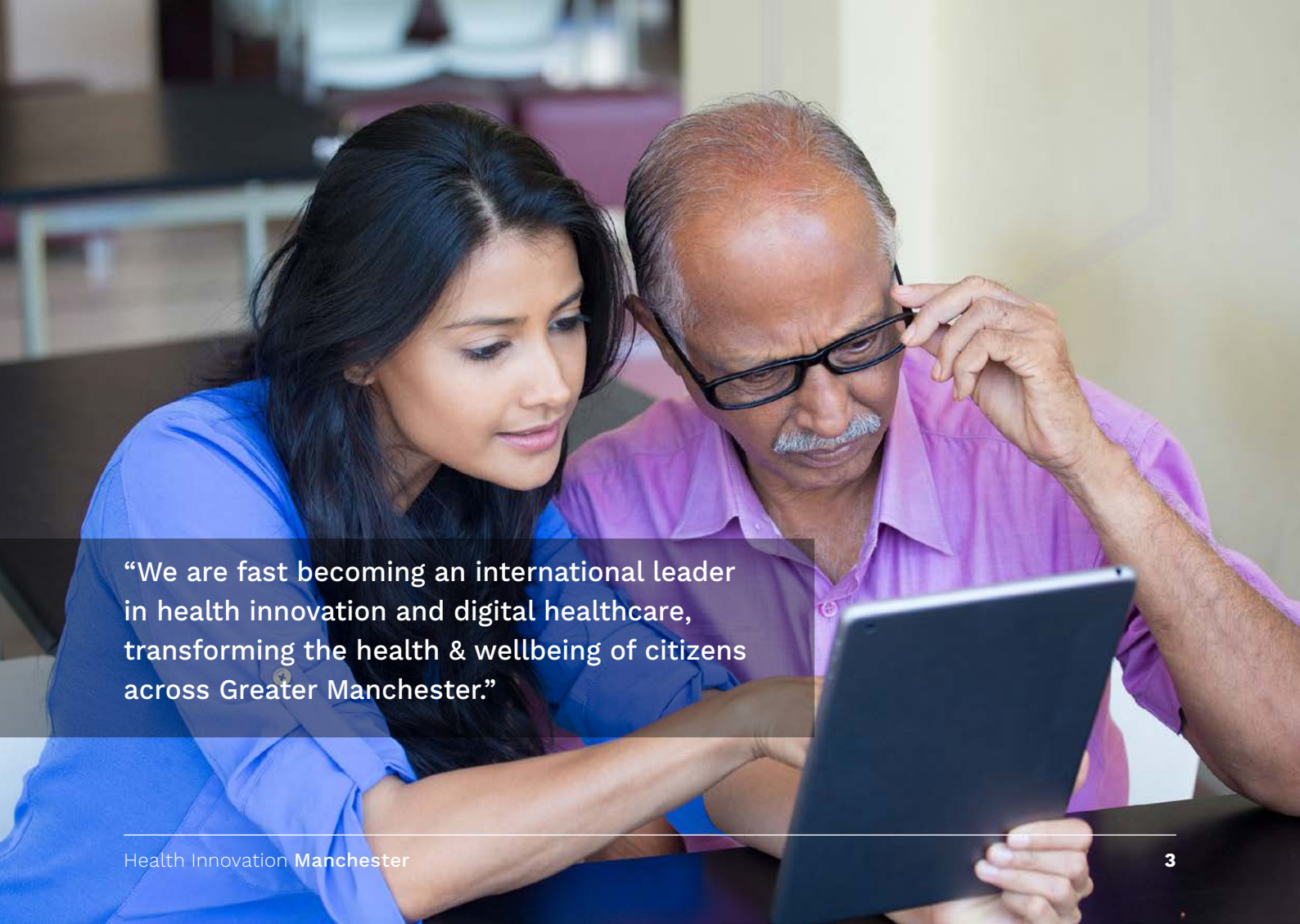
Partnership is the core of our work and through strong relationships and collaborative working we bring together expertise from across the system to turn great ideas into healthcare solutions.

From clinical trials and research to implementation, academic research to healthcare analytics and digital tools, our work is wide-ranging, exciting and makes a difference to people's lives.

We aim to make Greater Manchester one of the most innovative health and social care systems around the world, with rapid cycle from innovation to delivering population health benefits at scale.

Our exceptional academic and clinical assets and booming life sciences sector are just some of the factors that put us in a unique position.

For more information about Health Innovation Manchester, visit our [website](#).



“We are fast becoming an international leader in health innovation and digital healthcare, transforming the health & wellbeing of citizens across Greater Manchester.”

# Who we are

**Health Innovation Manchester brings together the best of the NHS with a culture that champions new ideas and innovation.**

HInM works in partnership, and is a partnership itself, made up of member organisations which includes four universities, the NHS, 10 Local Authorities, the former Academic Health Science Network (GM AHSN), Manchester Academic Health Science Centre (MAHSC) and the NIHR Applied Research Collaboration Greater Manchester (ARC-GM).

We're based at Citylabs, which is on the Manchester University Hospital NHS Foundation Trust (MFT) Oxford Road site and the Oxford Road corridor, creating a world-class hub for health innovation and precision medicine, part of Europe's largest clinical academic campus. It's a great place to work, with easy access to Manchester City Centre and surrounded by health and university facilities.

We've embraced agile working, with staff combining on-site and remote working, flat multi-disciplinary teams, rapid delivery of benefit through 'sprints' and a real focus on user-centric design. This means that we can come together when it matters most and promote a healthy work-life balance.

Our culture is inclusive and welcomes anyone with a passion for innovation and a desire to make a difference. We are committed to promoting equality of opportunity, celebrating and valuing diversity.

We are continuously working to improve our collective offer to staff in areas like health and wellbeing, benefits and flexible working, and are positively challenging traditional organisational barriers and cultures which get in the way of care delivery.

We want you to be able to enjoy working in environments which are efficient responsive and holistic and we are empowering teams to create the conditions for this.

## Our board

Health Innovation Manchester has a formidable Board of Directors with highly established leadership careers spanning healthcare, academia, industry and wider public sector, both in the UK and globally. Our Board provides strategic direction and oversight to the organisation. It includes directors from our executive team, non-executive directors and representatives from our key stakeholders in GM. Together, they help ensure we will deliver our mission to become an international leader in accelerating innovation that transforms the health and wellbeing of people across GM. More information about our board members is available on our [website](#).

## About MFT

Health Innovation Manchester organisation is hosted by Manchester University NHS Foundation Trust (MFT), which provides support and advisory services to HInM. Mark Cubbon is CEO of MFT (The Host) and one of the Provider Trust representatives on the HInM Board.

MFT, one of the largest acute Trusts in England, has a unique health and life sciences campus within the NHS facilitating high quality clinical academic and research programmes.

For more information about MFT, visit their [website](#).

# Our active projects

We work with innovators to discover, develop and deploy new solutions, harnessing the transformative power of health and social care, industry and academia working together to address major challenges and tackle inequalities.

Our work portfolio can be described under five main categories.

For more information visit our [website](#).

## Digital Transformation

Working with our partners across Greater Manchester, we're unlocking the full potential of digital technology through a range of digital health and social care projects, real world evidence studies and use of data science techniques. This is underpinned by collaboration with patients, local people, professionals and industry to drive forward digital transformation together and improve the standard and quality of care for our citizens.



## Industry Partnerships

We have a proven track record in fostering industry partnerships to deliver population health improvements, from start-ups to global players. The benefits of devolution, combined with the strength of our commercial life sciences sector, links to academia, and assets in health tech, data analysis and healthcare put us in a fantastic position to accelerate innovation that will improve health outcomes for our citizens.



## Innovation Deployment

We have an active portfolio of innovation projects that are being deployed across Greater Manchester to help improve local people's health and wellbeing. These include using new technology and devices, digital products and tools, optimising medication and modifying practice.



Projects span all aspects of health and social care including maternity, cardiovascular, cancer, respiratory, mental health and frailty, as well as cross cutting themes such as patient safety, medicines and precision health.

## Academia

We have a thriving programme of research activities across the six domains of research excellence – cancer, cardiovascular disease, inflammation and repair, women and children, mental health, and neuroscience.



We are working with local research partners to focus activity on addressing the health and social care priorities, as well as to secure further funding and advance translational research delivery into the frontline.

HInM is currently reviewing its three year Business Strategy which is near conclusion and is in parallel developing an aligned People and Organisational Development Plan.

## Strategy and Design

We are focused on understanding current models and pathways, reimagining new models of care and conducting clinical reviews across the system. This is all alongside developing system strategies, undertaking digital maturity reviews, developing and coordinating bids, designing and coordinating governance, and fostering local and national system and industry partnerships.



# Job description

<b>Role:</b>	Chair
<b>Accountable to:</b>	Health Innovation Manchester Board
<b>Reports to:</b>	Mark Cubbon, Chief Executive Manchester University NHS Foundation Trust (Host organisation)
<b>Time:</b>	Up to a maximum of three days per week*
<b>Remuneration:</b>	£40,000 pa*

## ROLE SUMMARY:

The Chair is responsible for the effective leadership of the Board and will be pivotal in creating the conditions necessary for the overall board, individual HInM executive directors and for effective stakeholder engagement across HInM.

The Chair will shape and drive HInM's vision and strategy, ensuring effective governance, consistent with the Nolan principles (see page 8).

The Chair facilitates effective discussion and decision making through a variety of meetings and sub-committees with defined terms of reference.

The Chair is the ambassador within the Greater Manchester community as well as its representative at a regional, national and international level. The Chair will set clear expectations concerning the organisation's culture, values and behaviours, including the style and tone of discussions at Board meetings.

## KEY FUNCTIONS:

The Board is collectively responsible for determining HInM's vision, strategy, culture and goals, agreeing its business plan and budgets, overseeing delivery, and supporting and advising the executive team. Board members will display a constructive, open, and engaging leadership style.

## Duties and Responsibilities:

### Strategy

- Lead the Board of Directors and HInM Board Partners in setting the strategic priorities of HInM and ensuring their effectiveness in all aspects of their role.
- Work with board members in developing and promoting HInM's vision, values, aims and strategic objectives.
- Proactively direct and manage the Board's major decisions and their development, ensuring that 'due process' has been applied at all stages of decision making and full and complete consideration has been given to all options during the process.
- Build and maintain an effective, inclusive and complementary Board of Directors and with the HInM Board Partners initiate change and plan succession in non-executive director appointments.

### Governance

- Commit to working to, and encouraging within HInM, the highest standards of probity, integrity and governance and contribute to ensuring that the HInM's internal governance arrangements conform to best practice and statutory requirements.
- Ensuring the Board identifies the key risks HInM faces in implementing the strategy, determining the approach and attitude to providing effective oversight of risks and controls to assist the management of risk.



- To support and challenge, where appropriate, the Chief Executive and other directors of the Board to ensure that the Board conforms to the highest standards of corporate governance and makes appropriate decisions.
- Embed a culture of continuous improvement and Value For Money for HInM and ensure robust financial management is in place.
- In accordance with agreed Board procedures, monitor the performance and conduct of the executive management team in meeting agreed goals, key priorities and statutory responsibilities, including the preparation of annual reports and annual accounts.
- Ensure that HInM complies with the Health Innovation Network (HIN) and Manchester Academic Health Science Centre (MAHSC) designation requirements and any other appropriate legislation and regulations.
- Ensure that processes and procedures are in place and monitored to deliver high standards of professional, clinical, administrative and personal behaviours across HInM.
- Establish effective sub-committees with appropriate non-executive involvement.
- Contribute to the determination of appropriate levels of remuneration for HInM's executive directors.
- Set the tone and style of Board discussions which facilitate effective decision making and constructive debate and ensure, with the Chief Executive, effective implementation of decisions.
- Assist fellow HInM directors in providing entrepreneurial leadership within a framework of prudent and effective controls which enable risk to be assessed and managed.
- Uphold the values of HInM, be an appropriate role model and to ensure that HInM promotes equality and diversity for all its staff and other stakeholders.
- Represent HInM's views with national, international, regional or local bodies or individuals, to ensure that the views of a wide range of stakeholders are considered.
- Act as an ambassador for HInM and safeguard the good name and reputation.
- Ensure, with the Chief Executive, effective communication with staff, stakeholders, and external partners.
- Develop and maintain close working relationships between the Board of Directors and stakeholder members, ensuring constructive relationships based on candour, trust and mutual respect by modelling high standards of personal behaviour.
- Development of the Board's capacity and capability, ensuring the Board sees itself as a team with the right balance and diversity of skills, knowledge and perspectives.

## People, Communications and Relationships

- Provide visible leadership in shaping the organisational culture of the organisation.
- Ensure effective communications are maintained with:
  - Board of Directors
  - Board stakeholder membership
  - GM Stakeholders, Health, Social Care, Academia, Industry
  - National and international stakeholders
- Develop a constructive, frank and open relationship with the Chief Executive through regular communication and meetings in the furtherance of HInM best interests and to provide support and advice while respecting executive responsibility.

## Operations

- Ensure regular performance evaluation of the Board, its committees and individual directors and act on the results of such evaluation, by ensuring appropriate training/development where necessary to enhance its overall effectiveness as a team against planned objectives.
- Chair committees or sub-groups of the Board charged with specific activities, to support the delivery of the strategic business objectives as required.
- Promote equality of opportunity in treatment of staff, service users and stakeholders.

- Establish clear priorities to deliver agreed plans, meet the terms of the HIN licence and MAHSC designation, regularly reviewing performance against these priorities.
- Maintain financial viability, use resources effectively, control and report finances in accordance with good governance standards.
- Meet all statutory requirements, legal and contractual requirements, of staff and stakeholders' personal privacy and confidentiality.
- Plan and conduct Board meetings, in conjunction with the Chief Executive of HInM.
- Encourage the best use of resources including the development of effective risk and performance management processes.
- Bring balance to the use and influence of external advisors.
- Share and use relevant expertise with senior managers and clinicians in a changing health care environment.
- Ensure an effective communications strategy is maintained to keep members and stakeholders informed.
- Ensure the provision of accurate, timely and clear information to directors.

## Human Resources

- Conduct a performance appraisal of the HInM Chief Executive on an annual basis.
- Conduct a performance review of the Non-executive directors on an annual basis.
- Support, encourage and where appropriate, mentor other Board members and senior executives.
- Arrange regular evaluation of the board of Directors, their sub-committees and individual directors. Facilitate contribution of non-executive directors and directors to ensure constructive relations.
- Take responsibility, in conjunction with the Board, for own personal development and ensures that this remains a priority.
- Ensure that non-executive directors are given appropriate development for their role.

## Nolan Principles

**Selflessness:** Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or friends.

**Integrity:** Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

**Objectivity:** In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

**Accountability:** Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

**Openness:** Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

**Honesty:** Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

**Leadership:** Holders of public office should promote and support these principles by leadership and example.



# Chair competencies

**The competency framework describes the core competencies required in the NHS provider Chair's role, in the context of the NHS principles and values in the NHS Constitution.**

We envisage that the competency framework will be used to recruit and appraise Chairs. The figure below shows this and detail the associated requirements under each competency.

To carry out their role effectively, the Chair must cultivate a strong, collaborative relationship with the CEO. Many responsibilities in this role description will be discharged in partnership with the CEO.

It is important the Chair and the CEO are clear about their individual and shared roles, and their respective responsibilities towards the unitary board.

## Strategic

- Leads the Board in setting a deliverable strategy
- Takes account of internal and external factors to guide decision-making sustainably for the benefit of patients and service users
- Provokes and acquires new insights and encourages innovation
- Evaluates evidence, risks and options for improvement objectively
- Builds organisational and system resilience, for the benefit of the population of the system as a whole

## People

- Creates a compassionate, caring and inclusive environment, welcoming change and challenge
- Builds an effective, diverse, representative and sustainable team focused on patients and service users
- Ensures all voices are heard and views are respected, using influence to build consensus and manage change effectively
- Support, counsels and acts as a critical friend to directors, including the CEO
- Develops a Board that is genuinely connected to and assured about staff and patient experience

## Partnerships

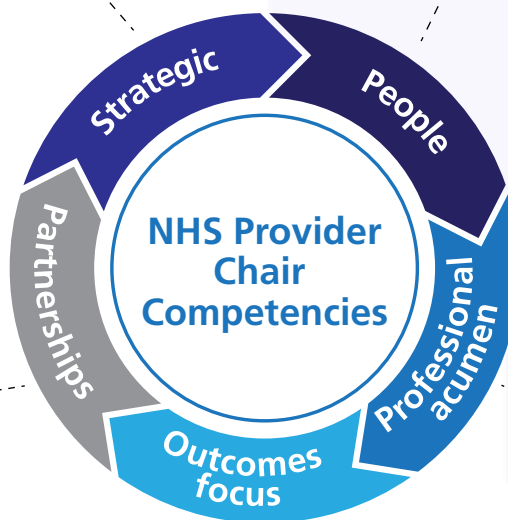
- Develops external partnerships with health and social care system stakeholders
- Demonstrates deep personal commitment to partnership working and integration
- Promotes collaborative, whole-system working for the benefit of patients/service users
- Seeks and prioritises opportunities for collaboration and integration for the benefit of the population of the system as a whole

## Outcomes focus

- Creates an environment in which clinical and operational excellence is sustained
- Embeds a culture of continuous improvement and value for money
- Prioritises issues to support service improvement for the benefit of the population of the system as a whole, ensuring patient safety, experience and outcomes remain the principal focus
- Measures performance against constitutional and CQC 'well-led' standards

## Professional acumen

- Owns governance, including openness, transparency, probity and accountability
- Understands and communicates the Trust's regulatory and compliance context
- Leverages knowledge and experience to build a modern, sustainable board for the benefit of patients and service users
- Applies financial, commercial and technological understanding effectively



For further information [see the NHS England website here](#)

# Person Specification

Attributes	Essential
<b>Background and Experience</b>	<ul style="list-style-type: none"> <li>• Evidence of success in chosen career with a track record of strategic leadership at Board level within a complex and fast-moving environment.</li> <li>• Experience of effective leadership working with a wide and complex range of internal and external stakeholders.</li> <li>• Experience of positively shaping the culture of an organisation.</li> <li>• Experience of leading innovation, improvement, performance management and change within a complex organisational setting.</li> <li>• Demonstrable commercial and political astuteness which will translate into an ability to think and act strategically for the benefit of HInM and its constituent members.</li> <li>• Experience of holding high levels of accountability.</li> </ul>
<b>Skills and Knowledge</b>	<ul style="list-style-type: none"> <li>• Exceptional leadership skills, engendering respect and credibility from others.</li> <li>• An enthusiastic, enquiring mind, with the confidence to challenge constructively when appropriate and seek solutions to difficult problems.</li> <li>• Commercial acumen with the ability to think innovatively, creatively and strategically.</li> <li>• An effective listener, able to weigh up arguments and summarise for others.</li> <li>• Highly developed interpersonal, influencing and communication skills.</li> <li>• Analytical and creative, with the ability to be independent in judgement.</li> <li>• Politically astute, effective negotiator, able to grasp relevant issues and understand the relationships between interested parties.</li> <li>• Sound knowledge and understanding of corporate governance.</li> <li>• Understanding and demonstration of behaviours that advance equality and diversity.</li> <li>• Committed to improving health outcomes for the people of Greater Manchester and the principles of the levelling up agenda.</li> <li>• Ability to effectively represent Health Innovation Manchester to its constituents and partner organisations.</li> </ul>

Health Innovation Manchester:  
Working at the forefront of healthcare innovation  
to discover, develop and deploy new  
healthcare solutions at pace and scale

# How to apply

## All applications must include:

- A full and updated CV, which includes your contact details and email address.
- A personal statement of no more than two sides of A4, which should explain why you are interested in applying for the role and how you believe you meet the requirements set out in the person specification.
- Contact details of referees to cover the last six years (who will not be contacted without your permission).
- A completed **Equal Opportunities Monitoring Form** and **Fit and Proper Person Monitoring Form**.

All applications should be sent to:  
**[applications@hunter-healthcare.com](mailto:applications@hunter-healthcare.com)**.

All applications will be acknowledged.

For an informal conversation about the post, please contact James McLeod or Jenny Adrian at our recruitment partners, Hunter Healthcare by email: **[jmcleod@hunter-healthcare.com](mailto:jmcleod@hunter-healthcare.com)** or 07842 424530 or **Jenny Adrian** by email: **[jadrian@hunter-healthcare.com](mailto:jadrian@hunter-healthcare.com)** or phone on 07939 250362.

## Diversity Matters

We are passionate about creating an inclusive workplace that promotes and values diversity. We know through experience that different ideas, perspectives and backgrounds create a stronger and more creative work environment that delivers better patient and population health outcomes.

We welcome all applications, especially those from under represented communities, including people with a disability, and those from Black, Asian and Minority Ethnic (BAME) backgrounds.

We have policies and procedures in place to ensure that all applicants are treated fairly and consistently at every stage of the recruitment process, including the consideration of reasonable adjustments for people who have a disability.

## Key Dates

Please be mindful of the selection process timeline and ideally, consider securing these dates in your diary in advance. It is important to advise us as soon as possible if you are going to be unable to commit to any of the dates listed beyond the shortlisting period.

## Selection Process

The selection process for this role will include:

- Preliminary structured conversation with Hunter Healthcare
- Stakeholder Engagement Session
- Final Panel Interview

NB – the selection process will be carried out face to face – i.e., this will require you to attend in person. Please be assured that Covid-19 health and safety measures will be in place where necessary and you will be provided with information about this in advance of the final process should you be shortlisted.

<b>Closing date</b>	23:59 on 17 March 2024
<b>Longlisting</b>	20 March
<b>Shortlisting</b>	11 April
<b>Stakeholder Engagement Session 1 (MS Teams)</b>	16 April
<b>Stakeholder Engagement Sessions 2&amp;3 (F2F) &amp; Panel Interview</b>	22 April





Health  
Innovation  
**Manchester**



Floor 2, Berkshire House  
168-173 High Holborn, London WC1V 7AA

T: 020 7935 4570  
E: [enquiries@hunter-healthcare.com](mailto:enquiries@hunter-healthcare.com)