

Candidate Briefing Information

Appointment of Chair



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Introduction from our Chair

Many thanks for your interest in the role of Chair at the Intensive Care National Audit & Research Centre (ICNARC).

Our Board of Trustees is passionate about achieving the charity's vision to improve the care and outcomes for the critically ill. We are seeking to appoint a new Chair to succeed me in the leadership of the Board in its role of governing the organisation's work and setting ICNARC's forward direction, to ensure it is best equipped to deliver and continues to evolve, change and adapt.

We are looking to recruit a dynamic and respected leader, capable of winning the trust and support of diverse stakeholder groups.

This opportunity arises at a critical time in the charity's evolution. We are currently developing an ambitious 5-year strategic plan with opportunities for growth, more diverse funding, broader sector collaboration, and new developments in our infrastructure and technology.

The healthcare climate we operate in continues to be challenging and our roles in carrying out rigorous audit and research have never been more important. Our National Audit Programme plays an important role in measuring and reporting on quality within healthcare settings and is nationally and internationally renowned. Substantial, multi-year grant funding supports our broad portfolio of national and international collaborative research studies, conducted within our UKCRC registered Clinical Trials Unit.

As the outgoing Chair, I believe the charity is in very good shape. With strong reserves, a highly knowledgeable and influential Board of Trustees and a strong Executive leadership team, the charity is well placed to realise its ambitions.

The following pages provide more detail about ICNARC, the application process and the fulfilling and rewarding role of Chair of the Board of Trustees.

We look forward to hearing from you.

A handwritten signature in black ink, appearing to read 'Bob Nicholls', with a horizontal line underneath the name.

Bob Nicholls
Chair

July 2018

The organisation

In the UK, around 200,000 people are admitted to an intensive care unit each year.

ICNARC has an outstanding national and international reputation for clinical audit and clinical and health services research. We work to ensure critically ill patients receive the best possible care and outcome.

We do this by providing information about the quality of care to those who work in critical care, policy makers, commissioners, regulators, patients and carers, through our national clinical audits and our clinical trials and health services research.

About us

Our charitable object is the advancement of education in the organisation and practice of critical care, in particular through the promotion of audit and research into critical care and the publication of the useful results of national clinical audit and health services research.

• Our audits

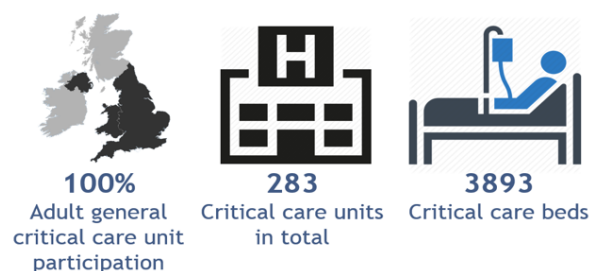
Our National Audit Programme features two major national clinical audits both registered by the NHS Quality Accounts. Our Case Mix Programme (CMP) addresses adult critical care and our National Cardiac Arrest Audit (NCAA) focuses on in-hospital cardiac arrests. Hospitals can also participate in critical care audits in Ireland, audited through the Irish National ICU Audit (INICUA), and cardiothoracic critical care in the UK, audited through the Assessment of Risk in Cardiothoracic Intensive Care (ARctIC).

Data from our national clinical audits can also be used to support and enhance other projects through data linkage, data sharing and case identification. We can therefore increase data available for audit and research without increasing the burden of data collection.

Our key achievements

Our audit databases continue to grow and provide invaluable resources for further audit and research. We are proud that by May 2017, we had **over 2 million validated patient records** that our expert team analyse and utilise across our audit and research projects. We **continue to support 100% of all adult general critical care units** in England, Wales and Northern Ireland through our Case Mix Programme.

CMP Participation



• Our research

The ICNARC Clinical Trials Unit (CTU) is a fully registered unit with the UK Clinical Research Collaboration (UKCRC). ICNARC conducts a large and broad portfolio of high quality research in critically ill patients, applying both quantitative and qualitative methods. We design and deliver research projects that we believe will help the treatment of critically ill patients in the future, both adults and children.

Substantial, multi-year grant funding supports our broad portfolio of national and international collaborative research studies conducted to influence and inform the policy and practice of adult and paediatric emergency and critical care in the UK and globally.

Our research portfolio is underpinned by cutting-edge, statistical/methodological research including novel clinical trial designs, methods for non-randomised comparisons, handling of missing data and statistical modelling.

Landmark publications have included:

- **PRISM Investigators.** Early, goal-directed therapy for septic shock – a patient-level meta-analysis. *N Engl J Med* 2017; 376:2223-34.
- **Mouncey PR et al.** Trial of early, goal-directed resuscitation for septic shock. *N Engl J Med* 2015; 372:1301-11.
- **Harvey SE et al.** Trial of the route of early nutritional support in critically ill adults. *N Engl J Med* 2014; 371:1673-84.
- **Pearse RM et al.** Effect of a perioperative, cardiac output-guided, hemodynamic therapy algorithm on outcomes following major gastrointestinal surgery: a randomized clinical trial and updated systematic review. *JAMA* 2014; 311:2181-90.

Read more about our research publications: <https://www.icnarc.org/Publications>

• Our ambitions and challenges

Since ICNARC was founded in 1994, critical care has undergone many changes and continues to do so.

Against a backdrop of strain on the NHS, Brexit and increasing regulation, and the challenges of keeping pace with technology, we are committed to continue to provide the right information to the right people at the right time.

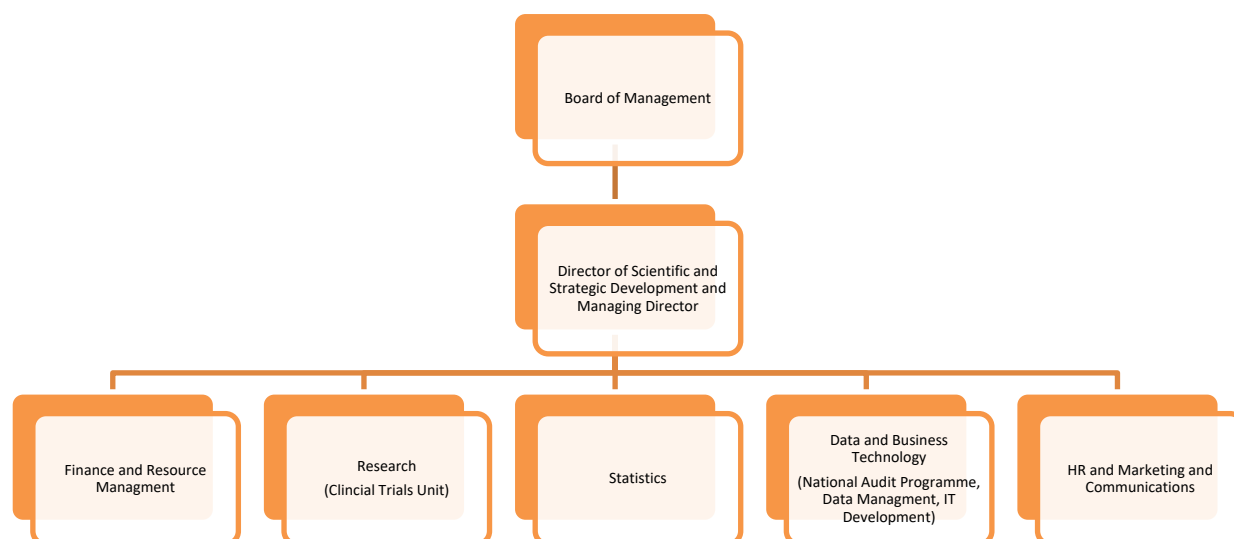
It's an exciting time to be joining ICNARC as Chair. In 2019, we will launch our five-year strategy and celebrate 25 years of supporting improvements in how critical care is organised and practiced in the UK.

We have ambitious plans to grow our portfolio of research, broaden our clinical audits functionally and geographically, and to transform our infrastructure and technology.

We are lucky to have a dedicated and highly skilled workforce including internationally renowned Scientists. We collaborate closely with many other local, regional, national and international organisations for our audit and research work, such as professional societies, universities, NHS, government, and non-government bodies to achieve our aim.

Our People

Our committed team of over 38 staff brings together a wealth of skills and knowledge including expertise in epidemiology, statistics, clinical trials, data management and data processing and IT development.



Trustees

Bob Nicholls (Chair)

Bob Nicholls was appointed as Chair of ICNARC in February 2016. Bob has a long career in Health Services Management at local, regional and national levels. He is an experienced Chair and Non-Executive Director in both public and private sector organisations and was an Appointments Commissioner for NHS Boards. He has played a leading role in health regulation as a lay member of the General Medical Council and recently as the founding Chair of the General Pharmaceutical Council. He recently served as a member of a Research Ethics Committee in Oxford.

Simon Baudouin

Consultant in Critical Care Medicine Royal Victoria Infirmary, Newcastle upon Tyne and Honorary Senior Lecturer at Newcastle University. A standing member of the NICE Quality Standards Advisory Committee, former Board member of the Faculty of Intensive Care Medicine and former Council Member of the Intensive Care Society. Research interests include rehabilitation in critical care and sepsis. Simon provides clinical and research expertise to ICNARC.

Nick Black

Professor of Health Services Research at the London School of Hygiene and Tropical Medicine. Main research interests are methods of assessing the quality of care (particularly surgery and dementia care) and patient-reported outcome measures (PROMs). Founding Chair of the UK Health Services Research Network. Has advised the Department of Health and NHS England on quality assessment including avoidable hospital deaths, PROMs and national clinical audits and enquiries. Knighted for services to healthcare research in 2017.

Tim Gould

Consultant in Critical Care for 23 years. Extensively involved at a national level in training and governance. Currently a member of the National Critical Care Clinical Reference Group, the National Audit Critical Care Data Group and Clinical Lead for South West Critical Care Network. Recent Chairman of the Intensive Care Foundation, Council of the Intensive Care Society and Joint Standards Committee with the Faculty. Tim provides clinical expertise to ICNARC.

Lisa Hinton

As a former intensive care patient, Lisa provides guidance on public and patient involvement. Lisa provides qualitative research expertise as a senior qualitative researcher in the Health Experiences Research Group, Department of Primary Care Health Sciences at the University of Oxford. She also provides media guidance, previously working for the BBC and Channel.

Paul Maddox

Managing Partner of Ernst & Young's Financial Services Advisory Practice. His Consulting career has focused on the delivery of large-scale change programmes, such as the UK's National Chip and Pin Trial and rollout, which he led from inception to completion. Paul is ICNARC's Treasurer, providing financial and business delivery expertise.

David Menon

Professor and Head of the Division of Anaesthesia at the University of Cambridge. Principal Investigator at the Wolfson Brain Imaging Centre and at the John van Geest Centre for Brain Repair. Co-Chair of the Acute Brain Injury Program at the University of Cambridge. Vice-Coordinator of the CENTER-TBI project, a €30 million FP7 European multicentre study of precision medicine and comparative effectiveness research in traumatic brain injury. Joint Director of the Cambridge NIHR Global Health Research Group on Neurotrauma.

Carolyn Seet

Carolyn Seet has a strong Fintech and banking track record in technology and business delivery. She is also COO/CFO of a crypto company specialising in DNA security, EncrypGen. Carolyn provides project management best practice and digital advisory to ICNARC

Gareth Sellors

Gareth Sellors is a Consultant in Intensive Care Medicine and Anaesthetics at Worcestershire Acute Hospitals NHS Trust. Formerly, he was the Clinical Director for Critical Care at the same Trust. Gareth is a member of the Intensive Care Society and provides clinical expertise to ICNARC.

Executive Team

Professor Kathy Rowan	Director of Scientific & Strategic Development (CTU Director)
Kerrie Gemmill	Managing Director
Professor David Harrison	Head Statistician
Margaret Duffy	Head of Finance and Resources
Sasha Korniak	Head of Data and Business Technology
Paul Mouncey	Head of Research

Role profile

Job Description

Job Title:	Chair
Remuneration:	Non-paid position with reimbursement of expenses
Term of Service:	Three years renewable
Time Commitment:	The Board currently meets four or five times per year plus up to two days per month on meetings with Joint Leaders, chairing panels, external meetings, reviewing papers, appraisals
Location:	Anywhere with travel to London for meetings and events

Purpose of role: The Chair will hold the Board and Executive Team to account for continuing to deliver ICNARC's mission and vision, providing inclusive leadership to the Board of Trustees, ensuring that each trustee fulfils their duties and responsibilities for the effective governance of ICNARC.

The Chair will also support, and, where appropriate, challenge the Director of Scientific and Strategic Development and Managing Director and ensure that the Board functions as a unit and works closely with the Executive team of the charity to achieve agreed objectives. He or she will act as an ambassador and the public face of the charity in partnership with the Director of Scientific and Strategic Development and Managing Director.

Strategic leadership

- Provide leadership to ICNARC and its Board, ensuring that ICNARC is focussed on delivery of its charitable objectives and has maximum impact for its stakeholders
- Ensure that Trustees fulfil their duties and responsibilities for the effective governance of ICNARC as a registered Charity
- Ensure that the Board operates within its charitable objectives, and provides a clear strategic direction for ICNARC
- Ensure that the Board regularly reviews major risks and associated opportunities, and satisfies itself that systems are in place to take advantage of opportunities, and manage and mitigate the risks
- Ensure that the Board fulfils its duties to ensure sound financial health of the charity, with systems in place to ensure financial accountability

Governance

- Ensure that the governance arrangements are working in the most effective way
- Develop the knowledge and capability of the Board of Trustees
- Encourage positive change where appropriate and address and resolve conflicts within the Board
- Appraise the performance of the Trustees and the Board on an annual basis
- Ensure that the Board of Trustees is regularly refreshed and incorporates the right balance of skills, knowledge and experience needed to govern and lead ICNARC effectively, and which also reflects the wider population
- Work within any agreed policies adopted by ICNARC

External Relations

- Act as an ambassador for ICNARC
- Maintain close relationships with key stakeholders and with influencers
- Act as a spokesperson for the organisation when appropriate
- Represent ICNARC at external functions, meetings and events
- Facilitate change and address any potential conflict with external stakeholders

Efficiency and effectiveness

- Chair meetings of the Board of Trustees effectively and efficiently, bringing impartiality and objectivity to the decision-making process
- Ensure that Trustees are fully engaged and that decisions are taken in the best, long-term interests of ICNARC and that the Board takes collective ownership of them
- Foster, maintain and ensure that constructive relationships exist with and between the Trustees
- Work closely with the Director of Scientific and Strategic Development and Managing Director to give direction to Board policy-making and to ensure that meetings are well planned, meaningful and reflect the responsibilities of trustees
- Monitor that decisions taken at meetings are implemented.

Relationship with the Director of Scientific and Strategic Development and Managing Director and the wider management team

- Establish and build a strong, effective and a constructive working relationship with the Director of Scientific and Strategic Development and Managing Director ensuring they are held to account for achieving agreed strategic objectives
- Support and ensure regular contact with the Director of Scientific and Strategic Development and Managing Director, respecting the boundaries which exist between the two roles but helping to foster an open relationship and shared leadership of the organisation
- Conduct an annual appraisal and remuneration review for the Director of Scientific and Strategic Development and Managing Director in consultation with other Trustees
- Ensure that the Director of Scientific and Strategic Development and Managing Director have the opportunity for professional development and appropriate external professional support

Person Specification

In addition to the qualities required of all Board members the Chair must also meet the following requirements:

Personal Qualities

- Demonstrate a strong and visible passion and commitment to ICNARC, its strategic objectives and cause
- Personal gravitas to lead a significant national organisation
- Exhibit strong inter-personal and relationship building abilities and be comfortable in an ambassadorial role
- Demonstrate tact and diplomacy, with the ability to listen and engage effectively
- Strong networking capabilities that can be utilised for the benefit of ICNARC
- Ability to foster and promote a collaborative team environment
- Ability to commit time to conduct the role well, including travel and attending events out of office hours

Experience

- Experience of operating at a senior strategic leadership level within an organisation
- Successful track record of achievement through their career
- Experience of charity governance and working with or as part of a Board of Trustees
- Experience of external representation, delivering presentations and managing stakeholders
- Significant experience of chairing meetings and events

Knowledge and skills

- Broad knowledge and understanding of the not for profit sector and current issues affecting it
- Broad knowledge and understanding of the Health sector and current issues affecting it
- Strong leadership skills, ability to motivate staff and bring people together
- Financial management expertise and a broad understanding of charity finance issues
- Good understanding of charity governance issues

How to apply

For informal and confidential discussion about the position and ICNARC, please contact our HR Advisor, Asia Gibbs: asia.gibbs@icnarc.org

To apply, please submit your CV and a cover letter letting us know how you meet the requirements of this position to careers@icnarc.org.

Recruitment timetable

- **Closing date: 17 August 2018** – with shortlisting for this role taking place as applications are received. We reserve the right to close this vacancy once a suitable candidate has been identified.

Your application will be acknowledged and treated with strictest confidence.

"We are committed to equality of opportunity for all staff and applications from individuals are encouraged regardless of age, disability, sex, gender reassignment, sexual orientation, pregnancy and maternity, race, religion or belief and marriage and civil partnerships."