



## The Health Creation Alliance: Appointment of a new Chair

### Application Pack

- Job title:** CHAIR, The Health Creation Alliance (THCA)
- Responsible to:** The Health Creation Alliance Board
- Responsible for:** Delivering the purpose of THCA for a minimum of three years, potentially six or nine years
- Location:** Flexible
- Remuneration:** This role is currently unpaid but could become paid in the future

We value and promote diversity and are committed to equality of opportunity for all. We particularly welcome applications for this position from women, black, Asian and ethnic minority and disabled people and other groups who are at risk of poor health outcomes and under-represented in chair and non-executive roles.

#### How to apply for the role of Chair of THCA

In no more than two pages A4 Font 11 please respond to the following questions:

- Why would you like to take on the role of Chair of THCA?
- Why are you suited to the role? Please be guided by the Person Specification
- Where and how you think THCA 'fits' or could fit into the changing landscape of health, care, places and communities?
- How would you like to see THCA develop over the next 3-6 years?

Please send this along with your current CV to Peter Hay: [peter\\_hay@btinternet.com](mailto:peter_hay@btinternet.com)

If you would like to have an informal conversation with the current Chair, Dr Brian Fisher or Chief Executive, Merron Simpson then please get in touch by email:

[brianfisher87@googlemail.com](mailto:brianfisher87@googlemail.com) and [merron@thehealthcreationalliance.org](mailto:merron@thehealthcreationalliance.org)

#### Key dates for application process

- Applications process open: 21 July 2022

- Deadline for applications: 6 September @ 17:00
- Short-listed candidates meet by Zoom with THCA member stakeholder group: by Friday 23 September (date tbc)
- Final interviews: by Friday 7 October (date tbc)
- Successful application informed subject to references: by Friday 14 October
- Take up position: earliest date 1 November 2022

**The following sections set out:**

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## **1. Introduction**

The position of THCA Chair has become available since our current Chair, Dr Brian Fisher, recently announced he is to stand down. Brian has been a Director of THCA (and its predecessor, New NHS Alliance) for the last 6 ½ years and has held the position of Chair for the last 4 years.

We are hugely grateful to Brian for providing continuity as THCA evolved and developed from the NHS Alliance, whose leadership team he was a part of for over 10 years. Brian has helped THCA maintain its connection to the NHS as it has broadened its cross-sector and community appeal. He has overseen development of THCA to its current position of impact and influence; a national movement for Health Creation, supporting system transformation from the bottom up.

Watch THCA Annual Member Meeting, 19 May 2022, during which Dr Brian Fisher announces his intention to step down as Chair: <https://www.youtube.com/watch?v=-iNfZm0Bz58>

## **2. Our search for a new Chair**

We are now looking for an experienced and dynamic professional who can offer fresh leadership to take on the role of Chair and steer us through the next phases of our growth and development. We want to fulfil our purpose as a national 'go to' alliance spreading skills and know-how and enabling professionals across sectors and systems to become equipped to confidently address health inequalities through Health Creation. We have many of the elements in place and are gaining ground. Our new Chair will have strong connections with pioneering systems and suitable partners. Building upon everything we

have achieved so far, they will work closely with the Chief Executive and Directors to take the organisation to a new level of impact.

This is an opportunity to help steer, shape and develop an independent, networked and dynamic organisation to realise its full potential and purpose.

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Once our new Chair is in post, we will consider appointing a Co-Chair to ensure that lived experience is at the centre of our organisation.

### **3. About The Health Creation Alliance**

The Health Creation Alliance [www.thehealthcreationalliance.org](http://www.thehealthcreationalliance.org) is the leading national cross-sector network addressing health inequalities through Health Creation. Our mission is to increase the number of years people live in good health in every community. We are a membership movement of professionals from many sectors, community leaders and people with lived experience of poverty, trauma and discrimination working together to transform systems from the bottom up. Our overall ambition is for Health Creation to become business as usual across all systems and recognised as equally important in addressing health inequalities as the treatment of illness and prevention of ill-health. We are a small team with a big ambition and reach.

We achieve this by:

- connecting the voice of lived experience to people setting the policies and designing systems and services
- working with our active, pioneering members and drawing on our national networks to leverage change together across neighbourhoods, places and systems.
- focusing on what works on the ground from the lived experience perspective, identifying and spreading solutions and overcoming barriers to Health Creation
- supporting networks, movements, peer-to-peer learning and collaborations that energise and empower professionals and local residents to take action together
- helping places to establish Health Creation communities of learning, bringing together professionals from diverse backgrounds, community members and people with lived experience to learn and progress together
- generating, applying and making available frameworks and tools to aid sense-making, learning and confidence-building that enables people to take further steps to embrace Health Creation as a way of working
- develop and spread messaging that influences change in national and systems policy, practice and guidance from our insights into what works
- develop trusted partnerships with complementary organisations to further our joint aims together

- hosting events, publishing reports, speaking at others' events, undertaking projects and programmes for clients, meetings with senior decision-makers, responding to consultations.

#### **4. About Health Creation**

Click here for our definition and framing of Health Creation, and our main framework to guide adoption and implementation: [Health Creation | The Health Creation Alliance](#)

The term Health Creation is a modern-day version of the word 'salutogenesis'. It describes the causes of wellness and spans both individual and community agency and structural or material considerations often described as the wider determinants of health. The two are linked; for example, when people and communities have greater agency they are also more likely to be in a position to self-advocate to have their wider needs met; conversely, when people are unable to meet their basic material needs, they are more likely to experience chronic stress which can inhibit their potential for connection and Health Creation.

'Health creating practice' embraces many activities and a wide variety of language such as: asset-based approaches, community development, coproduction, person and community centred approaches, relationship-based working, trust-building – these are just a few of them. Health Creation is happening everywhere, in pockets.

#### **5. Our journey, current position and ambition**

Over the last 6 ½ years The Health Creation Alliance has led a national movement for Health Creation – a proven approach to creating the conditions for people and places to thrive that is critical to helping address health inequalities.

Through its thriving national cross-sector movement of supportive and passionate individuals, The Health Creation Alliance (THCA) is demonstrating how this works by connecting with pioneering health creating practice, drawing attention to it, championing the community perspective, showcasing the evidence base for it, raising the status and profile of this work and helping others to take steps towards embracing and adopting health creating practices as core to reducing health inequalities. We have attracted people at all levels across many organisations and systems who have a desire and energy for change to work with us to make Health Creation with and by communities, business as usual, so that all professions' frontline practices, neighbourhoods and places, systems and national policies and guidance are creating the conditions for communities to thrive. We are playing a significant role in transforming systems from the bottom up.

We have argued that if we are to improve population health and wellbeing and properly address health inequalities in a lasting way, then creating health with communities must sit alongside, and be recognised as equally important to, treating illness and preventing ill-health. Our argument is being heard, and the outstanding community response to COVID-19 and the vaccination programme has brought to the fore the health-creating power of connected, strong communities. Health Creation is increasingly becoming recognised as an essential new development across health and care systems going forward, alongside the treatment of illness and prevention of ill-health. The newly empowered Integrated Care Systems are starting to understand how Health Creation can guide them in creating the conditions for people and communities to live in good health and its potential as a common

currency to drive cross-sector collaboration and place-based working at all levels to address health inequalities.

THCA has been instrumental in influencing change on the ground, across systems and at national level and as a result, our profile has increased considerably.

We are at an exciting pivot-moment where we are experiencing what might be described as '*Health Creation coming of age*'. Health Creation is at the fulcrum of many dynamics of the current changes taking place across systems and demand for what we have to offer is increasing. As a cross-sector organisation concerned with increasing the agency of communities and addressing structural inequalities that impact on wider determinants of health, THCA has the potential for much greater impact across whole systems. Our ambition for THCA is to become equivalent to a professional body for Health Creation; not representing any single profession but equipping all professions and systems with skills and capabilities to adopt and embed Health Creation appropriately so that it becomes a core part of the way they work. Our overall ambition is for all Integrated Care Systems to put Health Creation at the centre of their reforms at all levels, so that it becomes accepted as central to addressing health inequalities and equally important to the treatment and prevention of ill-health.

## **6. Critical success factors going forward**

Our most recent Business Plan update 2022-25 is ambitious.

Recognising our strong capabilities and current trajectory, it reflects the need for us to grow our infrastructure and delivery capacity quickly to grasp this new opportunity that Integrated Care Systems present. It follows significant work on governance to ensure we are well-led and an ongoing commitment to continue to increase the diversity of our people – members, team and leaders – and to enhance our leadership capability.

Through the business planning process, we have identified nine Critical Success Factors that we must attend to if we are to grasp this moment and create the kind of impact we want. They are:

1. Secure new sustainable sources of income to resource and increase our capacity.
2. Expand and diversify the core staff team to deliver an infrastructure that supports the efficient running of the organisation.
3. Expand and diversify our I Have A Voice (IHAV) membership involving lived experience members in roles across THCA
4. Expand and diversify the skills and experience of the Executive Team, NEDs and IHAV members to deliver a much bigger impact across the whole system at all levels.
5. Continue to expand influence and reach with credible, timely messaging tailored as appropriate to different audiences that builds THCA's reputation while adapting to changing environments.

6. Continue to grow our connection with and demonstrate value to members, expand our membership and draw upon and embed their insights, expertise and experiences into our work and organisation style (stay grounded).
7. Become experienced in securing, delivering and developing learning programmes, including through building an associate team
8. Continue the consistent delivery of key messages relating to Health Creation and how adoption of health creating practices can support providers deliver on health inequalities, legal requirements and their priorities while also expanding the breadth of scope of health creation
9. Implement effective evaluation of activities and programmes in a consistent manner, while demonstrating outcomes of health creating activities.

## 7. The role of Chair and time commitment

This application pack should provide you with all the information you need to understand what we are looking for in our new Chair. It should also allow you space to add your own insight and ideas about the roles you might play in helping to achieve our ambitions.

As an organisation that faces many directions, our new Chair will:

- See the world from different perspectives and draw professions together
- Help us to place Health Creation into every Integrated Care System both indirectly through our movement work and through commissioned programmes.
- Support us to make and strengthen connections both at a senior level and across many professional domains.

You will be fully supported by our Chief Executive, Merron Simpson, and Board of Directors: [Our People | The Health Creation Alliance](#)

The time commitment is approximately 2 days per month. This includes but is not limited to:

- Monthly Board meetings
- Regular catch ups with the Chief Executive
- Attendance at, and contribution to, some online and face-to-face events
- Input into our annual business planning process
- Support for our annual board assessment

## 8. Person Specification

Knowledge & Experience	
Essential	• Has previous experience of chairing an organisation or board and/or

	<p>supporting a CEO as the second half of a dynamic duo.</p> <ul style="list-style-type: none"> <li>• Has a track record for making change happen by creating the enabling conditions for others to take action</li> <li>• Understands business and organisation development imperatives</li> <li>• Understands how to navigate the funding landscape</li> <li>• Good understanding of governance and what makes a well-led organisation</li> <li>• Ability to hold leaders to account for their contribution to success</li> <li>• Understands the principles that underpin Health Creation and has insight into how to apply it across systems to address structural inequalities (including inequalities in health outcomes)</li> <li>• Is able to connect aspects of their own lived experience, or that of people they are close to or work they have been involved in, to Health Creation</li> <li>• Is closely connected to one or more Integrated Care Systems</li> <li>• Some understanding of the health, care and local authority sectors, the transition to Integrated Care Systems and some emerging programmes eg. primary care, public health, social care, mental health</li> <li>• Some understanding of other sectors eg. voluntary and community sector, housing, education, policing, probation</li> <li>• Has a vision for addressing health inequalities everywhere through adoption and embedding of Health Creation as business as usual</li> <li>• Experience of partnership working and knowledge of what makes partnerships work</li> <li>• Experience handling conflicts of interest</li> <li>• Experience of leading through ambiguity</li> </ul>
<b>Desirable</b>	<ul style="list-style-type: none"> <li>• Is leading at a senior level within an ICS that has made significant progress bringing together NHS, Local Authorities and other local partners with communities.</li> <li>• Has worked directly with communities and/or people with lived experience of poverty, trauma, discrimination to enable and empower them</li> <li>• Experience of approaches to risk management</li> </ul>

	<ul style="list-style-type: none"> <li>• Experience of leading an organisation through rapid growth and change</li> </ul>
<b>Skills &amp; Abilities</b>	
<b>Essential</b>	<ul style="list-style-type: none"> <li>• Sound judgement and decision-making skills</li> <li>• Proactive approach to problem solving, knowing when to involve others</li> <li>• Excellent interpersonal, relationship building and communication skills</li> <li>• Good verbal communication skills</li> <li>• Numerate with good commercial financial understanding</li> <li>• Good at talent-spotting and getting the most out of individuals</li> <li>• Open to emerging issues of relevance to the Health Creation, Wealth Creation agenda</li> </ul>
<b>Desirable</b>	<ul style="list-style-type: none"> <li>• Writing skills and experience</li> <li>• Marketing and fundraising</li> </ul>
<b>Personal Qualities</b>	
<b>Essential</b>	<ul style="list-style-type: none"> <li>• Committed to equalities, diversity and to tackling structural discrimination of all types</li> <li>• Personal credibility to act as an ambassador and representative of THCA</li> <li>• Well respected at national levels – one or more of NHSEI, DHSC, OHID, MHCLG</li> <li>• Well connected and persuasive</li> <li>• Highly self-motivated to make Health Creation business as usual</li> <li>• Humility and a willingness to learn</li> <li>• Has an enabling and supportive style</li> <li>• A desire to work with people with lived experience and community leaders to make the change happen across the UK and beyond</li> <li>• Committed to outcomes and flexible in how they are achieved</li> <li>• Ability to excite and inspire people to transform the way they work</li> </ul>
<b>Desirable</b>	

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## 9. Additional information

The Health Creation Alliance C.I.C. is a Community Interest Company, limited by guarantee and regulated by the C.I.C. Regulator. Company number: 11536588

We improve the health and wellbeing of the population of the UK by influencing public policy on health inequalities and providing practical guidance' (Application form: CIC36)

As a start-up business building our profile, influence and impact over the last 6½ years in an under-developed market, our finances have been challenging. We have, however, attracted funding from many sources and have consistently over-achieved compared to the resources we've had at our disposal. Having recently been commissioned to provide a large 'whole-system' learning programme with a leading Integrated Care System, our finances are much stronger and THCA is on target to comfortably meet its business plan year one financial projections.

THCA Annual Reports, Annual Accounts and Annual CIC Regulator Reports can be found here: [Reporting | The Health Creation Alliance](#)

Code of Conduct: [Our Policies | The Health Creation Alliance](#)

Recent publications: [Publications | The Health Creation Alliance](#)

Recent newsletters and member communications: [Members | The Health Creation Alliance](#)

Articles and blogs: [News and Media | The Health Creation Alliance](#)

Twitter: @TheHCAAlliance