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Recruitment Pack

Appointment of Non-Executive Chair for BrisDoc Healthcare Services

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Ray Montague

Retiring Non-Executive Chair BrisDoc

A welcome from our outgoing Chair

I helped start BrisDoc in 2001. At the time, it was a relatively simple idea built around local clinicians coming together to provide good out-of-hours care for our communities. I could not have imagined then what BrisDoc would become.

Over the past 25 years I have had the privilege of seeing the organisation grow and develop considerably. Today, BrisDoc provides a broad range of urgent and primary healthcare services, employs around 600 co-owners and is an important part of the health and care system across Bristol, North Somerset and South Gloucestershire, with some of our services extending across the wider South West.

Throughout that growth, what has mattered most to me has been retaining the spirit on which BrisDoc was founded: people who care about patients, about one another and about doing the right thing. Our purpose of providing "patient care by people who care" has endured because it is more than a strapline. At its best, it describes both what we do and how we try to do it.

Alongside my role with BrisDoc, I have spent much of my working life as a GP in South Bristol. That has kept me close to the communities we serve and to the realities of frontline primary care. It has also reinforced for me the importance of BrisDoc remaining locally rooted, responsive and prepared to do things differently where that can improve care.

The organisation I now hand on is very different from the one we started. We are employee-owned, significantly larger and operating in an increasingly complex and challenging NHS environment. The responsibilities of the Chair have developed with it.

I have been enormously proud to play a part in BrisDoc's story. Stepping down as Chair inevitably feels significant after such a long association with the organisation, but it is also the right time for someone new to take on its leadership at Board level and help shape the next chapter.

Ray Montague

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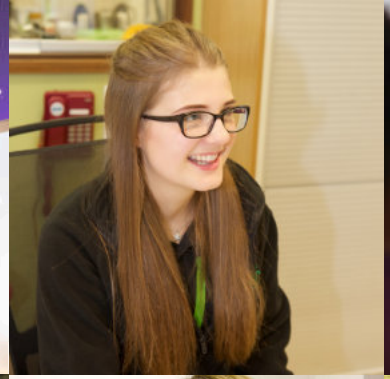



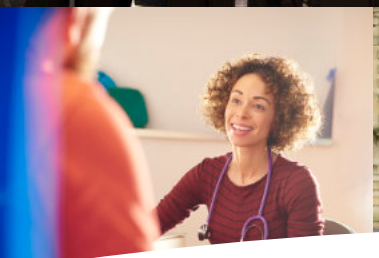


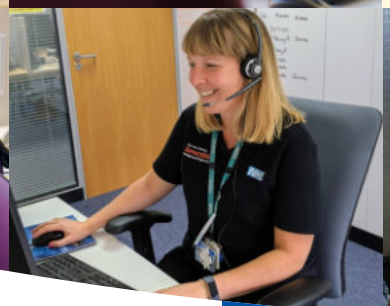


About BrisDoc

BrisDoc is a purposeful organisation, an employee-owned social enterprise delivering NHS urgent and primary care. We are rooted in Bristol, North Somerset and South Gloucestershire, with some services extending across the wider South West.

Our work ranges from round-the-clock urgent care to specialist support for people facing significant barriers to healthcare. Across that breadth of provision, we share a commitment to understanding the communities we serve and responding to people's individual needs.

We employ around 600 co-owners across clinical, operational, professional and support roles, alongside a network of self-employed GPs. With annual income of approximately £30 million, we combine the responsibilities of a substantial healthcare provider with a strong local identity and social purpose.

Our place in the NHS

We work closely with partners across primary, secondary, community and mental healthcare, and with voluntary organisations. These relationships help us respond to needs that extend beyond any single service.

Quality, access, workforce and financial sustainability all demand careful judgement. Our social enterprise purpose guides those decisions, keeping our responsibilities to patients, our people and the wider community at their centre.

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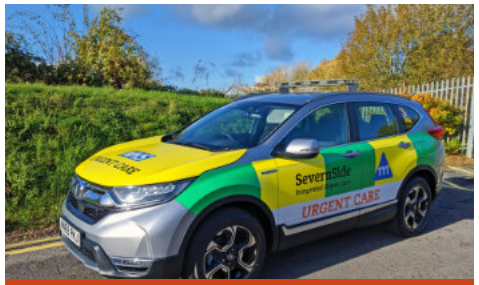
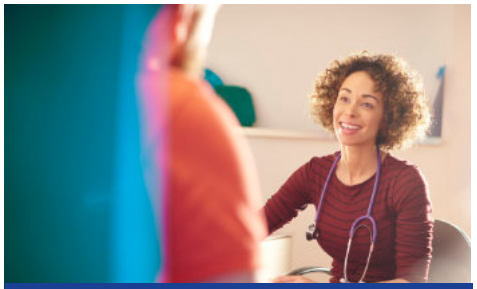
Our Services



SevernSide IUC

Providing 24/7 NHS urgent care across Bristol, North Somerset and South Gloucestershire, an area with more than one million residents. It brings together NHS 111, GP out-of-hours and clinical assessment.



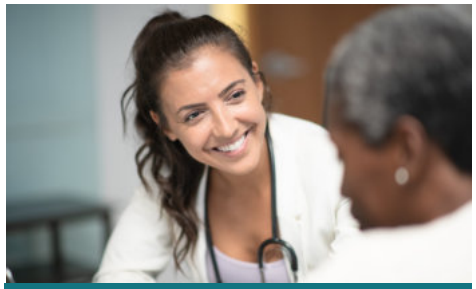
Broadmead

Our city-centre GP practice serving a diverse population, including students, young families, international patients and people experiencing vulnerability.



Homeless Health

Specialist primary healthcare and outreach for people who are homeless or vulnerably housed, including those with complex health and social needs.



Charlotte Keel

Serving a highly diverse inner-city community, responding to differing health, cultural and social needs.



Mental Health Integrated Access Partnership

Connects NHS 111 and 999 pathways with specialist urgent mental health support through collaborative working across a wider South West footprint.

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Our values, culture and ownership

Our five values guide the choices we make every day: doing what is right for Our Patients, supporting Our People, protecting and improving Our Services, using Our Resources wisely and strengthening Our Social Impact.

Together, they keep us true to our mission: patient care by people who care.

The word “our” matters. It reflects shared ownership, shared responsibility and shared care. Every role shapes patient care, and we have a responsibility to support, coach and develop our people so they can do their best work.

Our values ask us to listen to patients, co-owners and partners, respond to local need and consider the wider impact of our decisions. Our behaviours show how we bring them to life.



Employee ownership in practice

BrisDoc is owned for the benefit of its employees through an Employee Ownership Trust. Our employed colleagues are co-owners, with opportunities to influence our future through the Co-owners Council and elected Employee Directors.

Employee ownership strengthens our services, our culture and our social purpose. For our Board, stewardship means making sound decisions for patients and communities, alongside current and future co-owners.

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Meet our Strategic Leadership Team



Lewis Scandle:

Interim CEO



Dr Anne Whitehouse:

Medical Director



Rhys Hancock:

Interim Director of Service Delivery and Performance



Mike Duncan:

Director of People



Pete Richardson:

Interim Finance Director

Our strategic Directors bring a breadth of experience and a shared commitment to BrisDoc's patients, people and social purpose. They combine an understanding of what makes this organisation special with the ideas and energy to take it forward. As Chair, you will offer independent judgement, support and constructive challenge to this team.

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The direction ahead

BrisDoc has an opportunity to make a greater contribution to care in our communities, building on our services, local relationships and employee-owned model. Our ambition is to do this while protecting the quality and responsiveness of the care people rely on today.

Our priorities are to:

Strengthen care and access, using patient experience and evidence to improve services, respond to local need and reduce inequalities.

Invest in our people, developing leadership and workforce capability, supporting wellbeing and strengthening co-owners' involvement in our future.

Build organisational resilience, combining financial discipline with investment in technology, information and ways of working that improve care and make better use of resources.

Deepen partnerships and pursue opportunities selectively, where they meet community needs, fit our capabilities and strengthen our contribution to the wider health and care system.

Growth should strengthen our core services and social purpose. Innovation should demonstrate its value through better care, better working lives or more effective use of resources.

This will require clear priorities and thoughtful choices about investment and change. Our next Chair will help the Board support ambition while ensuring BrisDoc has the capacity, resources and oversight to deliver it.



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The Chair's contribution

Our Chair will provide independent leadership of the Board, keeping it focused on BrisDoc's purpose, strategic direction and long-term success. The role combines thoughtful support with the confidence to ask difficult questions and hold leaders to account.

The Chair will:

Lead an effective, inclusive Board, where different perspectives inform decisions and difficult issues or behaviours can be challenged openly.

Build a strong relationship with the Chief Executive, offering support and counsel while holding Executive leadership to account for delivery, culture and conduct.

Ensure rigorous Board oversight of quality, patient safety, performance, finance, workforce, risk and long-term sustainability.

Represent BrisDoc credibly, building constructive relationships with partners and system leaders.

Throughout, the Chair will help the Board remain connected to the experiences of patients, communities and co-owners, while maintaining clear boundaries between Board oversight and executive management.

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Our governance

Appointment as Chair of BrisDoc Healthcare Services Ltd also includes appointment as a Director of BrisDoc Trustee Ltd. This company acts as corporate trustee of the Employee Ownership Trust and is the sole shareholder of BrisDoc Healthcare Services Ltd.

Much of the business of the two Boards is considered through Combined Board arrangements. Each retains its own legal duties and decision-making responsibilities.

The Co-owners Council provides a standing forum for co-owner voice and influence. Elected Employee Directors sit on the Trust Board and are members of the Combined Board.

The Chair will help these arrangements work effectively, combining meaningful co-owner participation with clear accountability and sound decision-making.

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Who we are looking for

You will have previous experience as a Chair or Non-Executive Director, significant senior and Board-level governance experience in a complex organisation, and a demonstrable ability to chair effectively.

We are looking for someone who brings:

Integrity and inclusive leadership, with the confidence to address difficult behaviours and the openness to reflect on their own approach.

Strong strategic and commercial judgement, with a clear understanding of corporate governance and the distinction between Board oversight and executive management.

The ability to build trusted relationships, support and challenge a Chief Executive, and represent BrisDoc credibly.

Commitment to high-quality, person-centred care, equality, reducing health inequalities, and our social purpose and employee-owned model.

Experience in the NHS, health or social care, or another highly regulated environment would be valuable. So would experience of employee ownership, social enterprise, organisational transformation or partnership working. These are desirable, rather than essential, requirements.

We welcome different professional backgrounds and perspectives. If you meet the essential requirements and believe your experience and approach would enable you to make a strong contribution, we encourage you to apply.

Appointment requirements

You will need sufficient time and capacity to fulfil the role and meet the applicable statutory and regulatory requirements for a Director, including the Care Quality Commission's Fit and Proper Persons requirements.

The accompanying Job Description and Person Specification set out the full responsibilities and selection criteria.



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Recruitment process

We want the process to give you a clear understanding of BrisDoc and help us assess the experience, judgement and approach you would bring.

Proposed process

Application: Submit your CV and a supporting statement explaining your interest in the role and how you meet the essential requirements.

Shortlisting: Applications will be assessed against the published Person Specification.

Candidate engagement: An opportunity to meet key stakeholders and explore BrisDoc's culture, services and employee-owned model.

Panel interview: A discussion exploring your Board leadership, judgement, values and approach to constructive challenge.

Appointment: Subject to the required governance approvals, references and statutory and regulatory checks.

A fair and inclusive process

We welcome candidates from different backgrounds and are committed to a fair and inclusive process. We will make reasonable adjustments throughout recruitment and welcome conversations about what you need to participate fully.

Internal and external candidates will be assessed consistently against the same published criteria.

Key dates and how to apply

- **Closing date: Sun 29th November at 23:59**
- **Stakeholder Engagement: TBC**
- **Panel Interview: TBC**
- **Expected Start date: 1st March 2027**
- **Apply via: Send your CV to workwithus@brisdoc.org**
- **Enquiries to: Harry c/o workwithus@brisdoc.org**

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