



Bwrdd Iechyd Prifysgol
Betsi Cadwaladr
University Health Board

Candidate Brief

Chief Executive Officer (CEO)
September 2023

Closing date: 2nd October 2023 at 09:00





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Welcome from Dyfed Edwards, Interim Chair

Thank you for considering the Chief Executive role at Betsi Cadwaladr University Health Board (BCUHB). We are ambitious for change, and are looking for an outstanding leader whose personal values, strategic vision and excellent track record can positively impact the health and well-being of the people of North Wales. The Health Board has a complex history and requires an exceptional person to lead it through a difficult and challenging time. It needs a CEO who can inspire, motivate and guide the executive team, clinical and managerial leaders and their staff to be the best they can be so that together they can thrive in a culture and ethos that delivers the best outcomes for patients.

We fully embrace partnership working as this will enable the progress we need in improving well-being, improving patient outcomes and the experiences of our staff and the people we support. Our partners have really embraced the integrated system working concept, and we have got some fantastic relationships and a real sense of collaboration and teamwork across the integrated health system. Equally, our education partners across North Wales are committed to working with us to achieve our ambition to be an Employer of Choice and a leader in developing and providing excellent education and learning opportunities. This is supported by a number of key initiatives, including the development of an inter-professional Medical and Health Sciences School in partnership with Bangor University. Working together to achieve common goals for our population is at the heart of our operating model.

It is an exciting time to work in this system as we continue to strengthen our leadership teams through recruitment to our new operating model. We are committed to embedding a compassionate and learning culture underpinned by an evidence-based improvement system and, as such, welcome colleagues with an improvement background and philosophy.

North Wales is a fantastic place to live, learn and work. I hope that you enjoy finding out more about BCUHB and its local area of beautiful coastline and landscapes, recreation and adventure inside this briefing pack. I would be delighted to have a further conversation with you about this critical role, and thank you once again for your interest. We are building something here that is going to really help our health and care system and to support our local population to get better health outcomes. It really is an exciting time to consider joining us.



Dyfed Edwards, Chair



Health Board Overview

BCUHB is Wales's largest health organisation, with a budget of over £1.8 billion, and a workforce of over 19,000 staff. The Health Board provides primary, community, mental health and acute hospital services for the population of North Wales.

BCUHB provides a full range of primary, community, mental health, acute and specialist hospital services across three acute hospitals, 22 community hospitals and a network of over 90 health centres, clinics, community health team bases and mental health units. BCUHB also coordinates or provides the work of 113 GP practices and the NHS services provided by dentists, opticians and pharmacists across the region.

The Health Board is an integrated health system that strives for excellent, compassionate care delivered in partnership with the public and other statutory and third-sector organisations. BCUHB has a developed relationship with the universities in North Wales and with the University of Bangor, is seeking medical school status and operates in a research-rich learning culture.

Our Values

BCUHB has an important job to do. Our work matters because it is our job to care for our patients, enable, and empower our population to stay well. We all want to do this to the best of our abilities – but we know that good intentions are not always enough.

At BCUHB, we have a set of values and behaviours that establish expectations for our people across the organisation. These values, developed with staff and stakeholders, provide the basis for our behavioural framework; appraisal and development.

Our Values are

- > **Put patients first**
- > **Work Together**
- > **Value and respect each other**
- > **Learn and innovate**
- > **Communicate openly and honestly**

Our values set out how we are all expected to behave in our work roles. But they are more than just a set of words or a set of posters on the walls – they are a commitment we all make to “showing up” for those we care for and each other from a place of integrity, purpose and respect.

All of our people are expected to behave in accordance with our agreed values and are encouraged to challenge anyone in the organisation who appears not to be doing so.
#BCUHBProud



Our Vision

The Health Board's vision is to create a healthier North Wales that maximises opportunities for everyone to realise their full potential, reducing health inequalities. This means that, over time, the people of North Wales should experience better quality and length of life.

It aims to provide excellent care, and its focus for the next three years will be developing a network of high-quality services that deliver safe, compassionate and effective care based on what matters to our patients. In addition, the Health Board will ensure its work is closely aligned with Welsh Government's long-term vision for achieving a 'whole system approach to health and social care'.

To do this, it will:

- Improve population health and well-being through a focus on prevention;
- Improve the experience and quality of care for individuals and families;
- Enrich the well-being, capability and engagement of the health and social care workforce; and
- Increase the value achieved from health and care funding through improvement, innovation, use of best practice practices, and eliminating waste.

Strategy: Living Healthier, Staying Well

The Health Board's long-term strategy for health, well-being, and healthcare, Living Healthier, Staying Well (LHSW), is feeding into the development of the integrated three-year plan 2022/25 and is providing the basis for the clinical services plan, which is in development.

In 2018, we produced our long-term strategy for health and well-being, Living Healthier, Staying Well, following extensive engagement with patients, carers and community organisations, the Community Health Council, other partner organisations, and our staff.

During 2021, we have undertaken significant follow-up engagement with the public of North Wales to test whether the goals and principles are still relevant three years on and in light of the changed environment brought about by the COVID-19 pandemic. The majority of respondents agreed that the core goals of the strategy are still relevant.

This led us to create a 'Plan on a Page' approach to link our various strategies, values, and the absolute need and commitment to work in partnership and distil them into 5 Planning Principles.



Integrated Medium Term Plan (IMTP) & Annual Plan 2023

In light of the financial position and projected performance against Ministerial targets, the Health Board has notified Welsh Government that it is not possible to submit a balanced IMTP and would instead be submitting an Annual Plan.

Where an NHS organisation is unable to deliver a Plan that meets the requirements for approval as an IMTP, an Annual Plan must be developed and agreed to ensure that there is a clear set of delivery objectives supported by finance, workforce and operational plans including planned care and unscheduled care.

The Health Board is not alone amongst Health Boards in Wales in failing to achieve production of a balanced IMTP, reflective of the unprecedented financial context for the NHS. Candidates can view the annual plan below.



BCUHB-Annual-plan-2023.pdf



BCUHB Annual plan 23 Appendix1 (Traject

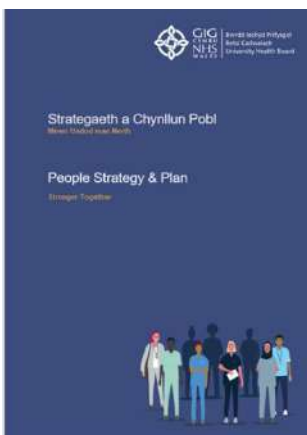


BCUHB Annual plan 23-Appendix2 (Minist.

People Strategy and Plan

In May 2022, we launched our new People Strategy and plan, which details our ambition for healthcare across Wales in that we will have a motivated, engaged and valued healthcare workforce with the capacity, competence and confidence to meet the needs of the people of north Wales.

Our people strategy and plan is embedded below for further information on our ambitions and priorities for our valued workforce more details.





Our Health Board's Location



The Health Board footprint spans the six counties of north Wales including Wrexham, Flintshire, Denbighshire, Conwy, Gwynedd and Anglesey, and we work closely with those Local Authorities which are located as follows;

The north, easterly, and coastal areas are more densely populated, gradually becoming more rural towards the west, where the Welsh language is also most prevalent. North Wales is best known for its vast areas of natural beauty, notably the Eryri (Snowdonia) National Park, home to the highest mountain in Wales, as well as spectacular lakes, waterfalls and disused quarries to explore.

With 250 miles of coastline, beaches are not hard to come by – long beaches which provide plenty of space for everyone to enjoy themselves peacefully. From major seaside resorts to pebble paradises, our beaches offer spectacular views across the Irish Sea and spectacular views of the Eryri (Snowdonia) National Park.

For much of the way from Chester to Bangor, the Wales Coast Path can be cycled as it shares a route with the National Cycle Network. North Wales is a two-wheeler's dream.

Excellent housing is available, and there are a variety of schools. In addition, the University of Bangor was ranked in the top 500 universities in the world by Times Higher Education in 2021.

Wrexham is north Wales' largest city and has abundant historical sites, including the Pontcysyllte Aqueduct, a World Heritage site. There are plenty of places to visit nearby and excellent road links to north Wales and the North West **of England**. Here you will also find the largest open-air market in Wales and many quaint shops.

Llandudno is a traditional seaside town in north Wales; it is the largest seaside resort in Wales, complete with a pier, donkey rides, and Punch and Judy show. In addition, there is a Victorian Fair every May bank holiday.

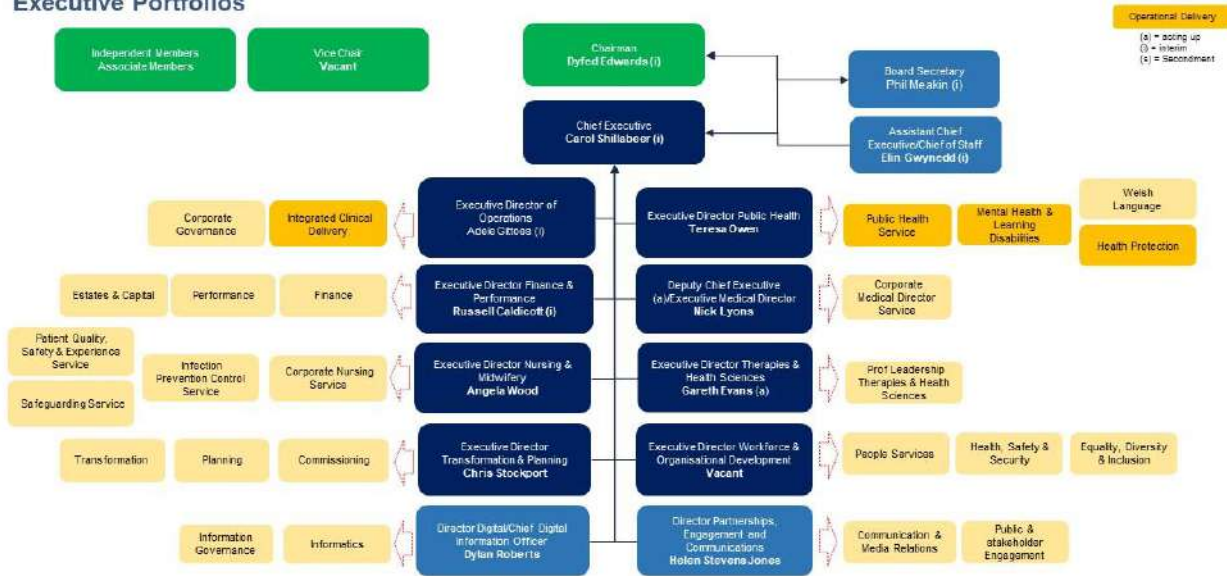
A journey to north Wales is an experience– we have some of the UK's most scenic railways and roads. Easily accessible from all major UK destinations, north Wales has excellent transport links.



Organisation Charts

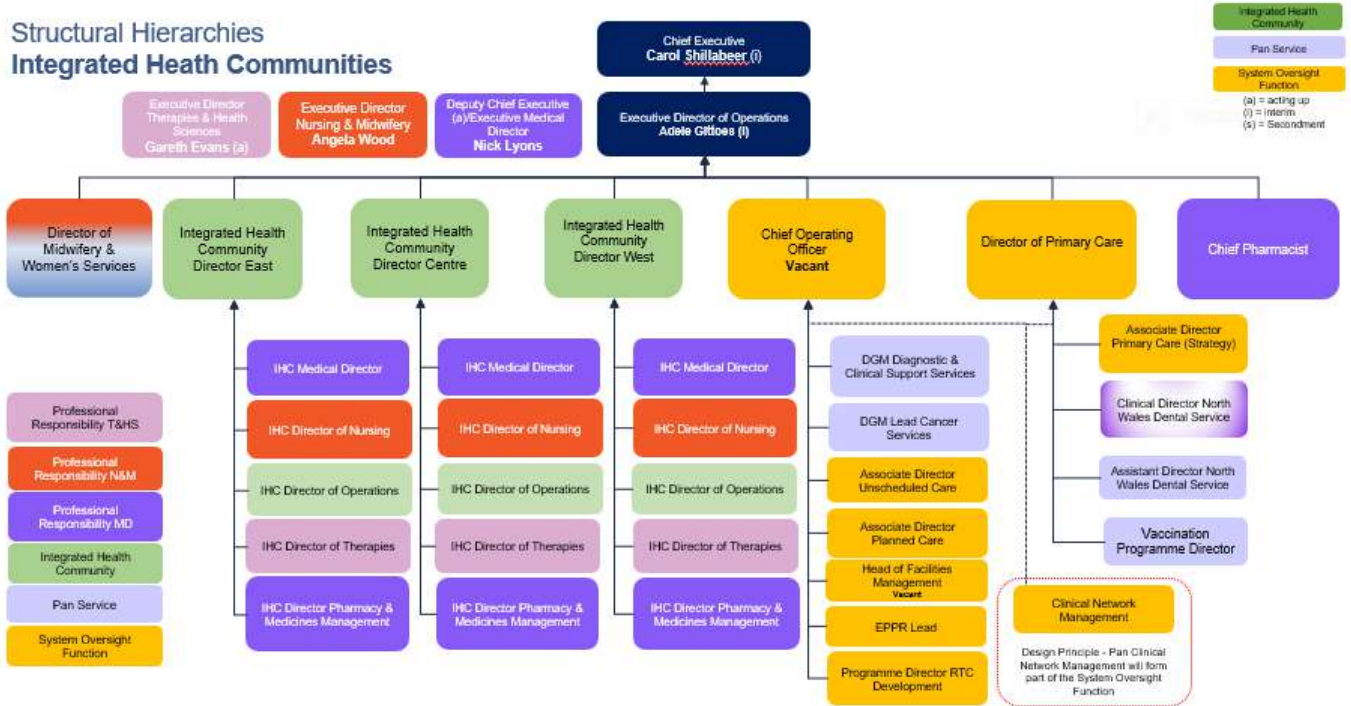
These charts depict the senior board Structure and Integrated Health Community Structures in relation to the Chief Executive Role.

Structural Hierarchies Executive Portfolios



1

Structural Hierarchies Integrated Health Communities





Role Context and Opportunity

BCUHB has a challenging history and recently, at the start of March 2023, was returned to the highest level (Special Measures) of the NHS Wales Escalation and Intervention Arrangements. This significant decision followed the tripartite group of Healthcare Inspectorate Wales, Audit Wales and Welsh Government officials' meetings in November 2022 and January 2023 to specifically discuss concerns about the service delivery, quality and safety of care and organisational effectiveness at BCUHB. This decision reflects serious and outstanding concerns about board effectiveness, organisational culture, service quality and reconfiguration, governance, patient safety, operational delivery, leadership and financial management.

As a result, there is now a new interim Chair in post, alongside three interim and other Independent Members. With a new Chair and an in-coming Chief Executive working with support from Welsh Government, this is an opportunity to reset the organisation, bringing new leadership which will take BCUHB forward towards sustained, improved performance. Given the scale of the organisation, and its well-established integrated approach, BCUHB is well-positioned to deliver genuine transformation in services and population health.

Good leadership changes organisations daily: working with the new Chair and Board Members, this CEO will create the conditions for the successful delivery of high-quality and effective health services, enabling BCUHB to contribute to its communities as it aspires.

We are looking for a CEO who can lead BCUHB to develop clear, deliverable strategies for the future, particularly defining and delivering BCUHB's strategy for population health and clinical service development, so the organisation can successfully agree on and deliver its three-year Integrated Medium-Term Plan. The new CEO is key to delivering our culture change, and we are looking for an individual who provides clear, compassionate and visible leadership. For our staff to deliver safe and reliable care, we know they need to feel connected and engaged with the organisation. So the tone the CEO sets is critical to delivering our strategy.

The new CEO will build a solid, cohesive executive team, working well with the new Board, partner organisations, and potential partners, and lead the development of BCUHB's culture, embedding accountability and compassion at the heart of all our work. Looking ahead, the CEO will also lead the organisation in its partnership work with Bangor University to develop a Medical and Health Sciences School to be delivered there, and to develop proposals for a Diagnostic and Treatment Centre, to support faster diagnosis and care for our communities.

This is a career-defining opportunity for a committed leader to have a huge impact on more than 700,000 people, enabling the sustained, long-term building of a positive, empowered culture and establishing strategies for this organisation to improve the health and lives of people across BCUHB's communities. The people of North Wales deserve the best health care and support possible: in this role, you will enable and inspire your colleagues at BCUHB to deliver that, building and leading the executive team, working with the board and the whole organisation, and creating the structures, frameworks, teams, culture and ethos in which they will thrive. You will also have an affinity with the people, communities and culture of North Wales.

This is a distinctive moment for BCUHB to move forward after its recent challenges. And it is a distinctive opportunity for a public service leader to join an organisation turning a corner, to bring



BCUHB together to transform, improve and innovate, and to deliver the best possible care to its communities.

Role Overview

The Chief Executive will be the Accountable Officer for the University Health Board with full responsibility for the overall management of the Health Board and its performance in terms of quality and safety, service provision, service and financial sustainability, and transformation to deliver integrated services across North Wales. The CEO will need to agree on the organisation's clinical vision, building upon the opportunities that a health board of this size and scale offers to deliver excellent specialised clinical services for its population.

The Chief Executive provides leadership, vision and strategic direction, and management across all aspects of the Health Board's activities and will ensure the successful achievement of objectives and delivery of strategy agreed by the Board. The Chief Executive will establish a tone and culture based on compassionate and inclusive leadership from Board to Ward. This is a key component of our organisational culture change journey to support safe and reliable care for the people of North Wales.

Critical for this role is to lead on improvement for the organisation, with particular regard to the NHS Wales Escalation and Intervention Arrangements, and to develop the organisation to enable the delivery of sustainable performance as part of a three-year Integrated Medium-Term Plan, as set out within the NHS Operating Framework.

This will be set within the context of the Welsh Government strategy for health and social care, 'A Healthier Wales', and the principles of the Wellbeing of Future Generations Act, our own organisational approach – 'Living Healthier, Staying Well' - and our newly developed clinical services strategy.

The Chief Executive is accountable for advising the Board on all elements of Health Board business, specifically concerning probity, regularity, and administration.

Key responsibilities will be to:

- Ensure the delivery of high-quality and safe services to the patients and population of North Wales;
- Provide strong leadership to the Executive Team and Health Board leadership team, ensuring the effective implementation of the Integrated Health Communities;
- Ensure the development and implementation of critical improvement strategies to support the delivery of the Health Board's responsibilities under the NHS Operating Framework and NHS Wales Escalation and Intervention Arrangements;
- Develop an organisational culture that:
 - > Is open and transparent (*Communicate Openly and Honestly*);
 - > Empowers people (*Value and Respect each other*);
 - > Supports clinical leadership and engagement in decision-making (*Work Together*);
 - > Enables change and service improvement (*Learn and Innovate*); and
 - > Has people and quality at its core (*Put Patients First; Work Together*).



- Establish well-structured, open and honest engagement with patients, the public and staff;
- Be visible and act as an ambassador for the Health Board, building the reputation of the organisation and the services it delivers;
- Establish strong relationships with partners and demonstrate a personal commitment to working co-operatively across organisational boundaries;
- Demonstrate the importance of securing feedback from service users and stakeholders and a willingness to use the information to learn and improve outcomes;
- Ensure that a comprehensive and coherent performance and accountability framework is in place, aligning the individual, team, and corporate performance;
- Ensure that the necessary processes are in place and operate to support, develop, and hold individuals and teams to account for delivery, including Executives;
- Ensure that improvement plans, capabilities and measures are formulated to secure improvement, particularly in the areas of unscheduled and planned care;
- Maximise the efficient use of all resources, ensuring robust and effective financial management and corporate governance systems are in place to achieve and sustain financial balance;
- Ensure an effective financial control system is in place and that any savings programme is deliverable.
- Ensure the Health Board achieves all of its financial targets and that its financial affairs are conducted legally;
- Provide proper stewardship of public funds and the compliance of the Health Board with all statutory, legislative and policy requirements;
- Ensure the Health Board operates within its risk appetite and manages its resources and activities accordingly.

Key Accountabilities

Leadership

- Create an environment within which personal and professional accountability is core to leaders at all levels being empowered to deliver to the best of their ability in pursuance of the organisation's objectives;
- Lead and effectively performance manage the Executive Team, ensuring their professional development needs and objectives are discussed, agreed upon, and effectively monitored, dealing with poor performance promptly;
- Hold individual executives and the team to account for delivery;
- Ensure effective working relationships with staff, contractors, trade unions, and stakeholders to engage their support for a service that delivers improved health, reduces inequalities, and improves patient safety.

Strategic development and partnership working.

- Lead the formulation of the Health Board's strategic direction in line with the Welsh Government's Strategic Framework for the NHS, 'A Healthier Wales' and 'Living Healthier, Staying Well';



- Lead on the development and implementation of strategies to support the delivery of evidence-based quality care;
- Ensure the development and delivery of an approvable three-year Integrated Medium-Term Plan;
- Engage with and promote cooperation and collaboration with other organisations to develop strategic partnerships and alliances to improve the health of local communities and ensure effective partnership working within and beyond Wales;
- Develop a culture of public involvement that is open and transparent, ensuring that users, carers, and the general public's views are effectively represented and appropriately incorporated into decision making across the Health Board;
- Develop and maintain effective relationships with the Citizens Voice Body (Llais), Healthcare Professionals Forum, Stakeholder Reference Group, and Local Partnership Forum to ensure strategic plans are developed with full cognisance of their views;
- Develop and sustain effective relationships with education and academic organisations in order to optimise the footprint and impact of the Health Board as a major contributor to education, research and innovation.

Improving population health and patient services

- Utilising an agreed organisational-wide improvement methodology, develop improvements in patient services;
- Working with Public Health Wales, other key agencies and partners, lead on the improvement of population health, reduction in health inequalities and broader public health agenda;
- Lead the change in emphasis from hospital-based care to effective prevention, early intervention, and long-term community-based supportive care;
- Engage effectively with clinical leaders so that the Health Board provides safe, high-quality, dignified and compassionate care for patients and communities in line with NHS standards for services in Wales within the resources available;
- Foster a culture which embraces and recognises the opportunities for the utilisation of new clinical and service technologies;
- Enable excellent involvement and engagement of patients, communities, partners and staff.

Performance

- Develop and implement measures to ensure improved delivery against critical performance areas, especially those subject to NHS Wales Escalation and Intervention Arrangements;
- Implement a performance management and improvement system to ensure the performance of the Health Board is monitored and managed and supports continuous performance improvement across all domains (quality, activity, resource);
- Achieve the financial and corporate objectives set for the Health Board, ensuring the effective, efficient and economical use of resources in achieving planned activity and delivery of all required performance standards;
- Ensure delivery of the Health Board's contribution to performance priorities within local partnership plans, driven by needs assessments;



- Develop and implement a robust mechanism for capturing and measuring benefits realisation of improvement and investments.

Governance

- Ensure the corporate business of the Health Board is well managed and an effective governance and assurance framework is in place to support Board decision making and the achievement of objectives;
- Ensure that sound financial management and governance systems and processes are in place to enable statutory duties, including finance and quality;
- Ensure robust mechanisms are in place to implement and monitor organisational learning from serious events incidents/events and develop a learning culture;
- Ensure a proactive approach to risk management, including the systematic identification, assessment, and management of risk;
- Ensure that the Health Board acts within its statutory powers and delegated authority in accordance with statutory requirements and Welsh Government directives.

Ambassador for Betsi Cadwaladr University Health Board

- Develop and implement an engagement and involvement strategy that is sensitive and responsive to Health Board staff, local communities and partners;
- Act as an ambassador for the Health Board and NHS Wales;
- Contribute to the wider health and organisational agenda of NHS Wales and the Welsh Government.

Performance Appraisals

- Performance will be appraised quarterly, and objectives will be agreed upon annually with the Chair of the Health Board and the Director General / Chief Executive for NHS Wales.

Welsh Language

The Welsh language has official status in Wales. This was conferred by the Welsh Language (Wales) Measure 2011.

The Measure requires public bodies to deliver services in Welsh and respect people's right to access and use public services through the medium of Welsh. The Chief Executive will be expected to ensure the Health Board both meets the requirements of the Measure and acts to strengthen Welsh language services to meet the care needs of Welsh speakers and their families or carers, as set out within the Welsh Government's strategic framework 'More than just words...'.

41% of the population of North Wales are Welsh speakers. Our region consists of communities with the highest proportion of Welsh speakers in Wales and many of our workforce are bilingual. The leadership of the Health Board are able to be champions of the language, whatever their linguistic skills.



Person Specification

Experience and Knowledge

- A successful track record of leadership and strategic management at Board level in a complex NHS, wider healthcare, public or commercial organisation
- A successful track record in the provision of relevant public services and/or across a whole system, at a significant scale, preferably at CEO level/CEO equivalent experience;
- Experience in embedding and leading large-scale culture change to improve employee engagement across an organisation or system
- Experience of working within a regulated environment and achieving improvement across required performance measures;
- A track record of defining and delivering ambitious strategies for organisational change, growth or improvement, and service development, ideally with partner organisations;
- Experience of working with Board colleagues to reframe or turn around under-performing services or teams;
- Knowledge and experience of behavioural change and of embedding positive culture change in a complex environment, ideally including building positive clinical engagement;
- Track record of achieving sustained organisational / service change and improvement, with evidence of embedding culture and organisational values successfully, achieving workforce engagement, and delivering improved outcomes in quality, performance and service;
- Experience of successful initiation and facilitation of strategic partnership working and alliances with local authorities, voluntary, statutory and private bodies, contractors and other stakeholders;
- Experience of developing and embedding significant whole system leadership improvement through an understanding of the impact of compassionate leadership on the health effectiveness of an organisation;
- Experience of effectively managing considerable resources and budgets, with a track record of delivering term long-term financial sustainability and outstanding value for money;
- Experience of undertaking sensitive negotiations and managing contracts to maximise the benefits and outcomes for an organisation;
- Experience of dealing with a range of complex issues within a political or demanding stakeholder environment, with a high degree of political sensitivity;
- Experience of enhancing the reputation of an organisation through leading and encouraging collaborative working across service and organisational boundaries;
- Knowledge of issues within Wales's health and social care sector or the ability to develop and deepen that knowledge.



Abilities and Personal Qualities

- A compassionate, collaborative leadership style which empowers others and builds engagement;
- The ability to hold others to account appropriately;
- The ability to assess effectiveness and formulate strategies to achieve improvement in team relationship/dynamics and impact;
- The ability to inspire confidence in and contribution of others in pursuance of a common purpose at all levels;
- The ability to build and sustain effective relationships with a range of internal and external stakeholders, including with clinicians;
- The ability to quickly understand an organisational context and, in this case, Wales and the Health Board;
- The ability to communicate in Welsh and empathy or a commitment to learn and communicate in Welsh as part of core objectives;
- The ability to communicate effectively in different settings using different media tools/media;
- Demonstrable drive and resilience;
- Innovative and entrepreneurial with a strong, focused service-focused approach, exceptional communication, interpersonal, negotiating and influencing skills;
- Ability to think and act strategically and to articulate a clear sense of direction and vision to a wide audience;
- Demonstrable leadership and ambassadorial skills with an ability to demonstrate a flexible leadership style - consensual and participative but decisive when warranted;
- Commitment to and passion for citizen-focused service with the ability to embed such an ethos at all levels of the organisation.

Qualifications

- Master's degree or equivalent qualification or level of experience;
- Further evidence of management training, development and experiential learning;
- Commitment to ongoing personal and professional development.

Values

- Compassionate Leader
- Understanding and commitment to lead by Health Board values
- Able to relate and adapt to the perspective of others.
- Confident of management ability and ability to be credible and confident in dealing with both clinicians and senior management staff
- Calm and rational approach to situations where conflict is likely.
- Clarity of thought and articulate.
- Lead by example



Additional

- Work flexible hours
- Ability to travel in a timely manner across Health Board

The above criteria will be assessed through a combination of application form, pre-interview assessments and formal Advisory Appointments Committee. In addition, any offer of employment will be subject to the following pre-employment clearances.

- Proof of Identity and right to work in the UK
- Proof of Qualifications and Professional Registration
- DBS check
- Occupational Health Clearance
- Verification of Employment history via references



The Selection Process and How to Apply

Alumni Global has been retained to support this appointment which the Board of Betsi Cadwaladr University Health Board will make. There will be several elements to assessing candidates, including opportunities to meet Board Members and key stakeholders, culminating in a final interview. The interview panel will be chaired by the interim Chair, Dyfed Edwards.

To apply, please submit your application via the Alumni website [here](#). Your application should consist of the following:

- A short covering letter of no more than two A4-sized pages explaining why this appointment interests you and how you meet the appointment criteria and competencies as detailed in the candidate information pack;
- Your current CV with educational and professional qualifications and full employment history, explaining any gaps in your employment history, giving details (where applicable) of budgets and numbers of people managed, highlighting relevant achievements in recent posts;
- A completed Equality Monitoring Form (EMF) is in the appendix below. BCUHB is committed to achieving a workforce that reflects the society it serves at all levels of seniority. All applicants are therefore invited to complete this form to assist BCUHB with monitoring its commitment to equality and diversity within its recruitment processes. All information collected in the EMF is reported anonymously and will not be disclosed to anyone involved in assessing your application.

Selection Timeline

Advertising and Candidate Search

- 4th September till 2nd October 2023

Longlisting

- By 5th October 2023

Shortlisting

- By 23rd October 2023

Psychometric Testing and informal one-to-one meetings

- w/c 6th November 2023

Stakeholder Groups & Mock Media Panel

- w/c 13th November 2023

Formal Interview Panel

- 23rd November 2023

Offer Confirmed

- By 30th November 2023

If your application is progressed after the Longlist meeting in early October, you will be invited to attend an hour-long, competency-based interview with the Alumni team ahead of a Shortlist meeting, where a small number of candidates will be chosen to appear before the selection panel.

If you would like to discuss the opportunity in more detail before making an application, please get in touch with david.heaton@alumniglobal.com to arrange a call with a member of the Alumni Global team or visit the website [here](#) for more information and how to apply.



Contact Information

The Healthcare Practice at Alumni Global is proud to partner with Betsi Cadwaladr University Health Board on this crucial appointment.

For further information, please get in touch with our Healthcare Practice using the details listed below.

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