



HUNTER
Executive talent for the healthcare sector

NMC Nursing &
Midwifery
Council



Chair of Council

Candidate briefing pack

February 2021

Candidate briefing pack

Closing date: 12:00 noon on Tuesday 9 March 2021

This briefing pack is available in other formats on request, such as, braille or large print. Please contact Jenny Adrian, Hunter Healthcare – jadrian@hunter-healthcare.com.

A message from the Deputy Chair of the Council

Dear Colleague,

Thank you for your interest in leading our Council.

As a Council, we are committed to reflecting the diversity of the public we serve and the professions we regulate and to promoting equality, diversity, and inclusion in all we do. So if you have the right expertise and skills, whatever your background or experience, we encourage you to consider taking on this critically important role.



We are looking for an inspirational Chair to lead our Council and oversee the achievement of our ambitious Strategy for 2020-2025.

Our three Strategy themes – *Regulate, Support, Influence* – have guided our response to the global pandemic, together with the values that underpin everything we do. We are: fair; kind; collaborative; and ambitious. We are seeking a Chair who embodies our values and shares our passion and commitment for what we do.

As a UK wide regulator, we have the privilege of working across England, Wales, Scotland and Northern Ireland. Understanding and being responsive to the differing context, health and social care policies and services in which our professionals work across the four countries is crucial.

The nurses, midwives and nursing associates we regulate touch the lives of all of us. The current pandemic has brought home the value of what they do like never before, and how much we all need safe, effective and compassionate care.

As Chair, you will have the chance to help shape the future of nursing and midwifery and professional regulation, as we plan for major legislative reform.

You will be joining a highly motivated Council and Executive, united in our commitment and ambition to do our best for the public we serve and the professionals we regulate.

If you have the qualities, commitment, and expertise we need, I hope you will want to join us.

A handwritten signature in black ink, appearing to read 'Karen Cox', written in a cursive style.

Professor Karen Cox
Deputy Chair

About the NMC

We are the professional regulator for nurses and midwives in the UK, and nursing associates in England.

We are a statutory public body accountable to Parliament through the Privy Council.

The Professional Standards Authority for Health and Social Care (PSA) oversees our work and reviews our performance each year.

We are also a Charity registered with the Charity Commission in England and Wales (1091434) and in Scotland with the Office of the Scottish Charity Regulator (OSCR) (SC038362).

Our role

Our statutory objectives, which are also our charitable objectives, are set out in the Nursing and Midwifery Order 2001 (as amended).

Our over-arching objective is the **protection of the public by:**

- protecting, promoting and maintaining the health, safety and wellbeing of the public;
- promoting and maintaining public confidence in the nursing and midwifery professions; and
- promoting and maintaining proper professional standards and conduct for members of the nursing and midwifery professions.

Shaping the future

Our [Strategy 2020-2025](#) was co-produced with the public, the professions we regulate and our partners and is based around three key themes: Regulate, Support, Influence. The Chair of the Council will oversee the delivery of our ambitious strategy and help to embed sustainable change in the organisation.

How we regulate

Our vision is safe, effective and kind nursing and midwifery that improves everyone's health and wellbeing. As the professional regulator of almost 725,000 nursing and midwifery professionals, we have an important role to play in making this a reality.

Our core role is to **regulate**. First, we promote high professional standards for nurses and midwives across the UK, and nursing associates in England. Second, we maintain the register of professionals eligible to practise. Third, we investigate concerns about nurses, midwives and nursing associates – something that affects less than one percent of professionals each year. We believe in giving professionals the chance to address concerns, but we'll always take action when needed.

To regulate well, we **support** our professions and the public. We create resources and guidance that are useful throughout people's careers, helping them to deliver our standards in practice and address new challenges. We also support people involved in our investigations, and we're increasing our visibility so people feel engaged and empowered to shape our work.

Regulating and supporting our professions allows us to **influence** health and social care. We share intelligence from our regulatory activities and work with our partners to support workforce planning and sector-wide decision making. We use our voice to speak up for a healthy and inclusive working environment for our professions.

Charitable status

As a registered charity, we must seek to ensure that all our work delivers public benefit. As the charity trustees, Council members, including the Chair, are responsible for ensuring that we do this. The Council must also take account of Charity Commission and OSCR guidance in its decision-making and ensure that it meets statutory reporting requirements, including reporting any serious incidents.

Information about our recent work and plans can be found in our

- [Strategy 2020-2025](#)
- [Our Values and Behaviours](#)
- [Corporate Plan 2020-2021](#)
- [Annual Report and Accounts 2019-2020](#)
- [Annual Fitness to Practise 2019-2020](#)

The Council

The Council is the governing body. It sets the strategic direction, takes key decisions, and holds the Executive to account. The members of the Council are the charity trustees and are collectively responsible for ensuring that the NMC is solvent, well-run and delivers public benefit.

The Council is made up of twelve members: six lay people and six professionals on our register, all appointed by the Privy Council. We also have two Associates appointed by the Council through our scheme to provide development opportunities to those with future potential. More about our current Council members and Associates can be found [here](#). The Chair, Council members and Associates are expected to demonstrate our values and uphold the Council's **Code of Conduct** based on the Seven Principles of Public Life (the 'Nolan principles').

The Council is committed to openness and transparency, holding meetings in public at least six times a year. More information about how the Council works can be found [here](#).

The Chief Executive and Registrar, Andrea Sutcliffe, is accountable to the Council. She is supported by an Executive team which is responsible for the day to day running of the organisation. More information about our Executive team can be found [here](#).

Our Values and Behaviours

Just as important as what we do is how we do it, so our values and behaviours determine the way we work.

We are fair

We treat everyone fairly. Fairness is at the heart of our role as a trusted, transparent regulator and employer.

We are kind

We act with kindness and in a way that values people, their insights, situations and experiences.

We are collaborative

We value our relationships (both within and outside of the NMC) and recognise that we're at our best when we work well with others.

We are ambitious

We take pride in our work. We're open to new ways of working and always aim to do our best for the professionals on our register, the public we serve and each other.

Chair of the Council

Eligibility

Due to the legal constitution of the Council, only lay people or current Council members can apply for this role.

To be a lay candidate:

- You must not be, or ever have been a registered nurse, midwife or nursing associate; and
- You must be able to confirm that you do not hold qualifications that would enable you to apply to be a registered nurse, midwife or nursing associate.

What we are seeking in our new Chair

We want the Council to reflect the diversity of our communities and the expertise of the professions we regulate. We know that drawing on a broader range of knowledge, experience and insight will help us make better decisions. We are keen to hear from people with the right expertise and skills whatever your background. If you need any help or adjustments to carry out the role, we are happy to do that.

Set out below are the five competencies we will use to assess candidates. These will help you decide if you have the right qualities to be our new Chair.

Strong strategic leader

- experience of leading complex organisations to achieve long-term visions, strategies and sustainable change
- sound appreciation of the four country role of the NMC as a UK wide regulator and understanding of the differing perspectives and policies across the four nations of England, Wales, Scotland and Northern Ireland
- the ability to navigate political complexity and make sense of challenging and changing environments

Excellent people focused communicator

- a genuine commitment to the people we serve and to colleagues that informs everything they do
- a demonstrable commitment to compassionate, values-led leadership
- the ability to bring a sense of humanity and kindness to their interactions with others and build collaborative and trusting relationships at all levels, both inside and outside the NMC
- a genuine and demonstrable commitment to equality, diversity and inclusion

Commitment and ability to work effectively in partnership with others

- a strong desire to engage and foster collaborative working with the public, people who use services, professionals on our register and colleagues to achieve outcomes
- experience of managing conflict and building consensus across varied interest groups
- a record of ensuring delivery through collaboration

Highly skilled Chair, committed to strong governance and accountability

- prior non-executive board experience in an organisation of equivalent complexity, and/or profile, and size
- ability to use information to scrutinise, challenge and hold to account in a constructive way
- experience of chairing or managing complex conversations and stakeholder engagements in a cohesive, facilitative, and collegiate way

Track record of achievement by focusing on outcomes

- a strong desire to engage with the NMC's purpose and achieve the best sustainable outcomes for the public, people who use services, and professionals on our register
- a good understanding of organisational – including financial – management, with the ability to balance the competing objectives of quality, operational performance, and finance effectively
- the resilience necessary to remain focused on the NMC's core purpose and the achievement of its key objectives
- ability to drive achievement of outcomes by holding others to account

You will need to explain in your supporting statement how your expertise, experience, knowledge, and skills match the five **competencies** above. Your statement should include specific and detailed examples to demonstrate how you meet each of the competencies – what you personally did and the outcomes you achieved. These examples can be from any aspects of your life or work.

We will assess your application against the competencies **at every stage of the selection process**.

The competencies have been extracted from the full role and person specification which is set out at the end of this document.

What being Chair of the Council involves

We envisage a time commitment of at least two days a week but we want to be honest and realistic that more time may be needed as you settle into the role and depending on the issues facing us. This time commitment includes preparation for, and Chairing, meetings and other events and a wide range of other activities. If you apply you will be expected to confirm that you are able and willing to meet this time commitment.

Most Council meetings and seminars are held in London, but meetings and events may also be held in Scotland, Northern Ireland, Wales, and other parts of England. The Council and Committee meeting schedule for 2021-2022 can be found [here](#).

Remuneration

The current agreed annual allowance for the Chair is £52,000 per annum for a commitment of two days per week or £78,000 per annum for a commitment of 3 days per week. Depending on the final agreed time commitment this will be adjusted pro rata. The allowance is subject to applicable deductions for PAYE income tax and national insurance contributions.

You will also be reimbursed for reasonable travel and out-of-pocket expenses incurred on NMC business, in accordance with the Council's travel and expenses policy.

We are committed to ensuring we make any reasonable adjustments for travel and accommodation for Council members. This includes adjustments for Council members who are pregnant or who have either a temporary or permanent disability.

How long will I be appointed for?

The initial term of office will be for a period of three or four years.

You may be eligible for reappointment for a further term, subject to satisfactory performance and the views of the Council.

Induction and development

All new Council appointees receive a comprehensive introduction to the work of the Council and the NMC, as well as ongoing opportunities for development both on an individual and collective basis.

Selection Panel

We are committed to selection processes that are accessible, fair, transparent, based on merit and free from bias and unlawful discrimination.

The Council has appointed a Selection Panel to conduct the process. The selection process will be evidence-led and at each stage you will be assessed against the competencies set out above.

The Panel will make a recommendation for appointment to the Privy Council. The Professional Standards Authority for Health and Social Care is responsible for advising the Privy Council as to whether it can have confidence in our selection process, based on anonymised information about our process.

The members of the Selection Panel are:

- **Ruth Walker MBE** (Registrant) Chair of the Selection Panel
- **Professor Karen Cox** (Registrant) Deputy Chair of the Council (Acting Chair)
- **Derek Pretty** (Lay member)
- **Marta Phillips OBE** (Lay member)
- **Olivia Grant OBE DL** Independent Selection Panel member

Selection process and timetable

Date	Stages
<p><i>If you need any adjustments at any stage of the process, please let us know as soon as possible to help you take part fully and fairly.</i></p>	
<p>Tuesday 9 February 2021</p>	<p>Search and advertising stage Applications open</p>
<p>12:00 noon on Tuesday 9 March 2021</p>	<p>Applications close</p> <p>Applications will only be valid if we receive all of the following:</p> <ul style="list-style-type: none"> ● Supporting statement ● CV ● Completed information form ● We also strongly encourage candidates to complete and return our equality and diversity monitoring form <p><i>Please ensure you submit your application by the closing time, as we cannot consider late applications.</i></p> <p>At this point, we will check all valid applications:</p> <ul style="list-style-type: none"> ● To confirm eligibility; ● To confirm that applicants are not disqualified under the Nursing and Midwifery (Constitution) Order and charity law; and ● To identify any potential conflicts of interest that may need to be discussed.
<p>10-15 March 2021</p>	<p>Preliminary sift stage</p> <p>The Search Consultants will undertake a preliminary assessment of all applications against the competencies.</p>
<p>19 March 2021</p>	<p>Longlisting stage</p> <p>The Selection Panel will review all applications and the preliminary assessment made by the Search Consultants against the competencies.</p> <p>The Selection Panel will then decide which applicants will be invited to a preliminary interview with the Search Consultants. We will let you know the outcome of this stage as soon as we can.</p>
<p>Between 22 March and 8 April 2021</p>	<p>Preliminary Interview stage</p> <p>The Search Consultants will conduct preliminary interviews with all longlisted candidates against the competencies.</p> <p>We hope that it will be possible to hold these preliminary interviews in person but, if travel is still limited and social distancing is in force, interviews will be conducted virtually.</p>

<p>22/23 April 2021</p>	<p>Selection Panel – Shortlisting Stage</p> <p>The Selection Panel will review the outcome of all the preliminary interviews against the competencies.</p> <p>The Selection Panel will then decide on the shortlist of candidates who will be invited to final interview.</p>
<p>26 April to 6 May 2021</p>	<p>Pre-interview checks</p> <p>The search consultants will:</p> <ul style="list-style-type: none"> ● Carry out due diligence checks on your professional and person history (including social media checks); and ● Take written references from your nominated referees.
<p>26 April to 10 May 2021</p>	<p>Final Stages</p> <p>If shortlisted, you will be asked to attend discussions with:</p> <ul style="list-style-type: none"> ● Council members not on the Selection Panel ● Executive team ● Chairs of our staff networks <p><i>Please note that structured feedback from these sessions will be provided to the Chair of the Selection Panel and may be used to inform planning for final interviews. No candidates will be ruled out of the process as a result of these discussions.</i></p> <p>You will also have an opportunity for an individual discussion with Andrea Sutcliffe, Chief Executive and Registrar. A standard list of topics will be covered and a short record of discussions retained.</p> <p><i>Please note that the discussion with the Chief Executive and Registrar does not form any part of the selection process.</i></p> <p>You will also be invited to attend a final interview. Before the interview, we will take up references from your nominated referees and carry out due diligence checks on your professional and personal history (including social media checks).</p>
<p>Tuesday 11 May 2021 and Thursday 13 May 2021</p>	<p>Selection Panel Final Interview</p> <p>The Selection Panel interview will last around 60-90 minutes and will focus on questions against the competencies. You may be asked to give a presentation on a topic chosen by the Panel and, if so, will be given advance notice of this.</p> <p>Following interviews, the Selection Panel will decide who should be recommended for appointment to the Privy Council.</p>

<p>Late May/early June 2021</p>	<p>Privy Council decision on appointment</p> <p>If you are successful, the Privy Council will write to you offering the appointment.</p> <p>We will advise unsuccessful candidates as soon as possible and we will provide feedback if requested.</p>
<p>June 2021</p>	<p>Take up appointment and induction</p>

We hope that it will be possible to hold interviews and discussions in person in London but, if travel is still restricted and social distancing is in force, these will all be conducted virtually. Even where in-person interviews and discussions are permitted you will be offered a virtual interview if your personal circumstances require it.

For any face to face meetings, we will meet reasonable travel and accommodation costs, in line with our policy for candidates who are invited for interview. We will meet any reasonable adjustments for travel and accommodation for candidates who are pregnant or have a temporary or permanent disability.

Public confidence

Integrity and upholding the seven principles of public life are critical to this role. If you know of any professional or personal issues which may cause embarrassment or bring the NMC or Privy Council into disrepute, please declare these in section 4a of the information form.

As part of your application we ask you if you have any unspent criminal convictions. If you are shortlisted for interview, we may ask you to provide a basic disclosure check from the UK Disclosure and Barring Service (DBS) (previously known as Criminal Records Bureau (CRB)).

Please note that we will undertake thorough background checks including undertaking online searches of social and other media. We will also obtain references before interview. If any issues are identified, we will need to explore those with you during the selection process.

If you reach final interview stage, you will be asked for documentary evidence of your right to live and work in the UK in the form of your passport or similar documentation.

Conflicts of interest

As part of your application, at section 4b of the information form, you will also be asked to declare any actual or potential conflict of interest that could be perceived as relevant to the NMC. This includes any other roles you may hold or activities you are involved in. It also involves saying if you have any relationship, past or present, to any existing Council member, member of the Selection Panel or to members of the NMC's Executive team.

We know it is not always easy to identify potential conflicts so you can find further advice and examples [here](#).

Any actual or perceived conflicts of interest may be explored with you at any stage of the process, including by the Selection Panel at interview stage.

If you are successful in your application, you will need to declare any conflict of interest that arises during the Council's business.

Disqualifications

Before applying to be a Council member, you need to be sure that you are not disqualified from taking up office as a Council member or disqualified from being a Charity Trustee. As part of your application, at section 5 of the information form, you will be asked to confirm this.

The grounds for disqualification from appointment to the Council can be found [here](#). ***Please read this information carefully before you apply.***

If you are unsure about any issues relating to public confidence, eligibility, or any potential conflicts of interest, please declare the information or interest or seek advice from Janice Scanlan, Hunter Healthcare, at jscanlan@hunter-healthcare.com who will check with the NMC Secretariat if necessary.

Use of your personal information

We recognise that you may want to know how we will use and protect your personal information. All the information you provide will be used for the purposes of these appointments. The way we collect and use your personal information is described in this [privacy notice](#). We are committed to protecting the privacy and security of all your personal information and will do so in accordance with data protection law, including the General Data Protection Regulation (GDPR).

As indicated earlier, we will undertake our own background checks based on the information you provide.

Diversity monitoring

To achieve our aim of being an inclusive organisation, we ask you to complete an equality and diversity monitoring form which will be separated from your application on receipt. We use the information you give us only for monitoring the diversity of applicants and appointees to our Council. We will not use it in the selection process, and our Selection Panel will only see a high-level summary in an anonymised form so that you cannot be identified. The information will tell us whether our processes could be unfairly impacting on certain groups. We might need to share anonymised data with the Selection Panel, the Privy Council and the Professional Standards Authority for Health and Social Care.

Complaints

We are committed to processes and procedures that are fair, transparent, and free from discrimination. Complaints about any aspect of the appointment process for Council member roles will be monitored, recorded, and handled promptly. If you are unhappy with any aspect of the appointment process, we will seek to resolve your concerns at an early stage and, in any event, within one month of notification of the Privy Council's decisions.

If you have a complaint you can make this in writing, by email or by telephone to the Secretary to the Council. Your complaint will be acknowledged within two working days with a target response time of 20 working days.

Email: Fionnuala.gill@nmc-uk.org

Phone number: 020 7681 5842

Following investigation by the Secretary, if you are still not satisfied, you can ask the Secretary to refer your complaint to the Chair of the Selection Panel for consideration and a response. Your complaint will be acknowledged within two working days with a target response time of 20 working days.

If you are still not satisfied with the response after you have been through these routes, you may raise your concern with the Privy Council Office at enquiries@pco.gov.uk

How to apply

We will need:

- **A statement setting out why you are suitable for the role** (no more than two pages). Please make sure you say how you meet the five competencies set out earlier in this briefing.
- **Your CV** (no more than three pages please)
- **The information form filled in and signed (electronically) by you**
- **Your equality and diversity monitoring form** (this will be separated from your application on receipt).

Please note that you need to submit all four documents to applications@hunter-healthcare.com.

Deadline for applications: 12:00 noon, Tuesday 9 March 2021

We are sorry but we will not be able to consider incomplete applications or applications received after the deadline.

If you have any queries regarding the above or would like further information about the role and selection process, please contact Jenny Adrian on 07939 250 362 or Janice Scanlan on 07793 395 116.

Thank you for your interest in this role

NMC Chair

Role description and person specification

The role of Chair is broken down into five key domains – Strategy, People, Partnerships, Governance and Accountability, and a Focus on outcomes. All the Chair's activities and decisions must be driven by the NMC's values of being fair, kind, collaborative and ambitious for the NMC and the people it serves.



The five domains of the chair role are explored in more detail in the paragraphs below. Collectively they provide a role description.

The attributes necessary to deliver each of the five domains of the chair role are set out below. Collectively they form the person specification for the chair role.

Strategy

In their **strategic leadership** role, the Chair is responsible for:

- ensuring the Council shapes and oversees achievement of the NMC's vision, values, and strategy by regulating, supporting and influencing effectively
- ensuring the Council identifies the key risks facing the NMC, determines its approach and attitude to those risks and ensures the necessary controls are in place to enable them to be managed accordingly

To do this effectively, the Chair must be a **strong strategic leader** with:

- experience of leading complex organisations to achieve long-term visions, strategies and sustainable change
- sound appreciation of the four country role of the NMC as a UK wide regulator and understanding of the differing perspectives and policies across the four nations of England, Wales, Scotland and Northern Ireland
- the ability to navigate political complexity and make sense of challenging and changing environments

People

By setting the right tone for the Council, the Chair is responsible for helping to **shape organisational culture** by:

- providing visible leadership in the development of a healthy, open and transparent culture for the organisation and ensuring that this, and the NMC's values - fair, kind, collaborative and ambitious - are modelled in their own behaviour and the behaviour of the Council and in its decision making
- demonstrating and promoting the Seven Principles of Public Life and the highest standards of ethics, integrity and probity
- demonstrating compassionate leadership, in particular by providing support, guidance and advice to the Council, Chief Executive and the Executive team

To do this effectively the Chair must be an **excellent people focused communicator** with:

- a genuine commitment to the people we serve and to colleagues that informs everything they do
- a demonstrable commitment to compassionate, values-led leadership
- the ability to bring a sense of humanity and kindness to their interactions with others and build collaborative and trusting relationships at all levels, both inside and outside the NMC
- a genuine and demonstrable commitment to equality, diversity and inclusion

Partnerships

<p>In their role as ambassador, taking a leading role in the development of relationships and partnership working, the Chair is responsible for:</p>	<p>To do this effectively, the Chair must have the commitment and ability to work effectively in partnership with others, demonstrated by:</p>
<ul style="list-style-type: none"> ● Externally: representing the organisation, developing and facilitating strong partnerships, and promoting collaborative, whole-system working through engagement with the four administrations, stakeholders, partners, professionals on our register, the public and people who use services ● Internally: representing the Council to colleagues across the organisation, being a visible and accessible leader ● In all partnership working ensuring that Council debate is informed by the views of partners, stakeholders, professionals on our register, the public and colleagues 	<ul style="list-style-type: none"> ● a strong desire to engage and foster collaborative working with the public, people who use services, professionals on our register and colleagues to achieve outcomes ● experience of managing conflict and building consensus across varied interest groups ● a record of ensuring delivery through collaboration

Governance / Accountability

<p>In their role as leader of the Council, the Chair is responsible for:</p>	<p>To do this effectively, the Chair must be highly skilled in the role and committed to strong governance and accountability, with:</p>
<ul style="list-style-type: none"> ● ensuring the Council works effectively and efficiently, operates within its regulatory framework and complies with its obligations as a registered charity ● making sure the Council collectively and individually fulfils its role, challenges appropriately, and reflects the NMC's values in all of its actions and decisions ● ensuring the Council is focused on the important strategic issues and key risks it faces, taking into account the NMC's current operating environment ● ensuring that the Council receives accurate, high quality, timely and clear information, that the related assurance systems are fit for purpose and that there is a good flow of information between the Council, its committees and senior management ● ensuring the Council has the right balance and diversity of skills and expertise ● leading on the continual development of Council members, Associates and their knowledge of the organisation and the wider environment within which it operates ● guiding, supporting and holding the Chief Executive and the Executive team to account for delivering the NMC's strategic objectives 	<ul style="list-style-type: none"> ● prior non-executive board experience in an organisation of equivalent complexity, and/or profile, and size ● ability to use information to scrutinise, challenge and hold to account in a constructive way ● experience of chairing or managing complex conversations and stakeholder engagements in a cohesive, facilitative, and collegiate way

Focus on outcomes

In their role as **catalyst for change**, the Chair is responsible for:

- being ambitious in the pursuit of the NMC's core purpose of protecting the public and promoting confidence in the professions and professional regulation, ensuring that this ambition is reflected in all of the Council's work and the conversations they have as Chair
- driving the achievement of outcomes by holding others to account for delivery
- ensuring Council is well briefed on all relevant issues – e.g. policy, regulatory reform, partnerships and societal trends – and that this is reflected in Council debate
- fostering a culture of innovation and learning, by being outward-looking, promoting innovation and use of technology, and embedding sustainable change through the Council's business and debate
- actively pursuing improvements in equality, diversity and inclusion in all the NMC's work
- ensuring the Council maintains an unrelenting focus on NMC continuous improvement.

To do this effectively, the Chair must have a **track record of achievement by focusing on outcomes**, supported by:

- a strong desire to engage with the NMC's purpose and achieve the best sustainable outcomes for the public, people who use services, and professionals on our register
- a good understanding of organisational – including financial – management, with the ability to balance the competing objectives of quality, operational performance, and finance effectively
- the resilience necessary to remain focused on the NMC's core purpose and the achievement of its key objectives
- ability to drive achievement of outcomes by holding others to account



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HUNTER
Executive talent for the healthcare sector