

Designate
Chief Medical Officer
for proposed
Herefordshire & Worcestershire
Integrated Care Board

Applicant Information Pack

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We value and promote diversity and are committed to equality of opportunity for all. We believe that the best boards are those that reflect the communities they serve.

We prioritise Equality, Diversity and Inclusion, team health and wellbeing and the principles of kind leadership in our 'ways of working'. All postholders will have a key role in nurturing this culture.

Appointment will be made on merit after a fair and open process so that the best people, from the widest possible pool of applicants, are appointed.

1. Welcome from Simon Trickett, Chief Executive

Thank you for taking the time to look into the information for this role. We feel that we are making some real progress in Herefordshire and Worcestershire and are looking to add to our team to make sure that we are equipping ourselves with the right blend of skills and experience to continue our improvement journey. Partners here have really embraced the system working concept and we have got some fantastic relationships and a real sense of collaboration and teamwork across the system. 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 and we want to use the creation of the Integrated Care Board to help us in taking the next steps. The people that we can bring into our team are crucial to that, we are looking for people with a pragmatic and sensible approach but who are hard-working and flexible in how they tackle their roles with an obvious ability to think laterally and creatively to help us solve more of our challenges. We want team players who can fit into our ICB leadership team but who also can work with colleagues across partner organisations in a facilitative, supportive, and enabling manner.

I'd be delighted to have a further conversation with you about this senior role and thank you once again for looking. 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 is a really exciting time to consider joining us.



2. About Us

Organisations in the Herefordshire and Worcestershire ICS footprint serve a local population of 800,000 people, spread across a huge geographical area made up of urban and sparsely populated rural areas. We also provide services to approximately 40,000 people in mid Wales. Consisting of a single CCG, three NHS Trusts, Seven Local Authorities, 15 Primary Care Networks, 80 GP Practices, 123 community pharmacies, 96 dentists and 64 optometrists.

Health and social care statutory organisations employ in excess of 20,000 people. In addition, there are more than 30,000 staff working in domiciliary care or in care homes.

You can read more about our system and our work in our on our webpage, <https://herefordshireandworcestershireccg.nhs.uk/ics>

3. Job Description & Person Specification

Job Title	ICB Chief Medical Officer
Band	VSM
Team	IC Board
Base	Coach House, Worcester
Responsible to	ICB Chief Executive
Accountable to	ICB Chair

Final appointment is dependent on the passage of the Health and Care Bill, and, subject to any potential amendments made to that Bill, will be made formally by the ICB Chair / Chief Executive on establishment.

Job Summary

The Chief Medical Officer will support the development and delivery of the long-term plan of the integrated care board (ICB). They will ensure this reflects and integrates the strategies of all relevant partner organisations of the ICB, with a particular focus on developing a shared clinical strategy.

As a member of the unitary board, each board director is jointly responsible for planning and allocating resources to meet the four core purposes of integrated care systems (ICSs); to improve outcomes in population health and healthcare; tackle inequalities in outcomes, experience and access; enhance productivity and value for money and help the NHS support broader social and economic development. They are each responsible for their part in the management of the budget of the ICB.

Key Responsibilities

The ICB Chief Medical Officer reports directly to the ICB Chief Executive Officer.

The Chief Medical Officer, along with the Executive Chief Nurse is accountable for all matters relating to the relevant professional colleagues across the clinical and care workforce employed by the ICB. They will also be designated accountable for statutory and non-statutory functions that the ICB will need to perform as agreed with the CEO. Examples of these functions would include information governance, quality assurance/improvement and safeguarding.

The Chief Medical Officer will have an influential executive role and shared accountability for the development and delivery of the long-term clinical strategy of the integrated care board (ICB), ensuring this reflects and integrates the strategies of all relevant partner organisations within the ICS.

With the Executive Chief Nurse, the Chief Medical Officer will lead on overseeing quality of health services within the ICS including sharing intelligence and working with other key partners and regulators across and outside their system to improve quality of care and outcomes.

They will be responsible for building partnerships and collaborating with provider collaboratives, public health, local government, other partners, and local people to deliver better access, improvements in life outcomes and reductions in health inequity.

With the Executive Chief Nurse, they will be accountable for securing multi-professional clinical and care leadership in delivery of the ICB's objectives and form part of the wider network of clinical and care leaders in the region and nationally. With the ICB board they will ensure that population health management, innovation and research support continuous improvements in health and well-being including digitally enabled clinical transformation and the clinical and care elements of a sustainable People Plan for the ICS workforce.

You will influence and work collaboratively as part of a wider system to create opportunities to make sustainable long-term improvements to population health with key partners. This may include developing approaches which are non-traditional in nature, ambitious and wide reaching in areas which incorporate the wider determinants that have an impact on improving clinical outcomes, better life outcomes and reducing health inequalities for the population of the ICS.

The Chief Medical Officer is professionally accountable to the regional Chief Medical Officer and may from time-to-time be formally requested to act on behalf of NHS England and NHS Improvement on key performance, monitoring and accountability matters. This will include the identification of performance risks and issues related to the quality of patient care and working with relevant providers and partners to enable solutions.

As a registered professional, individuals in these roles will be accountable for their own practice and conduct in the role.

It will be for the CEO to determine what other specific corporate functions each executive board member is accountable for within the ICB.

Local role descriptions for ICB Chief Medical Officers are likely to include the following responsibilities:

Setting strategy and delivering long-term transformation

You will be responsible for influencing and contributing to the ICB plans and wider system strategies of the ICS. With the aim of driving innovation in clinical outcomes, reducing health inequalities and achieving better life outcomes across the ICS. This will include creating and influencing leadership relationships and wide scale system change to ensure that the ICB acts as an enabler to harness system development opportunities to improve the population health of the ICS.

As a professional clinical and multi-professional system leader, you will provide leadership across organisational and professional boundaries and pathways to facilitate transformational change for the ICS population. You will ensure that the ICB influences and seeks input from wider ICS system leaders including provider collaboratives, public health, local government, voluntary and community sector, other partners and local people to make real transformational differences for the population through local, regional and national forums.

You will support the production and delivery of a five-year ICB plan with the key aim to improve clinical outcomes, better life outcomes and reduce health inequalities, working with the CEO, other board members, partners across the ICS and the local community. You will be accountable for the supporting clinical strategy, including interpretation and implementation of the NHS Long Term Plan, NICE quality standards and other national strategic priorities.

You will also be responsible (along with the executive chief nurse and wider ICB/ICS colleagues) for developing the necessary multi-disciplinary clinical and care professional leadership required to deliver this strategy, including leading and influencing the development of a diverse group of clinical leaders to enhance the opportunities for collaboration across the ICS.

You will ensure that there are effective mechanisms for anticipating, identifying, and responding to key clinical risks that could impact on the successful delivery of the strategy. This will include engaging with system leaders from across the ICS to drive research, innovation, quality improvement, patient safety and population health outcomes from a risk-based approach across the ICS footprint.

You will promote research and innovation to support the development and delivery of your own ICB strategy and share learning to inform approaches to population health management and health improvement across the country through engagement with regional and national colleagues as part of wider integrated care networking opportunities.

Building trusted relationships with partners and communities

Success in this role is dependent on having strong relationships with local patient communities, their representatives, ICS partners and specifically clinical and care professional leaders across health and social care at all levels of the system.

You will promote and facilitate collective responsibility for improving whole pathways and removing organisational barriers to accessing health and care services. Negotiating with and influencing board level system leaders across health and care as well as with wider ICS partners will be a key responsibility of this role to ensure that progressive transformational change can be achieved which meets the population needs of the ICB.

Leading for social justice and health equality

Reducing health inequalities is a core objective of the ICB and the Chief Medical Officer will foster a culture in which equality, diversity, inclusion and allyship are actively promoted across the ICS.

You will drive innovative, clinically-evidenced change on behalf of the ICB, focusing on ensuring that inequalities across the system are addressed and you will promote and enhance strategic approaches to further developing personalised care locally so that the ICB achieves the best possible health and care for its communities.

Driving high quality, sustainable outcomes

You will take a lead role on behalf of the ICB and where required on behalf of NHS England and NHS Improvement to ensure that there are appropriate and effective clinical monitoring and performance arrangements in place to ensure the ICS has robust quality and safety of clinical care outcomes through insight, involvement and improvement which meet the needs of its population.

As a clinical system leader, acting as a catalyst and advocate, you will be responsible for ensuring that there is a collective accountability for high standards of clinical care across the ICS. You will positively engage with key system leaders to lead professional collective ICS leadership for the medical profession and wider professions. You will take the role of a system leader to promote and lead clinical quality data driven improvements which have a direct impact on the population health needs of the ICB.

You will support wider executive colleagues in influencing strategic change and collaborative initiatives which have a direct impact on population health outcomes including key matters such as future workforce supply, quality and safety initiatives and system wide joint working at a strategic board level with system partners.

You will work with other ICB executive colleagues to oversee the quality of all health services delivered in the ICS area, including implementing a safer and just culture, safer systems, and safer care. You will ensure there is clinical input, including robust and considered challenge, into ICB decision-making at all levels.

You will promote patient and public involvement in service design and decision-making and champion the delivery of personalised care in all clinical practice.

You will promote continuous quality improvement through learning, improvement methodologies, research, innovation, and data driven improvement initiatives both at a strategic and operational level.

You will take action to ensure underperformance in any service commissioned by the ICB is addressed in a timely manner, working with the relevant providers and NHS England and NHS Improvement regional team as required.

Providing robust governance and assurance

You will support a strong culture of public accountability, probity, and governance, ensuring that appropriate and compliant structures, systems, and process are in place to minimise risk and promote the freedom to speak up.

You will lead on the identification of performance risks and issues related to the quality and safety of patient care and work with relevant providers and partners to enable solutions, including making recommendations for informal/formal intervention where appropriate.

You will work closely with regional professional standards teams to manage any concerns arising regarding clinical or care professionals working within the ICS area.

Creating a compassionate and inclusive culture

You will create and promote a culture of inclusive, multi-professional leadership. You will be visible as a collaborative clinical leader and role model, engaging health and care professionals across the whole system in the development and delivery of the ICB plan. This includes:

- Providing mentoring and support to other clinical and care professional leaders
- Ensuring that clinical and professional leaders are supported to perform their roles and given opportunities to develop
- Ensuring that the talent management and development of clinical and care professional leaders is embedded at all levels of the system.

General

On Call Rota

There may be a requirement for post holders to participate in the On-Call rota. On Call is for the duration of up to one week and the frequency of this will depend on the number of staff on the rota. Staff on call may be required to attend any ICB building whilst on call – particularly in the case of a ‘major incident’; however generally queries are resolved over the telephone.

Codes of Conduct

The ICBs require the highest standards of personal and professional conduct from all of its employees. All employees must comply with the Code of Professional Conduct appropriate to their professional governing body and to the ICB’s Code of Conduct.

Information Governance, Data Protection and Confidentiality

- Ensure the confidentiality and security of all information that is dealt with in the course of performing your duties in accordance with the requirements of the Data Protection Act 1998 and adhere to the principles of Caldicott;
- Be aware that the ICB operates a “Code of Conduct for handling personal identifiable information”. They should become familiar with the “Code” and keep up to date with any changes that are made. Breaches of the guidelines in the “Code” could be regarded as gross misconduct and may result in serious disciplinary action being taken, up to and including dismissal;
- Comply with and keep up to date with the requirements of legislation such as the Freedom of Information Act 2000 and Computer Misuse Act 1990;
- Ensure that your staff maintain that the confidentiality and security of all information that is dealt with in the course of performing their duties is in accordance with the requirements of the Data Protection Act 1998 and the principles of Caldicott; and

- Ensure that your staff are aware of their obligations under legislation such as the Freedom of Information Act 2000; Computer Misuse Act 1990, and that staff are updated with any changes or additions relevant to legislation.

Equality and Diversity

The ICB is committed to equality and diversity and works hard to make sure all staff and service users have access to an environment that is open and a free from discrimination. As a ICB we value the diversity of our staff and service users, and therefore recognise and appreciate that everyone associated with the ICB is different and so should be treated in ways that are consistent with their needs and preferences.

In support of this all staff are required to be aware of the ICB 's Equality and Diversity Policy and the commitments and responsibilities the ICB has to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not

We firmly believe that it makes good business sense to have a workforce representative of the communities we serve and so encourage applications from all sections of the community.

Infection Control

All staff must observe the code of practice for the prevention and control of infections (updated 2015) and ensure that they understand and implement their responsibilities in the prevention and control of infection.

Disclosure and Barring

If your post is one that requires a disclosure (at whatever level) from the DBS, the organisation retains the right to request that a further disclosure is sought at any time as deemed to be appropriate. If you have been appointed and are awaiting the outcome of a DBS check and it proves to be unsatisfactory, your employment will be terminated.

Criminal Convictions

If during the course of your employment you are convicted of or charged with a criminal offence (with the exception of a traffic offence) whether it arises from your employment or otherwise, you are required to report the matter to the Human Resources Department who will decide on the appropriate course of action. Should you be convicted of an offence and receive a custodial sentence the organisation reserves the right to terminate the contract of employment, after careful consideration of the facts. Failure to report a conviction may itself lead to disciplinary action being taken. Any information will be treated confidentiality except insofar as it is necessary to inform other relevant members of management. Additionally, if

driving is part of your duties and you are convicted of any traffic offence, you must report it to Human Resources Department who will decide on the appropriate course of action

Safeguarding Children and Adults

All ICB employees are required to act in such a way that at all times safeguards and promotes the health and well-being of children and vulnerable adults. Familiarisation with and adherence to the policies and procedures of the Local Safeguarding Boards (Children and Adults) and those of the ICB is an essential requirement of all employees as is participation in mandatory safeguarding training in accordance with the employees roles and responsibilities.

Risk Management

You will be responsible for adopting the Risk Management Culture and ensuring that you identify and assess all risks to your systems, processes and environment and report such risks for inclusion within the ICB Risk Register. You will also attend mandatory and statutory training, report all incidents/accidents including near misses and report unsafe occurrences as laid down within the policies.

Governance

All staff have a responsibility to be aware of governance arrangements and ensure that the reporting requirements, systems and duties of action put into place by the ICB are complied with.

Policies

All employees are expected to comply with all the policies and procedures drawn up by the ICB.

Personal Development

The ICB is committed to supporting the development of all staff. All employees have a responsibility to participate in the personal development process with their manager, which will provide an opportunity to:

- establish and take action towards achieving goals
- have a conversation about job role, career aspirations and personal development
- align personal aspirations with corporate objectives
- agree actions that are underpinned by the ICB's value base

As part of development, employees have joint responsibility with their line manager for the development of skills and competencies through identification and participation in training and development activities relevant to their role.

External Interests

Each member of the ICB 's staff is responsible for ensuring that any external interest they have does not conflict with the duties of their posts and they must disclose the external interest if this is likely to occur, or if they are in doubt about a possible conflict of interest.

Health & Safety

In accordance with the Health and Safety at Work Act 1974 and other supplementary legislation, you are required to take reasonable care to avoid injury during the course of work and co-operate with the ICB and others in meeting statutory regulations.

- To comply with safety instructions and ICB policies and procedures.
- To use in a proper safe manner the equipment and facilities provided.
- To refrain from wilful misuse of or interference with anything provided in the interest of health and safety and any action which might endanger yourself and others.
- To report as soon as practical any hazards and defects to your senior manager.
- To report as soon as practical accidents and untoward incidents and to ensure that accident forms are completed.

Smoke Free Policy

In line with the Department of Health guidelines, the ICB operates a strict smoke-free policy. This includes not permitting the use of E-Cigarettes on the premises.

Other

This job description is intended as an outline indicator of general areas of activity and will be amended in the light of the changing needs of the organisation. It will be reviewed in conjunction with the post holder on an annual basis.

PERSON SPECIFICATION

Job Title	ICB Chief Medical Officer
Band	VSM
Team	IC Board
Base	Coach House, Worcester
Responsible to	ICB Chief Executive
Accountable to	ICB Chair

	Essential	Desirable	Assessment
Values and behaviours	<ul style="list-style-type: none"> Personal commitment to the values of the NHS Long Term Plan, the NHS People Plan, Nolan Principles and the Fit and Proper Persons regime. Demonstrates a compassionate leadership style with a track record of improvements to equality, diversity, inclusion, and social justice. Lives by the values of openness and integrity and has created cultures where this thrives. Committed to continuing professional development. 		Application/ Interview
Qualifications	<ul style="list-style-type: none"> Be a registered medical practitioner with the regulatory body (GMC). 	.	Application
Knowledge & Experience	<p><u>Knowledge</u></p> <ul style="list-style-type: none"> Extensive knowledge of the health, care and local government landscape and an understanding of the social determinants of public health. Current evidence and thinking on practices which reduce health inequality, improve patient access, safety and ensure organisations are Well-Led. Sound knowledge of health and care financial planning and 		Application/ Interview

	<p>budgeting at a corporate and/or system level.</p> <p><u>Experience</u></p> <ul style="list-style-type: none"> • Substantial board or system leadership health care experience is essential. • Substantial experience of providing board level and/or system leadership within a regulatory environment and across complex systems with demonstrable impact. • Experience of managing highly sensitive situations with patients, families, or carers and/or with wider advocating agencies. • Experience of managing relationships with the media and political stakeholders. • Experience of providing clinical leadership, mentorship, and professional development at a very senior level with demonstrable outcomes. • Experience of leading highly complex and contentious quality improvement/clinical change and digital transformation at significant scale. 		
<p>Skills & Competencies</p>	<ul style="list-style-type: none"> • Exceptional communication skills which engender community confidence, strong collaborations, and partnership. • Strong critical thinking and strategic problem solving; the ability to contribute to a joint strategic plan and undertake problem resolution and action. Analytical rigour and numeracy. • Highly sophisticated leadership and influencing skills; building compassionate cultures where individuals and teams thrive at organisation, partnership, and system levels. 		<p>Application/ Interview</p>

4. Our Values & Behavioural Expectations

Our Values

Within the ICB we strive to be a supportive, caring employer and expect our staff to behave in a professional, inclusive and respectful manner and to demonstrate the values which underpin our vision for the population of Herefordshire & Worcestershire:



We are inclusive, **compassionate**, and caring. We value, **respect** and appreciate each other



We are honest, reliable and act with integrity at all times. We deliver on our promises.



We will **work collaboratively** are united in our commitment to **improving lives** in our community



We are committed to sustainable thinking and practice and to improved ways of working. We will pursue new ideas and challenge the status quo



We will deliver our best, strive for **quality of care** and excellence. We celebrate outstanding performance.

During the recruitment process, all candidates will be expected to provide relevant examples of how they demonstrate our values. Relevant information will be required during the application stage and, for shortlisted candidates, during the interview process.

5. Terms of Appointment

This section may be subject to change due to development of the legislation.

At Herefordshire and Worcestershire ICB we provide a supportive and collaborative environment where we work with our staff to provide opportunities for you to reach your full potential and to develop a rewarding career within an exciting and evolving environment. We aim to enable our employees to achieve a positive work-life balance through a blend of collaborative workplace attendance combined with regular home working. Joining our inclusive and innovative team comes with a range of attractive benefits including:

- Attractive Salary – VSM
- The preferred candidate for this role will be a practicing clinician who will combine the role with ongoing clinical practice in either an acute, community, mental health or primary care setting. The ICB CMO specific aspect of the role could be anywhere between 0.4 and 0.8 FTE in this context, but we are open to conversations with the right candidates. In terms of managing commitments alongside clinical practice, the postholder would need to be available on most Wednesdays. Employee Assistance Programme and access to a wealth of online health and wellbeing support
- Competitive NHS Pension Scheme
- Comprehensive opportunities to learn new skills and to develop your career within a caring and inclusive environment
- Generous holiday entitlement, which increases in line with service. There is also the opportunity to purchase additional leave
- Access to a salary sacrifice car scheme, which includes very competitive deals on electric cars
- Flexible working patterns to support individual's work-life balance

If you are an enthusiastic, inclusive individual committed to supporting others then we could be the perfect organisation to help you flourish.

Please note we operate a 3-month probationary period for new appointments.

6. Timetable of Appointment

The closing date for applications is Sunday 27 March 2022 at midnight.

We then wish to proceed using the following timeline for appointment:

Key Actions	Key Dates
Anderson Quigley / Informal Interview with Candidates	04 – 06 April 2022
Stakeholder Panel	11 April 2022
Interviews	04 May 2022

7. Making an Application

Anderson Quigley is acting as an advisor to Herefordshire and Worcestershire ICB. An executive search process is being carried out by Anderson Quigley in addition to the public advertisement.

Informal enquiries about the role can be made in strict confidence to:

David Mehaffey, Director for Integrated Care System Development, NHS Herefordshire and Worcestershire ICS

Email: david.mehaffey@nhs.net or Tel: +44(0)7759 364832

Helene Usherwood, Advising Consultant, Anderson Quigley

Email: helene@andersonquigley.com or Tel: +44(0)7719 322669

Applications should be made via NHS Jobs at the link below and include:

- Completion of a short form, including the names and addresses of two referees. Referees will not be approached until the final stages and not without prior permission from candidates.
- Provision of a full CV, including current salary details
- A covering letter (maximum of two pages) setting out your interest in the role and details of how you match the person specification criteria.

NHS Jobs – Herefordshire and Worcestershire ICS *(via NHS Herefordshire and Worcestershire CCG)*

<https://www.jobs.nhs.uk/xi/vacancy/917039022>