# 

**Chair**

**Bristol, North Somerset and South Gloucestershire Integrated Care Board**

**Role Description**

**INTEGRATED CARE BOARD CHAIR**

**ROLE DESCRIPTION**

**Our Purpose and Vision**

Integrated care systems (ICSs) are partnerships of health and care organisations, local government, and the voluntary sector. They exist to improve population health, tackle health inequalities, enhance productivity and help the NHS support broader social and economic development.

The ICS needs diverse, inclusive and compassionate leaders who not only reflect the community they serve and the staff employed but have the leadership style and breadth of perspective to make good collective decisions.

BNSSG ICS covers a population of 1m. Our geographic area encompasses three NHS Trusts, three Local Authorities and eighteen Primary Care Networks.

Our vision is for the people in Bristol, North Somerset and South Gloucestershire is to have the best start in life and for the places where they live to be healthy and safe. Everyone will have the opportunity to live longer in good health. When people need support from our services, they will be high quality and easy to access. People will be better supported to take control of their own health and wellbeing and become equal partners in care. Working alongside our communities, we’ll build on strengths and tackle inequalities together.

We’ll make it simple for health and care staff to work better together for the benefit of the people we care for – nurturing talent, removing barriers and acting on views and concerns.

We are guided by clear values that help us lead healthcare in our areas and make the right decisions on behalf of our people.

* We embrace diversity
* We work better together
* We support each other
* We act with integrity
* We strive for excellence
* We do the right thing

**Priorities and Accountabilities**

The Chair is accountable for ensuring there is a long-term, viable strategy in place for the delivery of the functions, duties and objectives of the Integrated Care System and Integrated Care Board and for the stewardship of public money.

The Chair champions action to help meet the four core purposes of Integrated Care Systems; 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.

The Chair is an ambassador for and champion of effective partnership working with local government and NHS bodies, collaborative leadership and new governance arrangements across the Integrated Care System.

The independent, non-executive Chair of the ICB is accountable to the NHS England Regional Director for the development and delivery of the plan of the ICB.

The Chair would ensure the ICB is properly constituted and focused on improving outcomes in population health and healthcare, and encouraging greater partnership, integration and collaboration; both within the NHS and between the NHS and local government.

The Chair would have a responsibility to establish and lead the unitary board of the ICB; which has joint collective and corporate accountability for the performance of the organisation, ensuring its functions are effectively and efficiently discharged and for NHS resources deployed to other organisations.

The Chair provides strong leadership on issues that impact upon organisations and workforce across the ICS, including integration, the People agenda, Digital transformation, Emergency Preparedness, Resilience and Response (EPRR) and Covid-19 challenges.

# **Role Responsibilities and Leadership Competencies**

As an NHS leader, the independent non-executive Chair will demonstrate a range of leadership competencies outlined below.

**Strategy and transformation**

* Leads the board in setting a vision, strategy and clear objectives for the ICB in delivering on the four core purposes of the ICS, the triple aim and the body’s regulatory responsibilities.
* Holds the ICB Chief Executive to account for delivery of the strategy of the ICB, the plan for the delivery of health services for the population and effective stewardship of public money.
* Works with Local Government partners to establish the Integrated Care Partnership, establishing a strong relationship between the Board and the Partnership, and a dynamic which encourages a strong focus on health and care outcomes for the population.

**Partnerships and communities**

* Is an ambassador for system working and collective accountability, building strong partnerships and promoting effective dialogue across the ICS, with local government, NHS England and broader partnerships including the voluntary sector, to ensure joint planning and delivery, working through potential conflicts of interest.
* Engages Chairs and NEDs in partners across the system to work in a collaborative manner and build consensus.
* May act as the ICS Partnership Chair in addition to ICB Chair role. Otherwise, works with the ICS Partnership Chair to shape the new ICS Partnership and align the work of the ICB, with local government through the ICB.
* Establishes shared strategic priorities within the NHS in partnership with local government to tackle population health challenges and enhance services across health and social care.

**Social justice and health equalities**

* Advocating diversity, health equality and social justice to close the gap on health inequalities and achieve the service changes that are needed to improve population health.
* Ensuring the ICB is responsive to people and communities and that public, patient and carer voices are embedded in all of the ICB’s plans and activities.
* Promoting the values of the [NHS Constitution](https://www.gov.uk/government/publications/the-nhs-constitution-for-england) and modelling the behaviours embodied in [Our People Promise](https://www.england.nhs.uk/ournhspeople/online-version/lfaop/our-nhs-people-promise/) and forthcoming Leadership Way to ensure a collaborative, inclusive and productive approach across the system.

**Sustainable outcomes**

* Leads the system through aligning partners in the implementation of the Long Term Plan and the People Plan, overseeing progress against their objectives.
* Oversees the purposeful arrangements for effective clinical and professional care leadership throughout the ICS.
* Fosters a culture of research, innovation, learning and continuous improvement, to support the delivery of high quality services for all.
* Ensures the NHS plays its part in social and economic development and achieving environmental sustainability, including the Carbon Net Zero commitment.

**Governance and assurance**

* Responsible for leading the board and ensuring it has the necessary constitutional and governance arrangements and committee structures in place to ensure its effectiveness.
* Leads and supports a constructive and inclusive dynamic within the board, bringing independent and respectful challenge to the work programme and prioritisation.
* Actively brings in a range of voices to discussions, ensuring decisions take full account of perspectives from across the health and care system.
* Acts as the guardian of effective system governance; establishing strong place-based arrangements together with local government and dynamic joint working and governance with local partners, championing subsidiarity of decision making.
* Promotes open and transparent decision-making processes that facilitate consensus and manages areas of disagreement to deliver exceptional outcomes.

**People and culture**

* Responsible for appointing the ICB Chief Executive and independent Non-Executive Directors (NEDs) with approval from NHS England, and ensuring they are supported and developed to maximise their contribution. Responsible for approving nominated ICB Partner member appointments.
* Together with the ICB Chief Executive, provides visible leadership in developing a healthy and inclusive culture for the organisation which promotes diversity, encourages and enables system working and which is reflected and modelled in their own and the board’s behaviour and decision-making.
* Responsible for ensuring all members of the board, including the Partner members, comply with the Nolan Principles of Public Life and meet the Fit and Proper Persons test.
* As the ICS matures, the Chair would be expected to be actively engaged in NHS provider Chair and CEO appointments.

**Person Specification**

**Knowledge**

* Extensive knowledge of the health, care and local government landscape
* An understanding of different sectors, groups, networks and the needs of diverse populations
* A deep understanding of the NHS triple aim (of improved population health, quality of care and costcontrol), the Kark review, and commitment to the values of the NHS Long Term Plan, the NHS People Plan, Nolan principles and the Standards for members of NHS Boards and Governing Bodies in England
* An awareness and appreciation of social justice and how it might apply within an ICS
* Sound understanding of good corporate governance as well as the difference between governance and management

**Experience**

* Extensive experience of providing compassionate and inclusive leadership in a role such as a Chair or Non-executive Director, at board or equivalent level in a complex public sector organisation such as; an NHS provider, Local Authority or CCG or have suitable leadership experience independent of the system
* Comprehensive experience of chairing complex professional meetings at a very senior level in a collaborative, efficient and effective manner
* Considerable experience of navigating politically sensitive situations and environments
* Significant experience of working with different sectors, groups, networks and building teams to deliver major transformation of public services
* Broad experience of working across agency and professional boundaries, collaboratively with the board and other stakeholders to oversee services and consult on transformation initiatives
* Experience of providing leadership and governance of a board, to identify and address issues, including underperformance and balance the competing objectives of quality, operational performance, and finance
* Track record of promoting Equality Diversity and Inclusion in leadership roles at board level and across systems

**Skills**

* The ability to lead and build strong relationships across different sectors, and to adapt to changing situations
* Exceptional communication skills and be comfortable presenting in a variety of contexts, with experience of dealing with the media and / or politicians on topics of healthcare or other public sector activities
* Ability to remain independent and neutral to provide independent and unbiased leadership of the board with a high degree of personal integrity
* Highly developed interpersonal and influencing skills, with the ability to lead in a creative environment which enables people to thrive and collaborate
* Problem solving skills and the ability to identify issues and areas of risk, leading stakeholders to effective resolutions and decisions
* The ability to thrive and innovate in a complex and politically charged environment of change and uncertainty
* Confidence in constructively challenging information and explanations provided by others and negotiating when needed
* Understanding of your own strengths and the strengths of others, and where these are best deployed to solve challenges

**Values**

* Demonstrates respect and adopts a compassionate and inclusive leadership style with a demonstrable commitment to equality, diversity and inclusion (in respect of boards, patients and staff).
* Creates and lives by the values of openness and transparency
* Works to espouse the values set out in the NHS People Plan, Nolan Principles and soon to be published Leadership Way.
* Demonstrates a strong commitment to public sector and NHS values