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**Chief Finance Officer**

**Chief Medical Officer**

**Chief Nurse**

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

**Role Descriptions**

**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

**Chief Finance Officer**

**ROLE DESCRIPTION**

**Job Purpose and Priorities**

The chief financial officer will be required to ensure that the integrated care board (ICB) meets the financial targets set for it by NHS England and NHS Improvement, including living within the overall revenue and capital allocation, and the administration costs limit. Jointly with other system partners, the chief financial officer is responsible for ensuring that the integrated care system (ICS) delivers its financial targets.

The chief financial officer will support the development and delivery of the long-term plan of the ICB. They will ensure this reflects and integrates the strategies of all relevant partner organisations of the ICS, with a particular focus on developing a shared financial and resourcing strategy.

As a member of the unitary board (ICB), each board director is jointly responsible for planning and allocating resources to 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 chief financial officer will be responsible for developing the funding strategy for the ICS to support the board in achieving these aims, including consideration of place-based budgets, and making use of benchmarking to make sure that funds are deployed as effectively as possible..

**Key Accountabilities**

As the strategic financial lead, the chief financial officer is accountable for all matters, relating to the financial leadership and financial performance of the ICB. The chief financial officer will also be responsible for ensuring that the ICB implements a robust financial strategy and for ensuring that system resources are effectively deployed and used to provide the best possible care for the population.

The chief financial officer is also responsible and accountable for a wider portfolio, which may change. Currently this includes acting for the ICB as the Senior Information Responsible Officer (SIRO) with a responsibility for Information, Management and Technology; Accountability for the system estates and environmental sustainability strategy; Leadership of Business intelligence including overseeing the linked dataset and analytic capability to support Population Health Management. Management of corporate governance and risk management for the ICB; Security management for the ICB.

The post holder is responsible for the management of the Project Management Office for and for ensuring that it supports the development of a system wide approach to project support and improvement methodology.

The chief financial officer along with other executive members of the ICB will have an influential executive role and shared accountability for the development and delivery of the long-term financial strategy of the ICB, ensuring this reflects and integrates the strategies of all relevant partner organisations within the ICS.

The chief financial officer will be responsible for building partnerships and collaborating with wider ICS system leaders including provider collaboratives, public health, primary care, 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.

The chief financial officer will provide financial leadership and influence across the ICS to ensure that opportunities to drive improvements in population outcomes which includes collaborating and providing financial leadership with key partners (across health, care and wider) to break down barriers, drive innovation and achieve agreed deliverables.

Alongside other members of the ICB, the chief financial officer will ensure that population health management, innovation, and research, supports continuous improvements in health and well-being. The post holder 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.

Alongside other members of the ICB the chief financial officer will work to develop digitally enabled transformation (including financial outcome focused transformation) and the clinical and care elements of a sustainable People Plan for the ICS workforce.

The chief financial officer is professionally accountable to the NHS England and NHS Improvement regional finance director 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 key financial risks and issues related to robust financial performance and leadership and working with relevant providers and partners to enable solutions.

As a qualified accountant, the chief financial officer will be accountable for their own practice and conduct in the role.

**Responsibilities**

**Setting strategy and delivering long-term transformation**

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 system leader, provide leadership across organisational and professional boundaries to lead and facilitate transformational change for the ICS population. Ensure that the ICB influences and seeks input from wider ICS system leaders including provider collaboratives, public health, primary care, 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.

Support the production and delivery of a five-year ICB plan with the key aim to produce a financial and resources strategy aimed at improving clinical outcomes, better life outcomes and reducing health inequalities, working with the chief executive officer, other board members, partners across the ICS and the local community. This will include the interpretation and implementation of the NHS Long Term Plan, contracting and performance standards and other national strategic priorities.

Ensure that there are effective mechanisms for anticipating, identifying, and responding to key financial risks (including risk sharing arrangements) that could impact on the successful delivery of the ICB strategy.

Establish appropriate governance structures (with NHS partners in the ICS) to deliver on the collective requirement of system financial balance and risk sharing.

Responsible for developing the necessary financial and performance leadership and functions to ensure the delivery of the ICB financial strategy including leading and influencing the development of a diverse group of leaders to enhance the opportunities for collaboration across the ICS.

Accountable for the production and delivery of a robust supporting financial strategy that delivers effective use of system resources to deliver improvements in outcomes in population health and healthcare; tackle inequalities in outcomes, experience and access; enhance productivity and value for money and help the NHS and ICS partners support broader social, economic and environmentally sustainable development. 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.

Lead allocations to organisation and place level for all revenue and capital

**Building trusted relationships with partners and communities**

Engage as an active leader in the ICS, maintaining relationships with a wide range of internal and external stakeholders on a range of issues. The development and maintenance of these relationships will underpin delivery of the financial strategy and support the improvement in outcomes and reduction in inequalities.

Ensure and influence strategic collaboration with ICS partners, clinical and care leaders across health and care at all levels of the system, develop a collective strategic financial leadership approach for the ICB and place-based use of resources, through the effective and efficient use of ICB allocations and commissioning opportunities to meet the needs of the system population.

**Leading for social justice and health equality**

Reducing health inequalities is a core objective of the ICB, as chief financial officer foster a culture in which equality, diversity, inclusion and allyship are actively promoted across the ICS.

Drive innovative data evidenced change on behalf of the ICB and on behalf of NHS England and NHS Improvement focusing on ensuring that inequalities across the system are addressed.

Promote and enhance strategic approaches to enhancing and/or further developing personalised care locally in so that the ICB achieves the best possible health and care for its communities.

Ensure the population needs are met through the appropriate allocation of resources in a system role, utilising close working relationships with system partners to ensure investment and performance of resources is effective in assisting to reduce health inequalities across the ICS.

**Driving high quality, sustainable outcomes**

Work with other ICB executive colleagues and ICS partners to collectively oversee the quality of all health services including implementing a safer just culture, safer systems, and safer care. Also work with other ICS colleagues to deliver high quality health and care services.

As a member of the ICB, collectively work to address underperformance in a timely manner and promote continuous quality improvement through learning, improvement methodologies, research, and innovation. This will include embedding and delivery of system wide transformation and efficiency programmes, and any related recovery programmes.

Take a lead role on behalf of the ICB and where required NHS England and NHS Improvement to ensure that there are appropriate and effective financial and contracting monitoring and performance arrangements in place to ensure the delivery of effective health services.

Positively engage with key system leaders to collectively provide ICS leadership for the finance profession within health and care. Take the role of a system leader to promote and lead data quality driven improvements which have a direct impact on the population health needs of the ICS.

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 collective financial and contracting opportunities, future workforce supply, quality and safety initiatives and system wide joint working at a strategic board level with system partners.

Promote awareness and understanding of financial, value for money and commercial issues, including robust and considered challenge of ICB decision-making at all levels. Ensure that the ICB meets the required financial and governance arrangements as a statutory body.

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

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

**Providing robust governance and assurance**

Responsible for financial leadership of an NHS statutory body, compliance with all ICB business rules and ensuring that the internal finance team is appropriately resourced to deliver all statutory functions of the ICB. Specifically, this involves putting in place an adequate system of financial control, strategic planning, budget setting, financial reporting, and risk management.

Ensure, as the responsible officer that the ICB is positioned to produce its required monthly reporting, annual report, and accounts, as part of the setup of the new organisation.

Liaise with external audit colleagues to ensure timely delivery of financial statements for audit and publication in accordance with statutory, regulatory, and professional requirements.

Ensure the appropriate and effective financial control arrangements are in place for the ICB and that accepted internal and external audit recommendations are actioned in a timely manner.

Be the lead officer for the ICB’s Audit Committee, ensuring the ICB is managed in accordance with robust financial controls and good governance.

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.

Accountable for managing the NHS budget across the ICB, ensuring financial balance for the NHS, good value for money for tax-payers and promoting and ensuring long term-financial health for the system. This will include ensuring the establishment of and compliance with standing financial instructions and standing orders and reporting arrangements for the ICB and wider partnership organisations across the system as necessary.

Where services are commissioned across ICBs, oversee successful performance on the use of resources in line with the agreed system oversight framework for the ICS, ensuring appropriate escalation arrangements are in place and appropriate action is taken as necessary.

Work closely with system partners to ensure that financial and commissioning arrangements which support and promote integration and meeting the needs of the population are effective and transparent. This will include ensuring user/patient involvement in decision making relating to the use of resources and commissioning where appropriate.

Lead on the identification of performance risks and issues related to financial and contracting performance and work with relevant providers and partners to enable solutions, including making recommendations for informal/formal intervention where appropriate.

**Creating a compassionate and inclusive culture**

Responsible for developing the finance function, delivering the five year finance development programme and for ensuring that work on equality, diversity and inclusion is taken forward. Actively engage with the regional finance academy and the workstreams of the finance leadership council and be responsible for improving the diversity of senior finance leadership in the ICS.

Create and promote a culture of inclusive, professional leadership. Be visible as a collaborative financial leader and role model, engaging health and care professionals across the whole system in the development and delivery of the ICB plan. This includes:

* Provide mentoring and support to other health and care professional leaders.
* Ensure that health and care professional leaders are supported to perform their roles and given opportunities to develop.
* Ensure that the talent management and development of health and care professional leaders (including finance and contracting staff) is embedded at all levels of the system.

**Other**

Carry out other appropriate delegated duties as required

Participate in the director on-call rota / incident command as required.

The role profile and person specification are an outline of the tasks, responsibilities and outcomes required of the role. The job holder will carry out any other duties as may reasonably be required by their line manager.

**Person Specification**

**Personal values**

* 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.

**Experience**

* Substantial board level leadership experience and/or system leadership experience within a regulatory or similar environment is essential
* Experience of managing highly sensitive situations with stakeholders.
* Experience of managing relationships with the media and political stakeholders
* Experience of providing financial leadership, mentorship, and professional development at a very senior level with demonstrable outcomes.
* Experience of leading highly complex and contentious transformational change at significant scale.

**Knowledge**

* Extensive knowledge of the health, care and local government landscape and an understanding of the resourcing implications related to 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.
* Extensive knowledge of health and care financial planning and budgeting at a board and/or system level.
* Significant experience and understanding of proven project management methodologies and their practical application to support transformational change across a complex system
* An understanding of the application of sustainability and carbon neutral approaches and their strategic application
* Extensive knowledge of information governance

**Skills**

* 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 numerical excellence.
* Highly sophisticated leadership and influencing skills; building compassionate cultures where individuals and teams thrive at organisation, partnership and system levels.

**Qualifications**

Essential:

* Qualified accountant with full membership and evidence of up-to-date continuing professional development.

Desirable:

* Experience of utilising health economics in a relevant role/setting and/or a relevant qualification.

**Chief Medical Officer**

**ROLE DESCRIPTION**

**Job Purpose and Priorities**

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 Accountabilities**

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. These include acting as the Caldicott Guardian for the ICB, chairing the system clinical cabinet and / or other system wide clinical body and co-accountability for overall population health and prevention with partners Directors of Public Health.

The chief medical officer, will be responsible for primary care development and working conjunction with the chief nurse will hold oversight for quality, safety and clinical effectiveness for primary care.

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.

The chief medical officer 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, s/he 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.

The chief medical officer 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 medical director 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, the post-holder will be accountable for their own practice and conduct in the role.

**Responsibilities**

**Setting strategy and delivering long-term transformation**

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, provide leadership across organisational and professional boundaries and pathways to facilitate transformational change for the ICS population. 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.

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. In particular, 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.

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.

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.

Promote research and innovation to support the development and delivery of the medical directors 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. This includes the development of joint intelligence including modelling and analytics, use of research evidence, population insights and evaluation.

**Building trusted relationships with partners and communities**

Develop 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.

Together with colleagues, 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.

Develop effective links with other bodies such as the West of England Academic Health Science Network, Bristol Health Partners, AHSC and NIHR ARC West.

**Leading for social justice and health equality**

Foster a culture in which equality, diversity, inclusion and allyship are actively promoted across the ICS to support the reduction of health inequalities.

Drive innovative, clinically-evidenced change on behalf of the ICB, focusing on ensuring that inequalities across the system are addressed and 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**

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, act as a catalyst and advocate. Be responsible for ensuring that there is a collective accountability for high standards of clinical care across the ICS. Positively engage with key system leaders to lead professional collective ICS leadership for the medical profession and wider professions. 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.

Drive clinically led service transformation and 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.

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. Ensure there is clinical input, including robust and considered challenge, into ICB decision-making at all levels. Lead the process to establish best value in care, eliminating unwarranted variation in clinical practice and establishing best outcomes including PROMs across BNSSG ICS.

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

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

Take action to ensure underperformance in any service commissioned by the ICB is addressed in a timely manner, working with the relevant providers, bodies such as the CQC, Healthwatch and professional regulators and NHS England and NHS Improvement regional team as required.

Lead medicines optimisation, to ensure an innovative, effective and consistent BNSSG ICS -wide strategy with a strong quality improvement approach. Ensure effective links with providers to create and maintain a whole pathway focus, including primary care and some high costs drugs across the ICS. This includes integrated pharmacy and medicines optimisation (IPMO)

**Providing robust governance and assurance**

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.

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.

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

Oversee clinical policy development. This includes referral management and clinical pathway improvement.

**Creating a compassionate and inclusive culture**

Create and promote a culture of inclusive, multi-professional leadership. The chief medical officer 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:

* Provide mentoring and support to other clinical and care professional leaders and have appropriate leadership development,
* Ensure that clinical and professional leaders are supported to perform their roles and given opportunities to develop
* Ensure that the talent management and development of clinical and care professional leaders is embedded at all levels of the system.

**Other**

* Carry out other appropriate delegated duties as required
* Participate in the director on-call rota / incident command as required.
* The role profile and person specification are an outline of the tasks, responsibilities and outcomes required of the role. The job holder will carry out any other duties as may reasonably be required by their line manager.

**Personal values**

* 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.

**Experience**

* 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.

**Knowledge**

* 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 budgeting at a corporate and/or system level.

**Skills**

* 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.

**Qualifications**

Be a registered medical practitioner with the regulatory body (GMC).

**Chief Nurse**

**ROLE DESCRIPTION**

**Job Purpose and Priorities**

The executive chief nurse 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 Accountabilities**

The executive chief nurse, along with the chief medical officer 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 executive for statutory and non-statutory functions that the ICB will need to perform. The content of these local portfolios may change. However initially the Chief Nurse will act as the Director of Infection, Prevention and Control (DIPC) across the system and hold statutory responsibility for the safeguarding of children and the protection of adults at risk.

There is a significant quality leadership component to the role both in relation to the quality and safety of services provided by the ICB itself and the development and delivery of a quality strategy for the system, which supports the transformation change agenda and population health improvement. This is discharged in collaboration with other ICB and system executives, particularly in conjunction with the chief medical officer for the ICB.

The chief nurse is required to lead functions on a short-, medium- or longer-term basis, maintaining strategic oversight, with the operational management led by senior members of his / her team. This will include the planning leadership of significant transformation of such services and the development of and transition to longer-term provider led models for delivery.

The executive chief nurse along with the chief medical officer has an influential executive role and shared accountability for the development and delivery of the long-term clinical strategy of the ICB, ensuring this reflects and integrates the strategies of all relevant partner organisations within the ICS.

The executive chief nurse along with the chief medical officer is accountable for providing high quality clinical and professional leadership across the ICB’s activities. This includes ensuring that clinical and care professional leadership is embedded at all levels of the ICS as set out in the Clinical and Care Professional Leadership Guidance.

The executive chief nurse 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 chief medical officer, they will be accountable for securing 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 patient services including digitally enabled clinical and care transformation and the clinical and care elements of a sustainable People Plan for the ICS workforce.

The chief nurse 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 executive chief nurse is professionally accountable to the regional chief nurse 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 and safety of patient care and working with relevant providers and partners to enable solutions.

As a registered professional, the post-holder will be accountable for their own practice and conduct in the role

**Responsibilities**

**Setting strategy and delivering long-term transformation**

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 professional system leader, the chief nurse will provide leadership across organisational and professional boundaries and pathways to facilitate transformational change for the ICS population. S/he 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.

With the chief medical officer, the chief nurse 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. The chief nurse 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.

Be responsible, with the medical director 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,

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 using a risk-based approach across the ICS footprint.

• Act as an ambassador for nursing, midwifery, and allied health professional workforce matters. Be responsible for ensuring there is a talent supply for the ICB working in partnership with key partners and stakeholders. Provide strategic leadership to senior nurses/midwives/allied health professionals (AHPs) and HR/people leaders to develop a fit for purpose workforce to enable the successful delivery of integrated services. Support the development of a talent pipeline strategy that increases the diversity of new recruits and retains the high-quality nurses, midwives, and other allied health professionals.

Collaborate with colleagues in Health Education England, Skills for Health, Skills for Care, and higher education institutions to ensure the current and future needs of health and social care providers are clearly identified and met. This will include enabling entry level career pathways for the local population which supports reducing vacancies and developing opportunities in both health and social care.

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**

Develop 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.

Promote and facilitate collective responsibility for improving whole pathways and removing organisational barriers to accessing health and care services. Negotiate with and influence board level system leaders across health and care as well as with wider ICS partners, such as Health Education England, Skills for Health and Skills for Care. This is 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 executive chief nurse will foster a culture in which equality, diversity, inclusion and allyship are actively promoted across the ICS.

Drive innovative clinically evidenced change on behalf of the ICB and on behalf of NHS England and NHS Improvement, focusing on ensuring that inequalities across the system are addressed. Promoting and enhancing strategic approaches to further develop personalised care locally in so that the ICB achieves the best possible health and care for its communities

**Driving high quality, sustainable outcomes**

Take a lead role on behalf of the ICB and, where required, 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 monitoring of clinical care outcomes through insight, involvement and improvement which meet the needs of its population.

Together with other system executives, ensure that the system and constituent parts deliver against the NHS System Oversight Framework, ensuring that the financial governance arrangements, quality governance arrangements and LCP’s and PC’s deliver against agreed objectives with the NHSE/I regional team.

As a clinical system leader, act as a catalyst and advocate. Be responsible for ensuring that there is a collective accountability for high standards of clinical care across the ICS. Positively engage with key system leaders to lead professional collective ICS leadership for the nursing and midwifery professions and wider professions within health and care. 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.

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.

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.

Promote patient and public involvement in service design and decision making and champion the delivery of personalised care in all clinical practice.

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

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**

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.

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.

Ensure that the ICB has robust safeguarding arrangements by engaging with key system organisations and partners around serious case reviews, ensuring safeguarding adult/children reviews report findings to the placed-based leadership boards and implement of required actions.

**Creating a compassionate and inclusive culture**

Create and promote a culture of inclusive, professional leaderships. Be visible as a collaborative clinical leader and a role model, engaging health and care professionals across the whole system in the development and delivery of the ICB plan. This includes:

* Ensure the provision of professional leadership and advice to Practice Nurses within member practices
* 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.

**Other**

* Carry out other appropriate delegated duties as required
* Participate in the director on-call rota / incident command as required.
* The role profile and person specification are an outline of the tasks, responsibilities and outcomes required of the role. The job holder will carry out any other duties as may reasonably be required by their line manager.

**Person Specification**

**Personal values**

* 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.

**Experience**

* 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.

**Knowledge**

* 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 budgeting at a corporate and/or system level.

**Skills**

* 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.

**Qualifications**

* Registered Nurse.
* Current valid registration with the Nursing and Midwifery Council.