

Partner Members

Hampshire and Isle of Wight Integrated Care Board

Nominee information pack

May 2022

Foreword from Lena Samuels, Designate Chair of the Hampshire and Isle of Wight Integrated Care Board



Dear partner,

Thank you for your interest in this key leadership role for Hampshire and the Isle of Wight Integrated Care Board.

Across England, the organisations responsible for health and social care services are formally coming together into Integrated Care Systems, which are focussed on creating better joined up services to meet the specific needs of their local communities. The Hampshire and Isle of Wight Integrated Care System serves a population of 1.9 million people, with an NHS budget of over £3 billion and is supported by 77,500 health and care staff. Our geography is complex and diverse with widespread variations in levels of deprivation and health. We are committed to tackling these inequalities together and improving health outcomes for our population.

The Integrated Care Board is the body that will be accountable for NHS spend and performance within the system from 1 July 2022 as stipulated in the Health and Care Bill. We believe our future ways of working must be underpinned by a partnership approach between our organisations. This commitment is further strengthened by the presence of Partner Members as a part of the Unitary Board which will govern the operation of the Integrated Care Board. We are delighted to make places available on the Board for NHS providers, primary care and Local Authority Partners.

In recruiting Partner Members for the Integrated Care Board, we are looking for experienced leaders who are passionate about health and social care and achieving the best health outcomes and quality of services for our communities. Each of the Partner Member roles has a specific perspective to contribute to enrich the decision making of the Integrated Care Board – each of which requires particular skills and experience. These requirements are set out in the rest of this pack.

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, and we therefore encourage applications from groups that are currently under-represented in these important roles. We are looking for inclusive and compassionate leaders with the leadership style and breadth of perspective to make sound collective decisions. As a system, we value employee health and wellbeing and the principles of kind leadership in our ways of working. The successful applicants will have a key role in nurturing this culture.

The following is included in this information pack to support you with your application:

- About us
- Our vision and values
- Role overview
- Role description
- Person specification
- How to apply
- Application process
- Terms of appointment
- Eligibility

If this is an opportunity that appeals to you then we would encourage you to seek a nomination from partners in our system.

Best wishes,

Lena



About us

As a partner in our system, you will know that together we are one of the largest health and care systems in the country with a long history of working together and with our population. We possess a strong track record of collaboration, demonstrating all the attributes of a maturing integrated care system at neighbourhood, place, and system, most recently evident during our response to the COVID-19 pandemic.

Hampshire and the Isle of Wight is a complex geography; substantial urban settlements primarily in the south and north contrast with large open areas interspersed with market towns and villages. This diversity gives our area great strength but also means that there are variations in deprivation, housing and health which require a range of different solutions.



The Hampshire and Isle of Wight Integrated Care System brings together partner organisations across the NHS, local authorities and the wider public sector. The patch is currently covered by two Clinical Commissioning Groups (CCGs) – NHS Hampshire, Southampton and Isle of Wight CCG, and NHS Portsmouth CCG. There are three unitary authorities - Isle of Wight Council, Portsmouth City Council and Southampton City Council - and one county council, which is Hampshire County Council.

Our provider sector consists of 140 GP practices, working in 42 primary care networks, and over 900 suppliers of domiciliary, nursing, and residential care. We have over 300 community pharmacies, more than 200 providers of dental services providing a range of general dentistry and orthodontics, and nearly 200 providers of optometry services. The majority of our acute, mental health and community NHS care is provided by seven NHS Trusts: Hampshire Hospitals NHS Foundation Trust, Isle of Wight NHS Trust, Portsmouth Hospitals University NHS Trust, Solent NHS Trust, Southern Health NHS Foundation Trust, South Central Ambulance Service NHS Foundation Trust, and University Hospital Southampton NHS Foundation Trust.

Whilst all our NHS providers have specialised services, University Hospital Southampton is a tertiary provider, meaning it provides highly specialised services such as specialist paediatric services across the south of England, with Southern Health and South Central Ambulance Service also providing care across a wider footprint. Our population also accesses care from providers based in Dorset, Wiltshire, Surrey, and Sussex.

Our vision and values

We have worked with our population and a wide range of partners from across the system including clinicians, staff, elected members and Healthwatch to reach a shared vision for the future. The vision, mission statement and goals we have developed as a system build upon the visions of our constituent partner organisations and local places.

They describe what we aspire to achieve by working together at scale, what we stand for as a system and the impact we intend to deliver for the benefit of local people. In establishing the Hampshire and Isle of Wight Integrated Care Board, we are evolving our culture and refining our leadership and partnership working arrangements to enhance our ability to deliver our vision and plan. We are enabling organisations and places to work even more effectively together to make the most of our resources, tackle the challenges we face, redesign care and ultimately improve the health and wellbeing of the population we serve.

Our vision

Together, we will deliver care that is amongst the best in the world, enabling people to lead healthy and independent lives

Our mission

Working together to make lives better

Our goals

To use our resources to the benefit of local people

To deliver the future in our plans

To empower people to lead healthy lives

To deliver a quality of care for local people of which we can be proud

To create a health and care system for Hampshire and the Isle of Wight within which people want to work

Role overview

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. ICSs will take on statutory form following the implementation of legislation from July 2022 and will comprise of an Integrated Care Board and Integrated Care Partnership. The Integrated Care Board (ICB) will take on the CCGs' functions and broader strategic responsibility for overseeing healthcare strategies for the system.

Partner members have a collective unitary responsibility with the other members of the board to ensure corporate accountability for the performance of the organisation, ensuring its functions are effectively and efficiently discharged and its financial obligations are met.

The partner members will:

- Work collaboratively to shape the long-term, viable plan for the delivery of the functions, duties and objectives of the ICB and for the stewardship of public money.
- Ensure that the Board is effective in all aspects of its role and appropriately focused on the four core purposes, 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.
- Be champions of new governance arrangements (including with the Integrated Care Partnership), collaborative leadership and effective partnership working, including with local government, NHS bodies and the voluntary sector.
- Support the Chair and the wider Board on issues that impact organisations and workforce across the ICS, such as integration, the People agenda, Digital transformation, Emergency Preparedness, Resilience and Response (EPRR) and Covid-19 challenges.
- Play a key role in establishing new statutory arrangements for the ICS to ensure that the ICB meets its statutory duties, building strong partnerships and governance arrangements with system partners, including the ability to take on commissioning functions from CCGs and NHS England.

There is emphatic evidence that diverse boards make the best decisions. In non-executive roles nationally, it is known that women, people from the local Black Asian and Minority Ethnic communities, LGBT+ communities, younger people, and those with lived experience of disability are all under-represented. We want a change. For these reasons, we are really interested in receiving applications from people with different backgrounds, skills, and experience.

Role description

Role responsibilities:

The Partner Member will work alongside the Chair, independent non-executive directors, executive directors and other partner members as equal members of a unitary board. The Partner Member will be responsible for:

- Bringing independent and respectful challenge to the plans, aims and priorities of the ICB;
- Promoting open and transparent decision-making that facilitates consensus aimed to deliver exceptional outcomes for the population.

Personally, the Partner Member will bring a range of professional expertise as well as understanding and knowledge to the work of the Board. Their experience and personal motivations will add valuable insights.

As an NHS leader, the Partner Member will demonstrate a range of leadership competencies outlined below. Corporately, as members of a unitary board, the Partner Member will contribute to a wide range of areas, including:

- **Strategy and transformation**
 - Setting the vision, strategy and clear objectives for the ICB in delivering on the four core purposes of the ICS and in the context of national NHS policy and the Integrated Care Strategy for Hampshire and Isle of Wight developed by the Integrated Care Partnership (ICP).
 - Aligning partners in transforming the Long Term Plan and the People Plan into real progress
- **Partnerships and communities**
 - Promoting dialogue and consensus with NHS partners and with local government to ensure effective joint planning and delivery for system working and mutual accountability.
 - Developing strong relationships between the ICB Board and the ICP.
 - Supporting the success of the ICP in establishing 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 and modelling the behaviours embodied in Our People Promise to ensure a collaborative, inclusive and productive approach across the system.



- **Sustainable outcomes**

- Oversight of purposeful arrangements for effective leadership of clinical, professional and non-clinical care throughout the ICB and the ICS.
- Fostering a culture of research, innovation, learning and continuous improvement to support the delivery of high quality services for all.
- Ensuring the NHS plays its part in social and economic development and achieving environmental sustainability, including the Carbon Net Zero commitment.

- **Governance and assurance**

- Collectively ensuring that the ICB is compliant with its constitution and contractual obligations, holding other members of the ICB and the ICS to account through constructive, independent and respectful challenges.
- Maintaining oversight of the delivery of ICB plans, ensuring expected outcomes are delivered in a timely manner through the proportionate management of risks.
- Ensuring that the ICB operates to deliver its functions in line with all of its statutory duties and that compliance with the expected standards of the regulatory bodies is maintained.

- **People and culture**

- Supporting the development of other board members to maximise their contribution.
- Providing 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.
- Ensuring the Board acts in accordance with the highest ethical standards of public service and that any conflicts are appropriately resolved.

Person specification

| Competency | Knowledge, Experience and Skills required |
|---|--|
| Setting strategy and delivering long-term transformation | <ul style="list-style-type: none"> • Knowledge of health, care, local government landscape and the voluntary sector • A capacity to thrive in a complex and politically charged environment of change and uncertainty • Experience leading change at a senior level to bring together disparate stakeholder interests |
| Building trusted relationships with partners and communities | <ul style="list-style-type: none"> • Bring expertise and an understanding of the sectors, groups, networks and the needs of diverse populations relevant to their partner member role • Exceptional communication skills and comfortable presenting in a variety of contexts • Highly developed interpersonal and influencing skills, able to lead in a creative environment which enables people to thrive and collaborate • Experience working collaboratively across agency and professional boundaries |
| Leading for social justice and health equality | <ul style="list-style-type: none"> • An awareness and appreciation of social justice and how it might apply within an ICS • Record of promoting equality, diversity and inclusion in leadership roles • Experience and personal motivation that will add valuable personal insights |
| Driving high quality, sustainable outcomes | <ul style="list-style-type: none"> • Problem solving skills and the ability to identify issues and areas of risk, leading stakeholders to effective resolutions and decisions |
| Providing robust governance and assurance | <ul style="list-style-type: none"> • An understanding of good corporate governance • Ability to remain neutral to provide independent and unbiased leadership with a high degree of personal integrity • Experience contributing effectively in complex professional meetings at a very senior level |
| Creating a compassionate and inclusive culture for our people | <ul style="list-style-type: none"> • Models respect and 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 the values of openness and transparency embodied by the principles-of-public-life and in Our People Promise |

How to apply

If you wish to be considered for one of our Integrated Care Board (ICB) Partner Member roles please seek nomination from your partners within our system and ensure that the nomination form is completed and returned to us at hsiccg.icsceooffice@nhs.net no later than 12 noon on Monday 6 June 2022. All nominations received by this date will follow the process set out below:

Confirmation of the list of nominations

A list of all eligible nominations for each category of partner member will be shared by close of business on Monday 6 June 2022 with all associated nominating partner organisations i.e., the NHS Provider nominations list will be shared with the seven NHS Provider partners, Primary Care nominations will be shared with GP practices and local authority nominations will be shared with the four upper tier local authorities. Partner organisations will have ten working days to raise any concerns about the nominations ahead of progression to the next stage of the process.

Request for supporting information: Nominees will be contacted on Tuesday 7 June 2022 and asked to supply supporting information for their nomination. This will include a CV, supporting statement, confirmation of eligibility for the role, the information necessary to support the initial stages of Safer Recruitment processes, and equality and diversity monitoring information. Nominees will be asked to submit this information to hsiccg.icsceooffice@nhs.net by 9am on Thursday 16 June 2022.

Exploratory event: In the week commencing 13 June 2022 at least one exploratory session will be held to enable nominees to discuss the requirements of the role further and to raise any queries.



Discussion with the appointment panel: All nominees will be asked to attend a discussion with members of the appointments panel who will further explore the role with them to better understand the perspective(s), skills, attributes, knowledge and experience which the nominee would bring to the board. This discussion is expected to take place in the week commencing 20 June 2022.

Selection: The Appointment Panel expects to convene after the conclusion of the nominee discussions in the week commencing 20 June 2022. The panel will review all nominations, considering the diversity, skills, experience and perspectives required for the board overall.

The ICB Chair designate, Lena Samuels will receive the recommended list of nominations and determine the appointment of partner members to the board. Nominees will be informed of the outcome directly and invited to complete the Safer Recruitment and Fit and Proper Person processes required for appointment to all ICB leadership roles.

Commencement: Terms of office will commence on 1 July 2022 with the first meeting of the board taking place on 1 July 2022 to undertake the establishment actions for the new Hampshire and Isle of Wight ICB. Papers for the Board will be circulated five working days in advance of the meeting.

We respect your privacy and are committed to protecting your personal data. We will only use personal data where we have your consent or where we need to comply with a legal or statutory obligation. It is important that you read this information together with our privacy notice so that you are fully aware of how and why we are using your data.





Terms of appointment

- Initial term of appointment as a partner member of the board of the ICB will be either one or two years in accordance with the constitution of the ICB (draft available on request from hsiccg.icsceooffice@nhs.net) to ensure a rolling replacement of partner members. Subsequent terms will be for three years to a maximum of three terms.
- You will have considerable flexibility to decide how you manage the time needed to undertake this role. On average, it will require a minimum of two to three days a month, including preparation time, the occasional evening engagement and events designed to support your continuous development.
- All board members are required to take part in the board development programme, board review process, board skills audit, and personal development activities including 360 degree peer feedback.
- All NHS board members are required to comply with the Nolan Principles of Public Life and meet the Fit and Proper Persons requirements.

Eligibility

You will be able to demonstrate that you meet the requirements of the Fit and Proper Person test and that you have no substantial conflicts of interests that would interfere with your ability to be independent and offer an impartial perspective.

MPs are excluded from the ICB partner member roles.

Given the significant public profile responsible members of NHS boards hold, it is vital that those appointed inspire the confidence of the public, patients and NHS staff at all times. We will undertake specific background checks to ensure that those we appoint are fit and proper people to hold these important roles.

Applications will be assessed on merit, as part of a fair and open process, from the submitted and confirmed nominations list.

Each partner role has associated specific eligibility requirements for the perspective to be contributed by the role which can be found in the table overleaf:

NHS Provider Partner Members

| Section 1 | Statutorily Defined Core Criteria |
|-----------------------------------|---|
| Substantive Role or Position | <p>Be an Executive Director of one of the NHS Trusts or NHS Foundation Trusts within the ICB's area listed below:</p> <ul style="list-style-type: none"> • Hampshire Hospitals NHS Foundation Trust • Isle of Wight NHS Trust • Portsmouth Hospital University NHS Trust • Solent NHS Trust • South Central Ambulance Service NHS Foundation Trust • Southern Health NHS Foundation Trust • University Hospital Southampton NHS Foundation Trust |
| Section 2 | Locally Defined Additional Criteria |
| Knowledge, Skills, and Experience | <p>Have specific and current knowledge, skills and experience of the provision of acute, community, mental health and/or ambulance services commensurate with the role of Chief Executive Officer and be employed by one of the organisations listed above.</p> |

Primary Care Partner Members

| Section 1 | Statutorily Defined Core Criteria |
|-----------------------------------|---|
| Substantive Role or Position | <p>A primary care practitioner working a minimum of two sessions per week in a primary care setting in Hampshire and Isle of Wight where at least one must hold a registered general medical services list</p> |
| Section 2 | Locally Defined Additional Criteria |
| Knowledge, Skills, and Experience | <ul style="list-style-type: none"> • one member must be a current provider of general medical services, working a minimum of two sessions per week in a primary care setting in Hampshire and Isle of Wight • one member must be a current provider of primary care services (within primary medical, pharmacy, optometry or dental services being a registered clinician within any of these settings to include nursing and allied health professionals), working a minimum of two sessions per week in a primary care setting in Hampshire and Isle of Wight |

Local Authority Partner Members

i) For the roles of local authority leadership, adult social care, children's services and public health

| Section 1 | Statutorily Defined Core Criteria |
|-----------------------------------|--|
| Substantive Role or Position | <p>An Executive Officer, Director or Elected Member of one of the following organisations:</p> <ul style="list-style-type: none"> • Hampshire County Council • Southampton City Council • Portsmouth City Council • Isle of Wight Council |
| Section 2 | Locally Defined Additional Criteria |
| Knowledge, Skills, and Experience | <p>Have experience commensurate with the role of Chief Executive or hold a relevant Executive level role of one of the bodies listed above.</p> <p>Have specific and current knowledge, skills and experience of one of the following:</p> <ul style="list-style-type: none"> • Local authority leadership • Adult social care • Children's services • Public health |

ii) For the role of the wider determinants of health from districts and boroughs

| Section 1 | Core Criteria |
|------------------------------|--|
| Substantive Role or Position | <p>An Executive Officer, Director or Elected Member from one of the following organisations:</p> <ul style="list-style-type: none"> • Basingstoke and Deane District Council • East Hampshire District Council • Eastleigh Borough Council • Fareham Borough Council • Gosport Borough Council • Hart District Council • Havant District Council • New Forest District Council • Test Valley Borough Council • Winchester City Council |

| Section 2 | Locally Defined Additional Criteria |
|-----------------------------------|---|
| Knowledge, Skills, and Experience | Have specific and current knowledge, skills and experience of one of districts or boroughs, serving populations within the geographic bounds of the ICB, as listed above. |