



Integrated Care System: Chief Executive applicant information pack

31 August 2021

NHS England and NHS Improvement



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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.

Our recruitment processes are conducted in accordance with the principles of Cabinet Office Governance Code for Public Appointments to ensure that they are made on merit after a fair and open process so that the best people, from the widest possible pool of applicants, are appointed.

1. The opportunity

Integrated Care Systems (ICSs) are seen by NHS leaders as the future of health and care integration in England. The [NHS Long Term Plan](#) and Government's [White Paper on health and care reform](#) both place ICSs at the heart of the NHS. As the health and care system in England enters this pivotal time in its history, we are looking to recruit Chief Executives (CEOs) who will provide collaborative, executive leadership of our Integrated Care System Boards and, when the [Health and Care Bill](#) has been agreed by Parliament and implemented, executive leadership of the Integrated Care Boards (ICBs). This is an exciting time for NHS health and care in the UK and you will be key in helping to shape its future.

The four core purposes of an ICS are laid out in [Integrating care: Next steps to building strong and effective integrated care systems across England](#), namely 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, all rooted in underlying principles of subsidiarity and collaboration. Further details of the operation of ICSs is set out in the [ICS Design Framework](#).

The ICS is expected to be a statutory organisation from 1 April 2022, responsible for specific functions that enable it to deliver against the four core purposes. The board of the ICB will be a unitary board, responsible for ensuring that the body meets its statutory duties including the triple aim duty for all NHS organisations of better health for the whole population, better quality care for all patients and sustainable services for the taxpayer.

We are therefore seeking to recruit experienced and strong senior leaders who will be committed to delivering our vision and who will quickly gain credibility with our wide range of stakeholders. You will bring impressive knowledge and experience, sufficient to support the delivery of integrated working and transformational change in a complex and dynamic public sector environment and across organisational boundaries. Working alongside current leaders you will help to develop the future configuration, support development and delivery during the year and, subject to the passage of the legislation through Parliament, through transition into a new ICB statutory body in April 2022.

You will provide strategic leadership and will be instrumental in the design and development of the strategic plan for the organisation and future governance and accountability mechanisms. You will inspire others across our health and care system to deliver the ICP's strategy and the ICB's five-year plan.

We need talented and experienced senior leaders who will operate with presence, dynamism and energy to lead system partners to shape and deliver our ambitious plan and create a fully mature, thriving ICS with a strong place-based approach to delivery and local commissioning. Bringing a breadth of expertise of galvanising collective endeavour around service transformation and financial recovery, your proven experience of delivering results will enable you to drive innovation and change across organisational boundaries. You will embed a new collaborative way of working enabling effective integrated commissioning and population health management, thus improving the health and wellbeing of the people of the area.

You will be deeply committed to the integration agenda and have a natural ability to engage, influence and collaborate with multiple and varied stakeholders including our partners, residents,

communities and staff to create a real sense of shared purpose towards improving the health and wellbeing of our population.

As a result, we are looking for a high calibre individual who can lead us through this continued journey of transformation. If you share our ambition, vision, and values, then we look forward to receiving your application and meeting with you in due course.

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 want to increase the diversity of our NHS leadership and particularly encourage applications from women, people from black and minority ethnic communities, LGBT communities, younger candidates and from people with lived experience of disability, who we know are all under-represented in these important roles. All members of the board will be required to comply with the Nolan Principles of Public Life and meet the Fit and Proper Persons requirements.

Appointments will be made after a fair and open process so that the best people, from the widest possible pool of candidates, are appointed.

2. Role priorities, summary, responsibilities, and accountabilities

Integrated Care Systems ICB Chief Executive Job Description

These are the core standards of all NHS ICB CEO roles. Additional success criteria may be added to reflect local requirements. Information specific to each NHS region and individual ICB CEO vacancy are included in the individual ICS Locality Pack via www.ICB-CEO-Recruitment.com

Please note: the following role description is dependent on legislation. Appointees will be taken on in the first instance as Leader of the current Integrated Care System (ICS) and designate Chief Executive of the anticipated NHS Integrated Care Board (ICB).

Final appointment as ICB Chief Executive would be made by the ICB Chair, subject to the approval of NHS England, and is dependent on the passage of the Health and Care Bill, and, subject to any potential amendments made to that Bill.

Purpose of the Integrated Care Board CEO

Integrated Care Systems (ICSs) are partnerships of health and care organisations that come together to plan and deliver joined up services and to improve the health of people who live and work in their area. Their purpose is to improve outcomes in population health and healthcare; tackle inequalities in outcomes, experience and access; enhance productivity and value for money and support broader social and economic development in their area.

If proposed legislation is passed, from April 2022 each ICS will consist of two statutory elements:

- an Integrated Care Board, bringing the NHS together with its partners locally to improve health and care services
- an Integrated Care Partnership (ICP): the broad alliance of organisations and representatives concerned with improving the care, health and wellbeing of the population, jointly convened by the ICB and local authorities in the area.

ICBs will be statutory NHS bodies, with a chair, chief executive officer and board.

The core purpose of this role, as ICB CEO, is to lead action to drive improved health outcomes for the people and communities living within their Integrated Care System area. The postholder will do this by:

- bringing together all those involved in planning and providing NHS services to agree and deliver their ambitions for improving the health of their population.
- working in partnership with their local government colleagues and other partners to ensure the effective operation of the ICS Integrated Care Partnership and development and delivery of its integrated care strategy.

The CEO will be accountable for the development of the long-term plan for the ICB, delivering the related NHS commissioning and performance arrangements for their entire system and, through this, securing the provision of a comprehensive health service for people in the ICS area. They will be accountable for delivering improvements in the quality of patient care, patient safety, health inequality, workforce productivity and financial health across their ICS.

The CEO is accountable to their ICB Chair and Board for the delivery of the ICB plan. Performance oversight will be provided by the NHS England and Improvement Regional Director.

Key accountabilities

1. You will be accountable for devising and delivering a 5-year plan for the ICB in conjunction with your boards, your partners across the ICS and your local community. This will include measures to address elective recovery times, tackle health inequalities and deliver the objectives of the NHS Long Term Plan. The plan must deliver digital innovation and transformation in the delivery of health and care services across the ICS and a sustainable People Plan for the ICS workforce.
2. You will allocate and manage the NHS budget across your system in line with the plan agreed by your Board, the ICS's Integrated Care Strategy, the NHS Long Term Plan and NHS People Plan. You will be accountable for ensuring financial balance for the NHS, good value for money for tax-payers and long-term financial health in your system.
3. You will establish performance oversight arrangements with each provider of NHS services within the ICS. You will lead on the identification of performance risks and issues related to the quality of patient care and work with relevant providers and partners to enable solutions. You will actively address poor performance, working with NHSEI's regional teams to agree intervention as required. The CEO will ensure effective governance systems are in place throughout the ICS to do this, to secure the ICS plan and ensure the highest quality and safety of care is delivered.
4. Innovation in the delivery of patient care and particularly in improved access, better patient experiences, increased patient safety - and reduced inequalities in these regards - will be a key priority. The CEO will lead this transformation and encourage activity to accelerate this across their system.
5. The CEO will ensure their ICB is 'Well Led' and lead the development of a system-wide workforce strategy securing workforce supply and productivity. This will include workforce planning, training and activities to secure the NHS People Promise. Arrangements for driving significant improvements in Equality, Diversity and Inclusion will be key. The CEO will also play a lead role (with the NHS Leadership Academy) in the development of leaders, leadership teams and next generation leaders in their system and across their Region. They should ensure their ICB is well positioned as an anchor employer in their system.
6. This role is dependent on strong relationships with local patient communities, their representatives and ICS partners. The CEO will invest in an engagement and communication plan which builds confidence through routine listening events and involvement in the design of care improvements. Reducing health inequality and improving equal access to care will be prioritised.
7. You will lead the Emergency, Preparedness, Prevention response and hold civil contingency responsibility for the ICB reporting through to the Regional NHSE/I team.

3. Essential 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 and inclusion (in respect of boards, patients and staff)
- Lives by the values of openness and integrity and has created cultures where this thrives.

Experience

- Executive health care experience is essential. Additional experience outside of health is desirable.
- Substantial experience of operating at board level and as a CEO leading across complex, regulated environment. A track record of navigating the media and political stakeholders will be key.
- Experience of delivering digital and workforce transformation at scale.

Knowledge

- Extensive knowledge of the health, care and local government landscape and an understanding of the social determinants of public health.
- Current thinking on practices which reduce health inequality, improve patient access, safety and Well Led.
- Sound understanding of strategic financial planning, oversight and control of significant public funds.

Skills

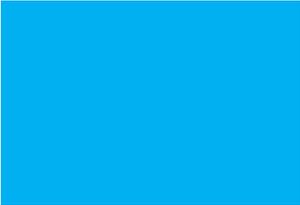
- Exceptional communication skills which engender community confidence, strong collaborations and partnerships
- Strong critical thinking and strategic problem-solving: the ability to anticipate and frame issues to drive effective strategy, problem resolution and action. Analytical rigour and numeracy will play a key role in this.
- Sophisticated leadership and influencing skills; building compassionate cultures where individuals and teams thrive at organisation, partnership and system levels.

ICS CEO: person specification summary - this section may be subject to change due to development of legislation

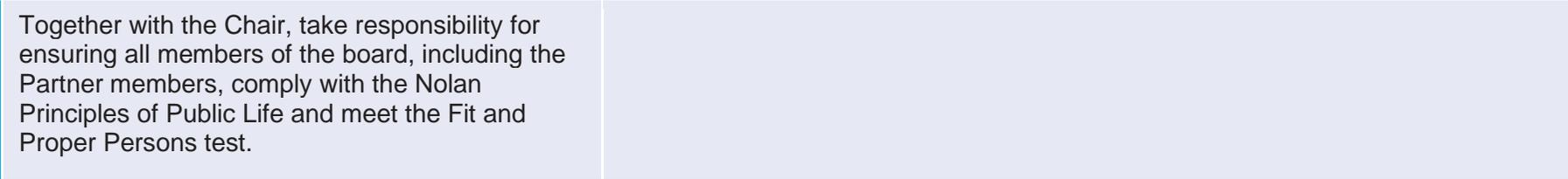
Competency	Description	Knowledge, Experience and Skills required
<p>Setting strategy and delivering long-term transformation</p>	<p>Leads the organisation in the development and delivery of the ICS's/ICB's plan to meet population health needs and allocates resources accordingly to deliver the plan.</p> <p>Works with partner organisations to develop and support a "one workforce" strategy including purposeful arrangements for effective clinical and professional care leadership across the ICS.</p> <p>Leads a system-wide strategy on data and digital and drives joint working on estates, procurement, supply chain and commercial strategies.</p> <p>Plans for, responds to, and leads recovery from incidents such as Covid-19.</p>	<p>Extensive knowledge of the health, care and local government landscape.</p> <p>Ability to thrive and innovate in a complex and politically charged environment of change and uncertainty.</p> <p>Extensive experience of providing compassionate and inclusive leadership 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.</p> <p>Considerable experience of navigating politically sensitive situations and environments.</p>
<p>Building trusted relationships with partners and communities</p>	<p>The Chief Executive communicates effectively and builds strong partnerships. Their inclusive leadership engages partners to ensure collective planning, monitoring and intervention.</p> <p>Understands local priorities, tracks delivery of plans, monitors and addresses variation and drives continuous improvement.</p> <p>Engages and builds momentum with a broad alliance of organisations to address poor health outcomes through excellent treatment and social movement to improve prevention, enabling VCSE organisations to play a full part.</p>	<p>Broad experience of working across agency and professional boundaries, collaboratively with the board and other stakeholders to commission services and consult on transformation initiatives.</p> <p>Exceptional communication skills and be comfortable presenting in a variety of contexts, with experience dealing with the media on topics of healthcare or other public sector activities.</p> <p>Highly developed interpersonal and influencing skills, with the ability to lead in a creative environment which enables people to thrive and collaborate.</p>

<p>Leading for Social Justice and health equality</p>	<p>Ensures the patient voice and stakeholder engagement are embedded in the development and delivery of the plan and acts as a leader for diversity, health equalities and social justice.</p> <p>Promotes the values of the NHS Constitution and role models the behaviours embodied in Our People Promise and forthcoming Leadership Way to ensure a collaborative, inclusive and productive approach across the system.</p> <p>Ensures the NHS plays full part in social and economic development, and environmental sustainability, to address the wider determinants of health.</p>	<p>Understanding of different sectors, groups, networks and the needs of diverse populations.</p> <p>An awareness and appreciation of social justice and how it might apply within an ICS.</p> <p>Ability to remain independent and neutral to provide independent and unbiased leadership of the board.</p> <p>Creates and lives by the values of openness and transparency.</p>
<p>Driving high quality, sustainable outcomes</p>	<p>Ensures services are in place to deliver against the four core purposes and triple aim, facilitates the transformation of services and oversees delivery of improved outcomes for the ICS population.</p> <p>Takes ultimate responsibility for services under delegation arrangements with place-based partnerships or with other statutory bodies, or through lead provider contracts, together with proportionate mechanisms to provide assurance on the spending of public money.</p> <p>Fosters a culture of research, innovation, learning and continuous improvement.</p> <p>Together with the Chair, leads the system in implementation of the Long-Term Plan and the People Plan and oversees progress against their objectives.</p> <p>Ensures plans are developed for effective clinical and professional care leadership throughout the ICS.</p>	<p>A deep understanding of the NHS triple aim (of improved population health, quality of care and cost-control), the Kark review, the NHS Long Term Plan, the NHS People Plan, Nolan principles and the Standards for members of NHS Boards and Governing Bodies in England.</p> <p>Significant experience of working with different sectors, groups, networks and building teams to deliver major transformation of public services.</p> <p>Problem solving and the ability to identify issues and areas of risk, leading stakeholders to effective resolutions and decisions.</p>

	<p>Fosters a culture of research, innovation, learning and continuous improvement to support the delivery of high-quality services for all.</p> <p>Supports the system to play its part in social and economic development and achieving environmental sustainability, including the Carbon Net Zero commitment.</p>	
<p>Providing robust governance and assurance</p>	<p>Ensures effective governance, performance management arrangements and controls are put in place to support delivery of the ICS's/ICB's objectives and regulatory responsibilities.</p> <p>Leads the development of appropriate people and workforce capability to discharge the responsibilities of the ICS/ICB.</p>	<p>Sound understanding of good corporate governance as well as the difference between governance and management.</p> <p>Comprehensive experience of chairing complex professional meetings at a very senior level in a collaborative, efficient and effective manner.</p> <p>Experience providing governance of a board, to identify and address issues, including underperformance and balance the competing objectives of quality, operational performance, and finance.</p> <p>Confidence in constructively challenging information and explanations provided by others and negotiating when needed.</p> <p>Demonstrate a strong commitment to public sector and NHS values.</p>
<p>Creating a compassionate and inclusive culture for our people</p>	<p>Responsible for appointing and holding the executives to account for delivery of their portfolios, ensuring they are supported and developed to maximise their contribution.</p> <p>Ensures the executive team has the right balance and diversity of skills, knowledge and perspectives and takes responsibility for succession planning.</p> <p>Together with the Chair, 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.</p>	<p>Demonstrates respect and adopts a compassionate and inclusive leadership style with an understanding of inclusion (in respect of boards, patients and staff).</p> <p>Works to espouse the values set out in the NHS People Plan, Nolan Principles and soon to be published Leadership Way.</p> <p>Ability to lead and build strong relationships across different sectors, and to adapt to changing situations.</p> <p>Track record of promoting equality diversity and inclusion in leadership roles at board level and across systems.</p> <p>Understanding of your own strengths and the strengths of others, and where these are best deployed to solve challenges.</p>



Together with the Chair, take responsibility 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.



Eligibility

It is expected that the successful applicants will not have an ongoing leadership role at an organisation within the same ICS footprint. Applicants will need to stand down from such a role if appointed to the ICS CEO role.

Applicants should have strong connections with the area served by the ICS.

Given the significant public profile and responsibility members of NHS Boards hold, it is vital that those appointed inspire confidence of the public, patients and NHS staff at all times. NHS England / NHS Improvement makes a number of specific background checks to ensure that those we appoint are “fit and proper” people to hold these important roles. More information can be found on our [website](#).

Applications will be assessed on merit, as part of a fair and open process, from the widest possible pool of candidates. The information provided by applicants will be relied on to assess whether sufficient personal responsibility and competence have been demonstrated in previous/other roles, to satisfy the experience, skills and values being sought.

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.

- 50% of the working age population and 77% of the NHS workforce are women
- 14% of the working age population and 23% of the NHS workforce are from ethnic minorities
- 16% of working age population and 5% of the NHS workforce are disabled
- 2% of the population over 16 and 3% of the NHS workforce identify as LGB
- 82% of working age adults and 79% of the NHS workforce are under 55¹

We want to increase the diversity of our NHS leadership and encourage applications from groups we know are all under-represented in these important roles. We prioritise Equality, Diversity and Inclusion, team 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.

¹ Population data source gov.uk/ons.gov.uk (2011 Census). NHS source: Workforce NHS Digital - Hospital and Community Health Services workforce statistics: Equality and Diversity in NHS Trusts and CCGs in England (2020 September data used)

4. Terms of appointment

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

- All NHS CEOs are required to comply with the [Nolan Principles of Public Life](#) and meet the [Fit and Proper Persons requirements](#).

More information

The Government's [White Paper on health and care reform](#) place ICSs at the heart of the NHS. The four core purposes of an ICS are laid out in [Integrating care: Next steps to building strong and effective integrated care systems across England](#), namely 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, all rooted in underlying principles of subsidiarity and collaboration.

Information specific to each NHS region and individual ICS CEO vacancy are included in the individual ICS Locality Pack.

NHS England / NHS Improvement respects your privacy and is 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.

5. Making an application

For more information, you can get in touch with:

- **Our Regional contacts** - for an informal and confidential discussion about the ICS CEO role. Contact details are included in the individual ICS Locality Pack (see above)
- **Our National Executive Talent and Appointments Team (ETAT)** – for general enquiries about the selection process contact the team at ExecTalent&AppointmentsTeam@england.nhs.uk.

Gatenby Sanderson have created a national microsite for all 42 ICS CEO roles and a link to each individual role can be found at the following website www.ICC-CEO-Recruitment.com. If you wish to apply for any of the roles **you must apply via this website** and you will be asked to upload the following information:

- Confirmation of the ICS CEO role you are applying for. You may apply for more than one role if you meet the criteria, but we strongly advise that you tailor and submit individual applications to be competitive.
- a CV that includes your address and preferred contact details, highlighting and explaining any gaps in your employment history
- a supporting statement that highlights your skills and experience and allows insights on your values and motivations for applying for the role. You should outline your personal responsibility and achievement within previous roles that demonstrates you have the knowledge, skills and competencies to deliver this role, as outlined in the person specification (max 2,000 words)

- the names, positions, organisations and contact details for three referees. Your referees should be individuals in a line management capacity (or senior stakeholders), and cover your most recent roles and employer, any regulated health or social care activity or where roles involved children or vulnerable adults. Your references will be taken prior to interview and may be shared with the selection panel
- a completed monitoring information form which accompanies this pack
- a completed self-declaration form confirming that you do not meet any of the criteria that would disqualify you from appointment
- tell us about any dates when you will not be available for the selection process

Please do not apply through any other mechanism. Your application must be received through the website www.ICS-CEO-Recruitment.com

Closing date for receipt of applications: 26 September at 23.59 hours

Preliminary selection: information provided by applicants will be relied on to assess whether sufficient personal responsibility and competence have been demonstrated in previous/other roles, to satisfy the experience, skills and values outlined in the person specification. Long-listed applicants may be invited for a preliminary interview. Feedback from any preliminary assessment will be given to the selection panel who will agree the applicants invited to interview.

Shortlisting: the selection panel will use the information provided by the applicants and feedback from any preliminary assessment to agree applicants invited to interview. Assessment will be based on merit against the competencies experience, skills and values outlined in the person specification.

Stakeholder event: shortlisted applicants will be expected to participate in a stakeholder engagement event or events to meet groups of key stakeholders. Feedback from these sessions will be shared with the selection panel. **Further details and dates are included in the individual ICS Locality Pack**

Interviews: applicants will be asked to make a 5–10-minute presentation to help the selection panel draw out the competencies, experience, skills and values outlined in the person specification. The formal interview will be 45 mins to an hour of open questions from the selection panel to showcase past experience and explore applicant's values, motivations, creativity and ability.

Appointment: Selection panels will be asked to identify appointable candidates based on merit against the competencies experience, skills and values outlined in the person specification. The preferred candidate will be presented to NHS England and Improvement for appointment and the Secretary of State for Health for final approval of appointment.

The NHS People Directorate: NHS England / NHS Improvement
Leadership, Lifelong Learning & Talent: *Executive Talent and Appointments Team*
The Embankment
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W: england.nhs.uk

This publication can be made available in a number of other formats on request.



Annex – National Advert

Integrated Care Systems for England – Chief Executive of the ICS's Integrated Care Board

Full time with flexibility. Remuneration: Competitive - according to individual ICS and experience

Do you have the vision to deliver a new healthcare approach for patients in England?

Integrated care systems (ICSs) are partnerships of health and care organisations that come together to plan and deliver joined up services and to improve the health of people who live and work in their area. They exist to improve outcomes in population health and healthcare; tackle inequalities in patient outcomes, experience and access; enhance productivity and value for money and support broader social and economic development in their area.

As CEO of the ICS's Integrated Care Board (ICB) you will work with your colleagues, your community and your partners to deliver a long-term strategy to achieve this.

There are now 42 ICSs covering the whole of England, each serving between 500,000 and three million people. Each ICB will hold a substantial budget for commissioning high quality patient care and the authority to establish performance arrangements to ensure this is delivered.

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

These are significant, high-profile roles at the cutting edge of public sector reform. To succeed you will need:

1. To share our belief that ICSs should reflect all the communities they serve and the ambition of the NHS long term plan.
2. Significant board level, and CEO experience leading across regulated environments.
3. Strong, strategic leadership skills, critical reasoning and numeracy, with the experience of stewardship of significant public funds, good governance and delivering impactful public outcomes.
4. A track record of leading transformational and digital change and an ability to establish a new organisation, top-team and healthy, stakeholder-led culture across your system. You will know how to lead sophisticated engagement and performance strategies at system level.

5. To be politically astute and an exceptional communicator. This will be demonstrated through a track record of building trusted partnerships which have driven practical, community-led change.
6. To bring current health experience and thinking which drives improvements in care, long-term, preventative strategies for population health and for tackling health inequality.
7. You will have great personal integrity and expect this in others. You will actively champion diversity, inclusion, and equality of opportunity for all.

Closing date for applications is 23:59 hours on 26 September 2021, please visit www.ICS-CEO-Recruitment.com

We are passionate about creating an inclusive workplace that promotes and values diversity. We know through experience that the different ideas, perspectives and backgrounds create a stronger and more creative work environment that delivers better patient outcomes. We welcome applications irrespective of people's age, disability, sex, gender, identity and gender expression, race or ethnicity, religion or belief, sexual orientation or other personal circumstances. We have policies and procedures in place to ensure that all applicants are treated fairly and consistently at every stage of the recruitment process, including the consideration of reasonable adjustment for people who have a disability.