



Chair

Candidate briefing pack

June 2023



HUNTER
Executive talent for the healthcare sector



The opportunity

We are seeking a collaborative leader for Lincolnshire to chair the Integrated Care Board.

There is long history of joint working in Lincolnshire between the NHS, Local Authority Public Health, Social Care, the 3rd Sector, Housing and Children's Services, to address the factors that determine health throughout the life course and to seek to reduce demand on health care services in a more preventative and proactive manner. In the last 18 months there has been a real step-change in the strength and effectiveness of this partnership working with the creation of the Lincolnshire Integrated Care System (ICS) and the Lincolnshire Integrated Care Board (ICB).

What is an integrated care system?

Integrated care systems (ICs) 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.

Integrated Care Boards (ICB) have taken on former Clinical Commissioning Group's (CCG) functions and broader strategic responsibility for setting healthcare strategies for the system and will work with an Integrated Care Partnership (ICP) committee formed jointly with Local Authority Partners. Together, and along with local partners, the ICP and ICB forms the ICS.



About Lincolnshire ICS

Lincolnshire ICS – known as Better Lives Lincolnshire – covers the county of Lincolnshire. It is the fourth largest county in England covering an area of 5,921 square kilometres with a resident population of 768,400 (Census 2021) with a 49% male and 51% female breakdown. It is rural, with no motorways, little dual carriageway and 80 kilometres of coastline. Residents are dispersed across the city, market towns, rural and coastal areas

Through partnerships and joint working we bring providers and commissioners of NHS services across the county together with local authorities and other local partners to collectively plan health and care services to meet the diverse needs of our population.

Better Lives Lincolnshire is part of a fundamental shift in the way the health and care system is organised. Following several decades during which the emphasis was on organisational autonomy, competition and the separation of commissioners and providers, we rely instead on collaboration and a focus on places and local populations as the driving force for improvement.

As with other ICSs across the country, Better Lives Lincolnshire has four key aims:

- Improve outcomes in population in health and healthcare.
- Tackle inequalities in outcomes, experience and access.
- Enhance productivity and value for money.
- Help the NHS support broader social and economic development



The Lincolnshire ICB and Lincolnshire County Council are co-terminous. Our partner organisations include:

- Lincolnshire County Council (LCC)
- East Midlands Ambulance Service NHS Trust (EMAS)
- Lincolnshire Community Health Services NHS Trust (LCHS)
- United Lincolnshire Hospitals NHS Trust (ULHT)
- Lincolnshire Partnership NHS Foundation Trust (LPFT)
- Primary Care including 81 GP practices, Pharmacy, Dental and Optometry Services
- Social Care Providers
- Care Sector – including domiciliary care and 295 care homes in the county
- Community and Voluntary Sector
- University of Lincoln
- Lincolnshire Police



About Lincolnshire ICB

The composition of NHS Lincolnshire ICB is set out below:

Lincolnshire ICB Board			
Non-Executive Members	Executives	Partner Members	Other Members
Chair Non-Executive Members (5)	Chief Executive Officer Director of Finance Director of Nursing Medical Director	Local Authority Primary Care NHS Trust	Board Mental Health Member

Our first "Joint Forward Plan", developed by the ICB and our NHS partner Trusts, will be available on our website from 30 June 2023. Our first, interim, Integrated Care Partnership Strategy was published early in 2023 and is also available on our website.



The role

This is a significant, high-profile role at the cutting edge of public sector reform. To succeed you will need:

- Strong strategic leadership skills, with an ability to lead a significant new Board, demonstrated by a career record of achievement at the highest levels, including stewardship of significant funds and resources.
- You will share our belief that ICSs should reflect all the communities they serve and champion diversity, inclusion, and equality of opportunity for all.
- You will be politically astute and an excellent communicator. This will be demonstrated through a track record of building strong partnerships across complex boundaries that have driven practical, community-led change.
- To bring current thinking which will drive improvements in care, long-term, preventative strategies for population health and for tackling health inequality, with a strong focus on integrated approaches.
- To be able to establish trust quickly, at every level. You will be able to demonstrate how you have built healthy cultures, with high performing boards, and CEOs. You will have great personal integrity and expect this in others. You will operate by the **Nolan Principles of Public Life** and meet the **Fit and Proper Persons requirements**.

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.

The appointment will be made on merit after a fair and open process so that the best person, from the widest possible pool of candidates, is appointed.



Priorities

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

The Chair champions action to help meet the four core purposes of Integrated Care Systems; to improve outcomes in population health and healthcare; tackle inequalities in outcomes, experience and access; enhance productivity and value for money and help the NHS support broader social and economic development.

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

Accountabilities

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

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

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



Responsibilities and competencies

Strategy and transformation

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

Partnerships and communities

- Is an ambassador for system working and collective accountability, building strong partnerships and promoting effective dialogue across the ICS, with local government, NHS England and broader partnerships including the voluntary sector, to ensure joint planning and delivery, working through potential conflicts of interest.
- Engages Chairs and NEDs in partners across the system to work in a collaborative manner and build consensus.
- Works closely with the ICP Chair to shape and align the work of the ICP, with local government through the ICB.

- Establishes shared strategic priorities within the NHS in partnership with local government to tackle population health challenges and enhance services across health and social care.

Social justice and health equalities

- Advocates and champions for diversity, health equality and social justice. Fosters strong partnership arrangements with local government and wider partners to deliver these aims.
- Ensures the ICS is responsive to people and communities – and that public, patient and carer voices are embedded in all of the ICB's plans and activities.
- 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.

Sustainable outcomes

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



Governance and assurance

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

People and culture

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



Person specification

In order to be considered for this role, you should have the following attributes:

Knowledge

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

Experience

- Extensive experience of providing compassionate and inclusive leadership in a role such as a Chair or Non-executive Director, at board or equivalent level in a complex public sector organisation such as; an NHS provider, Local Authority or CCG or have suitable leadership experience independent of the system
- Comprehensive experience of chairing complex professional meetings at a very senior level in a collaborative, efficient and effective manner
- Considerable experience of navigating politically sensitive situations and environments
- Significant experience of working with different sectors, groups, networks and building teams to deliver major transformation of public services

- Broad experience of working across agency and professional boundaries, collaboratively with the board and other stakeholders to oversee services and consult on transformation initiatives
- Experience of providing leadership and governance of a board, to identify and address issues, including underperformance and balance the competing objectives of quality, operational performance, and finance
- Track record of promoting Equality Diversity and Inclusion in leadership roles at board level and across systems

Skills

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

Values

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

Key Competencies

Outlined above in the roles and responsibilities / competencies section are the six competency domains that illustrate some of the key behaviours we expect an ICB Chair to exhibit.

The ICB Chair role and person specification have been agreed nationally and will provide a consistent framework for assessment based around the emerging Leadership Competency Framework. A summary person specification on the next page groups the knowledge, experience, skills and values criteria within the competencies outlined above for ease of reference.



COMPETENCY	DESCRIPTION	KNOWLEDGE, EXPERIENCE & SKILLS
Setting strategy and delivering long-term transformation	<ul style="list-style-type: none"> Leads the board in setting a vision, strategy and clear objectives for the ICB in delivering on the four core purposes of the ICS, the triple aim and the body's regulatory responsibilities Holds the ICB Chief Executive to account for delivery of the strategy of the ICB, the plan for the delivery of health services for the population and effective stewardship of public money Works with Local Government partners to establish the Integrated Care Partnership, establishing a strong relationship between the Board and the Partnership, and a dynamic which encourages a strong focus on health and care outcomes for the population 	<ul style="list-style-type: none"> Extensive knowledge of the health, care and local government landscape Ability to thrive and innovate in a complex and politically charged environment of change and uncertainty Extensive experience of providing compassionate and inclusive leadership in a role such as a Chair or Non-executive Director, at board or equivalent level in a complex public sector organisation such as; an NHS provider, Local Authority or CCG or have suitable leadership experience independent of the system Considerable experience of navigating politically sensitive situations and environments
Building trusted relationships with partners and communities	<ul style="list-style-type: none"> Is an ambassador for system working and collective accountability, building strong partnerships and promoting effective dialogue across the ICS, with local government, NHS England and broader partnerships including the voluntary sector, to ensure joint planning and delivery, working through potential conflicts of interest Engages Chairs and NEDs in partners across the system to work in a collaborative manner and build consensus Works closely with the ICP Chair to shape the new ICS Partnership and align the work of the ICP, with local government through the ICB Establishes shared strategic priorities within the NHS in partnership with local government to tackle population health challenges and enhance services across health and social care 	<ul style="list-style-type: none"> Broad experience of working across agency and professional boundaries, collaboratively with the board and other stakeholders to oversee services and consult on transformation initiatives Exceptional communication skills and be comfortable presenting in a variety of contexts, with experience of dealing with the media and / or politicians on topics of healthcare or other public sector activities Highly developed interpersonal and influencing skills, with the ability to lead in a creative environment which enables people to thrive and collaborate



COMPETENCY	DESCRIPTION	KNOWLEDGE, EXPERIENCE & SKILLS
Leading for Social Justice and health equality	<ul style="list-style-type: none"> Advocates and champions for diversity, health equality and social justice. Fosters strong partnership arrangements with local government and wider partners to deliver these aims Ensures the ICS is responsive to people and communities – and that public, patient and carer voices are embedded in all of the ICS's plans and activities 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 	<ul style="list-style-type: none"> Understanding of different sectors, groups, networks and the needs of diverse populations An awareness and appreciation of social justice and how it might apply within an ICS Ability to remain independent and neutral to provide independent and unbiased leadership of the board Creates and lives by the values of openness and transparency
Driving high quality, sustainable outcomes	<ul style="list-style-type: none"> Ensures the ICB has (and delivers on) an ambitious plan for healthcare services, which balances the need to improve longer term health outcomes against short-medium term performance objectives Leads the system through aligning partners in the implementation of the Long Term Plan and the People Plan, overseeing progress against their objectives Oversees the purposeful arrangements for effective clinical and professional care leadership throughout the ICS Fosters a culture of research, innovation, learning and continuous improvement, with a particular focus on quality, safety, access, patient experience, preventative approaches, care closer to home, and more personalised and streamlined service delivery across the patch Ensures the NHS plays its part in social and economic development and achieving environmental sustainability, including the Carbon Net Zero commitment 	<ul style="list-style-type: none"> 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 Significant experience of working with different sectors, groups, networks and building teams to deliver major transformation of public services Problem solving and the ability to identify issues and areas of risk, leading stakeholders to effective resolutions and decisions



Eligibility

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 ICB Chair role. Elected officials including MPs and members of councils are excluded from the NHS ICB chair 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 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 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.

Terms of appointment

- The remuneration for this role is £65,000 pa.
- Initial term of appointment will be for up to three years. Any subsequent appointment will be subject to satisfactory performance appraisal.
- You will have considerable flexibility to decide how you manage the time needed to undertake this role. On average, it will require a minimum 2.5 to 3 days a week, including preparation time, the occasional evening engagement and events designed to support your continuous development.
- All NHS Board members are required to comply with the [Nolan Principles of Public Life](#) and meet the [Fit and Proper Persons requirements](#).

More information

- [Support in preparing your application](#)
- [Onboarding support, sources of information, useful reading](#)
- [View all current chair and non-executive vacancies](#)
- [Sign up to receive email alerts on the latest vacancies](#)

Hunter Healthcare Resourcing Limited are committed to protecting and respecting your privacy. Please read their [privacy statement](#) before making an application



How to apply

The closing date for applications is
11 September 2023.

Applications should include:

- A covering letter explaining why the appointment interests you, how you meet the appointment criteria and what you specifically would bring to the post.
- A Curriculum Vitae (CV) with education and professional qualifications and full employment history. Please include daytime and evening telephone contact numbers and email addresses. The CV should include names and contact details of three referees. References will not be taken without your permission.
- A completed **Equal Opportunities Monitoring Form** and **Fit and Proper Person Monitoring Form**.

Please note that the information you provide will be treated as confidential, and is for monitoring purposes only. It will not form part of the application process.

All applications should be sent to: **applications@hunter-healthcare.com**. All applications will be acknowledged.

If you would like to have an initial conversation, please contact our recruitment partners, Jenny Adrian at Hunter Healthcare on 07939 250362 or by email at **jadrian@hunter-healthcare.com**.

Find out more

- **Our Regional contacts** – For an informal and confidential discussion with Julie Grant, Director of Strategic Performance, NHS England about the Lincolnshire ICB Chair role please contact **j.grant10@nhs.net**
- **Hunter Healthcare** are helping us to identify potential candidates, if you would like a confidential discussion about the role contact Janice Scanlan at **jscanlan@hunter-healthcare.com**
- **Our Non-executive Talent and Appointments Team** – for general enquiries about the selection process contact the team at **england.Chairsandneds@nhs.net**





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