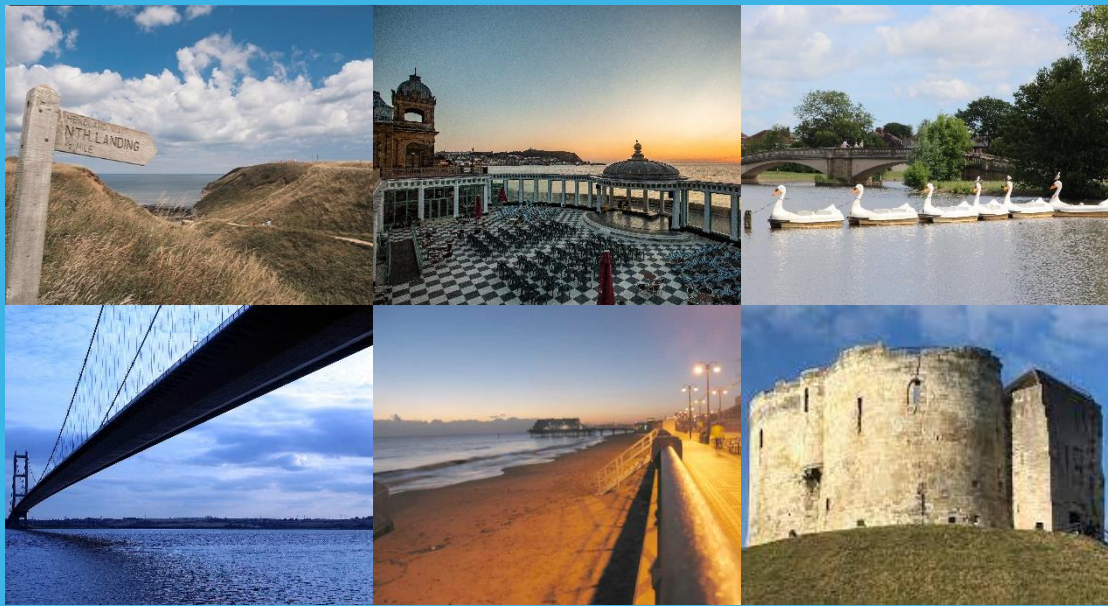


Humber, Coast and Vale Health and Care Partnership

Integrated Care System Chief Executive Officer Applicant Pack



September 2021



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Thank you for your interest in becoming the Chief Executive Officer of the [Humber, Coast and Vale Health and Care Partnership \(Integrated Care System\)](#).

In this pack you will find information about the role, as well as details about the HCV Partnership (ICS) - including the geographic area we cover and the population we serve; our aims and our ambitions; and some of our key achievements to date.

About the role

The HCV Partnership (ICS) has achieved a lot since it was established in early 2016 (initially as sustainability and transformation partnership before becoming an ICS a year earlier than required in April 2020).

We want to build on our work over the last five years and are therefore looking to recruit an exceptional Chief Executive Officer (CEO) to help us deliver on our five-year ambitions outlined in our [Partnership Long Term Plan](#) to deliver improvements in health and wellbeing for our population.

Following the publication of the [Government's White Paper \(Integration and Innovation\)](#) on 11th February 2021 and subject to the final Parliamentary Bill, integrated care systems (ICS) are expected to become statutory organisations on 1st April 2022.

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, each ICS will consist of two statutory elements:

- an Integrated Care Board (ICB), 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 the CEO is to lead action to drive improved health outcomes for the people and communities living within the Humber, Coast and Vale area. They 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 Humber, Coast and Vale. 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

- The CEO will be accountable for devising and delivering a five-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.
- 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.
- 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.
- 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.

- 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.
- 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.
- You will lead the Emergency, Preparedness, Prevention response and hold civil contingency responsibility for the ICB reporting through to the Regional NHSE/I team.

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

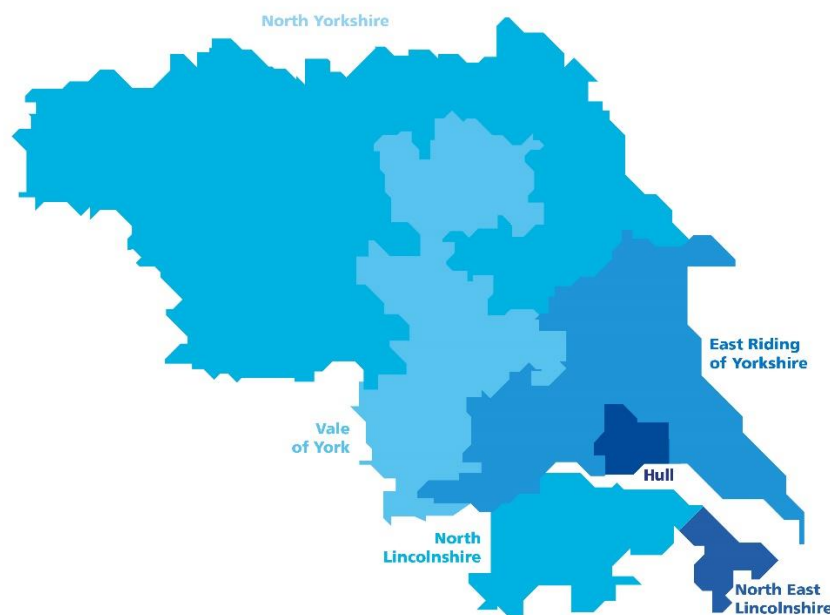
- Exceptional communication skills which engender community confidence, strong collaborations and partnerships
- Strong critical thinking and strategic problem-solving: the ability to anticipate and frame issues to drive effective strategy, problem resolution and action. Analytical rigour and numeracy 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.

About the Partnership

The Humber, Coast and Vale Health and Care Partnership (Integrated Care System) is a collaboration of health and care organisations which believe they are stronger when working together. We are striving to improve the overall health and wellbeing of our population as well as the quality and effectiveness of the services we provide.

Together we form the system of organisations that are responsible for planning, paying for and providing health and care services within Humber, Coast and Vale. We serve a population of 1.7 million people, all with different health and care needs.

The HCV Partnership (ICS) works across a geographical area of more than 1,500 square miles which includes cities, market towns and many different rural and coastal communities. Our area stretches along the east coast of England from Scarborough to Cleethorpes and along both banks of the Humber. Humber, Coast and Vale incorporates the cities of Hull and York and large rural areas across East Yorkshire, North Yorkshire and Northern Lincolnshire.



The population of Humber, Coast and Vale is diverse and this presents both opportunities and challenges. The life chances of our citizens can vary significantly across the different neighbourhoods and places that make up Humber, Coast and Vale. Some individuals and communities are disproportionately affected by ill-health and premature death for a wide variety of reasons. This includes people with learning disabilities, those without permanent homes, LGBTQ+ citizens, veterans and other individuals and groups who can face barriers to accessing health and care services and wider opportunities to improve their health and wellbeing.

The HCV Partnership (ICS) was established in early 2016, when organisations from the NHS, local councils, other health and care providers, and the voluntary and community sector came together to start thinking about the challenges facing the NHS and wider health and care sector in future years. Since then, we have been working together – within our six places (shown on the map above) and across wider geographies where it makes sense to do so – to look for ways to join up health and care services and to make them work better for our local people.

There are different organisations from across the health and social care sector which are formal members of the HCV Partnership (ICS). This includes our four acute hospital trusts, three mental health providers, six clinical commissioning groups (CCGs), six local councils, four community interest/not-for-profit providers and two ambulance trusts ([click here](#) for the full list).

These organisations, however, only represent part of the health and care system across our area. Across Humber, Coast and Vale there are around 230 GP practices, 550 residential care homes, 10 hospices, 180 home care companies and thousands of voluntary and community sector organisations all helping to keep our local people well.

Our vision

Our Partnership's ambition is for everyone in our area to: ***start well, live well and age well.***

We want to become a health improving system rather than an ill-health treating system. This means shifting the focus of our services from picking people up when they fall to helping to prevent them from becoming unwell in the first place and supporting more people to manage their health and wellbeing at home so they can get on with living happy and fulfilling lives.

We want every child to have the best start in life and have the support they need for their mental and physical health needs at the earliest possible opportunity. We want to ensure everyone has access to the right care and support that responds to their changing health needs and, wherever possible, support people to be independent and in control.

Recognising that it can be difficult to talk about death and dying, we want to create an environment in which people can have positive conversations about dying well. This will help us to give people greater choice and control and provide coordinated, compassionate care for those in the latter stages of life.

Our vision is extremely ambitious and we recognise that it will not be achieved overnight. We have identified four priority areas or key things we want to achieve to deliver the vision we have set out.

- **Helping people to look after themselves and to stay well**
(see [pages 9-15](#) of our Long Term Plan)
- **Providing services that are joined-up across all aspects of health and care**
(see [pages 16-23](#) of our Long Term Plan)
- **Improving the care we provide in key areas e.g. cancer, mental health**
(see [pages 24-38](#) of our Long Term Plan)
- **Making the most of all our resources i.e people, technology, buildings and money**
(see [pages 39-51](#) of our Long Term Plan)

Recent achievements through Partnership working

Over the past five years our system-wide approach has brought about widespread positive change across our many Partnership programmes and workstreams. These achievements are detailed in our [annual reports](#) and [other documents](#).

The Partnership is dedicated to improving the overall health and wellbeing of people living in Humber, Coast and Vale.

There are several ways we are already doing this in our communities:

- The [First Contact Practitioner Scheme](#) has physiotherapists based in GP surgeries as the first point of contact for people with musculoskeletal conditions, which covers muscles, joints and bones.
- Across Humber, Coast and Vale we've developed [Maternity Voices Partnerships](#) so that women and their families can contribute to the development of local maternity care.
- We are working with key partners to invest in, nurture, train and educate the current and new health and care workforce, which includes a relatively new role – [Nursing Associates](#).
- We've been working in partnership with the British Heart Foundation to offer [blood pressure monitoring services](#) in community pharmacies in Hull and East Riding of Yorkshire.
- We're working with Humberside Fire & Rescue Service to raise awareness of [cardiovascular disease](#). Their Safe and Well visits to vulnerable people now include cardiovascular disease prevention messages.
- The [Yorkshire and Humber Care Record](#) is being rolled out across the Humber, Coast and Vale with the aim of improving care for people who use health and care services.

Below are just a few of the achievements of the work that has been undertaken over the last year or so in partnership across Humber, Coast and Vale.

By working collectively as a Partnership we:

- Published our [2021/22 strategic objectives](#), which set out the direction of travel of the Partnership over the next 12 months, which culminates in the HCV Partnership, as the region's integrated care system, being embedded into legislation from April 2022 subject to legislation approval.
- We have administered more than 2.3 million vaccine doses as part of the Humber, Coast and Vale Covid-19 vaccination programme, including 1.23 million first doses and 1.07 million second doses (as of 18th August 2021).
- Became the first ICS in the country to [commit to a new levelling up framework](#).
- [Achieved Integrated Care System \(ICS\) status in May 2020 – a year earlier than required to](#). Being awarded ICS status recognises the significant progress the Partnership has made in recent years in developing local health and care services that meet the needs of our population.
- Were awarded [£16million to upgrade hospital A&E departments](#) across the region to help respond to the Covid-19 pandemic and winter pressures.
- Transformed our health and care services in response to the emergence of Covid-19 to ensure they could continue to provide the best possible care safely. More than 330 unique changes and innovations were captured in our [Understanding our Response to Covid-19 rapid insights report](#), with this learning being used to improve health and care services in our communities long after the pandemic is over.
- Launched the [Ask a Midwife Facebook service](#) with maternity service providers so expectant and new mums and their partners could communicate with midwives to raise any concerns conveniently, as well as receive key information as their pregnancy or labour progressed. To date,
- Introduced a [new emergency department digital integration \(EDDI\) system which allows people to be allocated a time via the NHS 111 service to visit A&E for non-life threatening conditions](#). Introducing this system in our hospitals has helped to manage the number of people waiting in emergency departments at any one time, which has helped with social distancing and other Covid19-related guidelines.

- Encouraged more than 11,500 people to complete [suicide prevention training](#) during the last year and a half as part of the Partnership's #TalkSuicide campaign. We have also introduced a [free online mental health and emotional wellbeing support service to help men](#) living in Humber, Coast and Vale.
- Launched the Humber, Coast and Vale [staff resilience hub](#) to support health, care and emergency service workers who may be struggling from the impact of the Covid-19 pandemic. The service is a confidential and is independent of existing mental health and internal occupational health services.
- Became one of only seven health and care partnerships in the country to [secure funding \(worth £500,000\) as part of a two-year national green social prescribing scheme](#) aimed at helping communities hardest hit by coronavirus by connecting people with nature and their local environments to improve their mental health and wellbeing.
- Continued to raise awareness of cancer and promote the importance of early diagnosis through the [Cancer Champion training programme](#). Despite needing to pause face-to-face sessions due to Covid-19, the programme was adapted to deliver these sessions virtually and to date has trained more than 2,300 people.
- Developed a [careers pathway with transferable skills matrix](#), which was adopted by the Government's Department for Work and Pensions to encourage people looking for work to consider roles in the health and care sector.
- Provided more than [500 tablet devices to ensure that care home residents could remain connected to GPs](#) from the outset of the coronavirus pandemic. Deployment of this technology meant the care and support that GPs would normally provide to residents during care home visits could continue.

Further information

What we hope you will see when reading through this supporting information is a demonstration of the success of the work we are undertaking together to ensure all the people living in Humber, Coast and Vale have the opportunity to ***start well, live well and age well.***

If you share our values and ambitions for the people living in Humber, Coast and Vale and have the skills and experience to drive our ICS forward, then we would be delighted to receive your application.

If you would like a confidential discussion regarding the role, please contact Richard Barker, North East and Yorkshire Regional Director, NHS England and NHS Improvement: richard_barker@nhs.net.

Find out more about the work of the HCV Partnership on our [website](#). You can also follow us on our [Facebook](#) and [Twitter](#) social media channels.



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