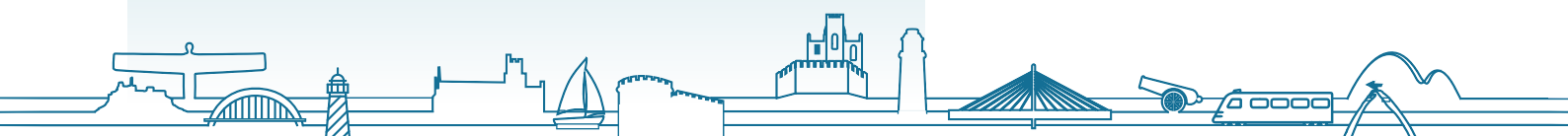


# Recruitment to **Chief Executive of the North East and North Cumbria NHS Integrated Care System**



## North East and North Cumbria ICS Applicant Pack

Thank you for expressing an interest to become the Chief Executive Officer (CEO) of the North East and North Cumbria (NENC) Integrated Care System (ICS). It will be largest ICS in England, serving a population of over 2.9 million people, covering thirteen upper tier local authorities, from big urban centres to large rural counties.

### Who we are

The ICS will comprise all the partners that are part of the health and care system working together in the NENC. The ICS will be placed on a statutory footing (subject to legislation) and will be governed in the following way:

- An Integrated Care Partnership (ICP) board will bring together a broad alliance of organisations and their representatives to agree an integrated care strategy to improve the care, health and wellbeing of the population. This partnership will be jointly convened by the NHS and local authorities in the area.
- An Integrated Care Board (ICB) which will be a statutory organisation bringing together the NHS locally to improve the health of the population.



### Our vision

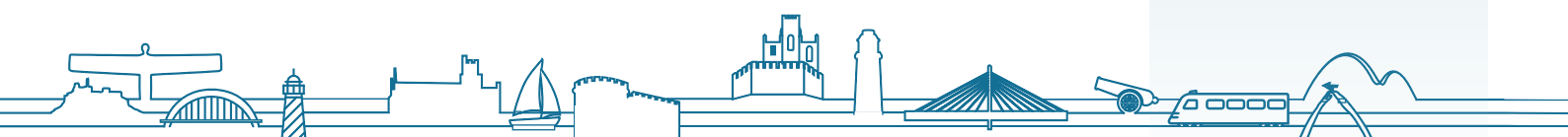
We have four key purposes:

- Improving outcomes in population health and healthcare.
- Tackling inequalities in outcomes, experience and access.
- Enhancing productivity and ensuring value for money.
- Supporting the broader social and economic development needs of the area.



By sharing resources, developing our workforce and making better use of technology, our ambition is to significantly improve the health and wellbeing of people in all our communities, through the provision of safe and sustainable services and the prevention of ill health.

We are redesigning services which meet the needs of individuals, helping people to stay well and avoid the need for unnecessary stays in hospital. We will achieve this by working with our local communities and by collaborating across organisations.



## Working in partnership

We are a region that thrives on collaborations driven by a shared vision to do the very best for our patients, local communities and dedicated staff.

We are working ever more closely with all our partners – including local authorities, the voluntary sector, community and social enterprise sector - to ensure we continue to design and deliver services to meet the needs of our local communities – what we call place-based working.



This includes working with our 66 primary care networks (PCNs) which are groups of local GP practices, social care teams, other community-based care providers and building on the strong links we have with Healthwatch and the VCSE sector across the region including VONNE and Cumbria CVS. These networks are built around places and neighbourhoods each working to improve services for local people and thinking about how to meet future challenges.

Through closer working with our local authorities and all our partners, our ambition is to also bring together not just health and social care but also education, planning, housing, environmental health and leisure services to support the broader social and economic development of the areas which in turn will improve the wider determinants of health.

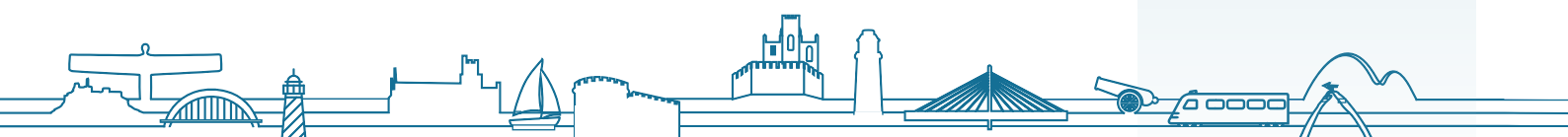
## Our regional footprint

We cover an area from the Scottish borders down to North Yorkshire and across to the north of Cumbria. Within our footprint we have 11 foundation health trusts and 13 upper tier local authorities.

The quality of our health and care services delivered across the North East and North Cumbria is consistently rated amongst the best in the country.



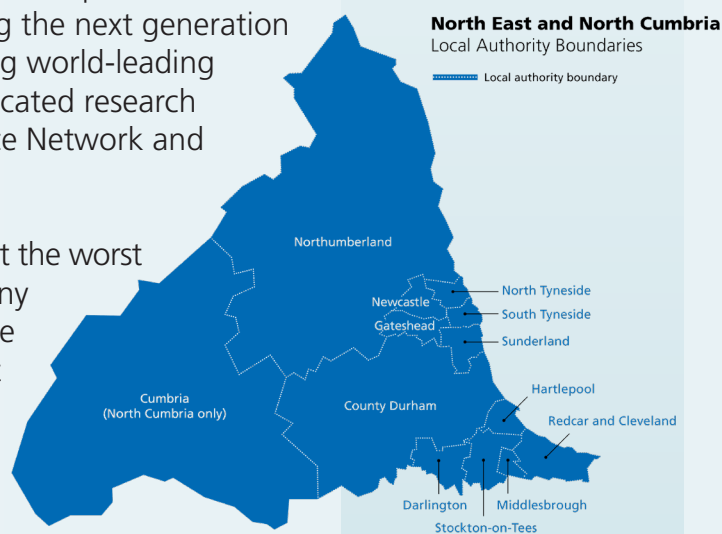
We have a strong track record of being at the forefront of innovation and transforming care. As a health and care system we have much to be proud of, with some of the most accessible primary



care services and best performing emergency care in the country, alongside a record of ground-breaking surgery and pioneering new treatments, world-class facilities and national centres of excellence.

We also have some of the best research and development programmes of any health system, developing the next generation of treatments, procedures and cures (including world-leading genetic research programmes) alongside dedicated research capacity through our Academic Health Science Network and Applied Research Collaborative.

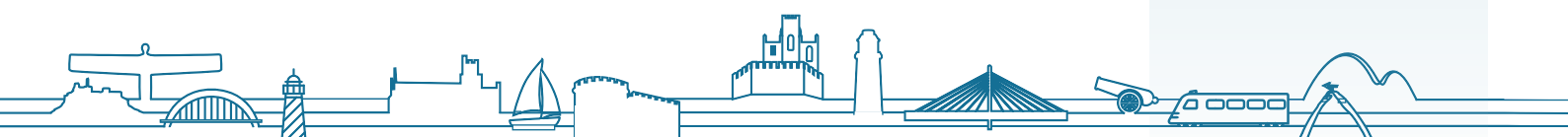
Despite this, overall public health is still amongst the worst in the country. Although there have been many improvements in recent years, for example the number of people dying from cancer or heart disease has decreased, fewer people are smoking and many are living longer; healthy life expectancy remains amongst the poorest in England.



We have high levels of unemployment, low levels of decent housing, and significant areas of deprivation. These contribute to some of the starkest health inequalities, early death rates and highest sickness levels in England, driving much of the pressure that health and social care struggle to manage.

We are developing a set of priorities to improve local population health, based on evidence and informed by views of clinicians and stakeholders. Some examples of these are as follows:

- Prevention, early detection and effective management of the biggest causes of premature mortality: cancer, cardiovascular and respiratory disease.
- Better lung health, with an ambition to achieve a smoke free generation and a fully smoke free NHS, including making every contact count.
- More effective management of frailty to ensure no one is admitted to hospital that could have been cared for more effectively in their own home with the right personalised care and doing more to tackle social isolation with our partners.
- Ensuring the best possible maternal health and early years outcomes.
- Improving the emotional well-being and mental health of infants, children and young people, recognising the lifelong impact of adverse childhood experiences.
- Supporting and enabling everyone to have a good death and to be able to die in the place of their choice.



- Improving outcomes for people who experience periods of poor mental health and specifically those with severe and enduring mental illness.
- Looking after the health and well-being of our workforce and valuing the impact they can have on the health and well-being of their families and communities.

Our medical training is rated amongst the best in the UK (scoring first in 17 out of 18 quality indicators in the 2019 national GMC training survey), we are home to one of the UK's top ten medical schools at Newcastle, and an innovative new medical school in Sunderland, dedicated to widening access to ensure the profession reflects the communities it serves.

We believe we have a huge opportunity to contribute both to improving population health and well-being, whilst also tackling the wider socio-economic determinants of health, including child poverty, substance misuse and economic exclusion, that have such an impact on the communities that we serve.



We are already taking positive steps towards increasing employment opportunities for local people in the health and care system. We are working with local schools and colleges so that our young people aren't driven to leave the area to build their careers by increasing volunteering and apprenticeship opportunities to support them into work.

"We are committed to playing our part in tackling climate change and carbon reduction"

As a health and care system we are committed to developing a consistent approach with our partners in the public and voluntary sectors to sustainability, recycling, improving air quality and carbon reduction, as well as increasing access to green spaces. We have joined a cross-sector coalition working to enable our region to "Become England's Greenest Region" and are developing a strategy that will set out our contribution as a health and care system to this aim.



## Developing our ICS

Working with our ICS Chair designate, Professor Sir Liam Donaldson, you will be responsible for the development of our ICS and will be the CEO and accountable officer on our ICB which will undertake the following functions:

- Developing a plan to meet the health needs of the population
- Allocating financial resources to deliver the plan across the system
- Establishing joint working and governance arrangements between partners
- Arranging the provision of health services through contracts and agreements with providers and leading any major service transformation programmes
- Delivering the NHS People Plan
- Leading system wide action on digital and data
- Jointly working on estates, procurement and community development
- Leading on emergency planning and resilience

This enables us to deliver on plans that are ambitious and realistic. Building on our collective approach we are looking for a CEO who can lead us on the next stage of our journey.

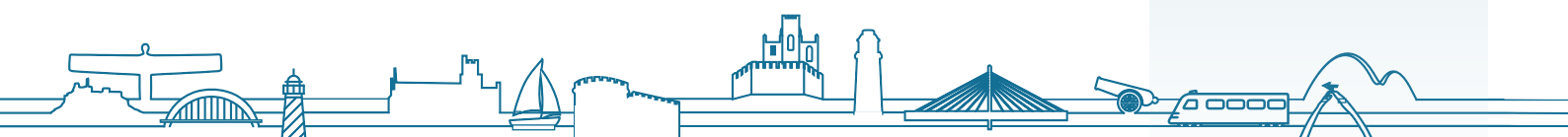
As the CEO your values and behaviours will be of the highest standards. You will be a respected, compassionate and inclusive leader with the ability to build and sustain successful partnerships.



You will bring credible knowledge and understanding to support the delivery of complex integrated working and transformational change. Emphasising and articulating our ICS vision and values, you will need to embody the principles of partnership-working which we have built upon over the past five years. You will clearly

champion the vision across and beyond the ICS, within communities and with our partners.

This is a high-profile position and the successful candidate will need to be an ambassador for our system so that together we can create a better future for our populations



and to drive our ICS in its vital work. This includes supporting our Partnerships across all our local places - so that together we can influence and respond to emerging priorities.

Most of all we are looking for someone who is passionate about addressing inequalities and achieving the best possible health and care for all our communities.

We are committed to improving the diversity of our leadership as demonstrated in our People Promise to tackle health inequalities for Black, Asian and minority ethnic communities and colleagues: Understanding impact, reducing inequalities, supporting recovery so that it is more representative of the people we serve.



We would particularly encourage applications from people of all backgrounds.

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

You can read more about the work of our ICS on our website at [www.northeastandnorthcumbriaICS.nhs.uk](http://www.northeastandnorthcumbriaICS.nhs.uk)

You can also follow us on twitter [@NENC\\_ICS](https://twitter.com/NENC_ICS)

We do hope you found this summary of our work useful and feel inspired to apply.



*Liam Donaldson*

Sir Liam Donaldson, Chair – North East and North Cumbria ICS



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Integrated Care System

North East & North Cumbria

**NHS**

