

Executive Recruitment Brochure

Careers at Shropshire,
Telford and Wrekin ICS



Shropshire, Telford & Wrekin
Integrated Care System

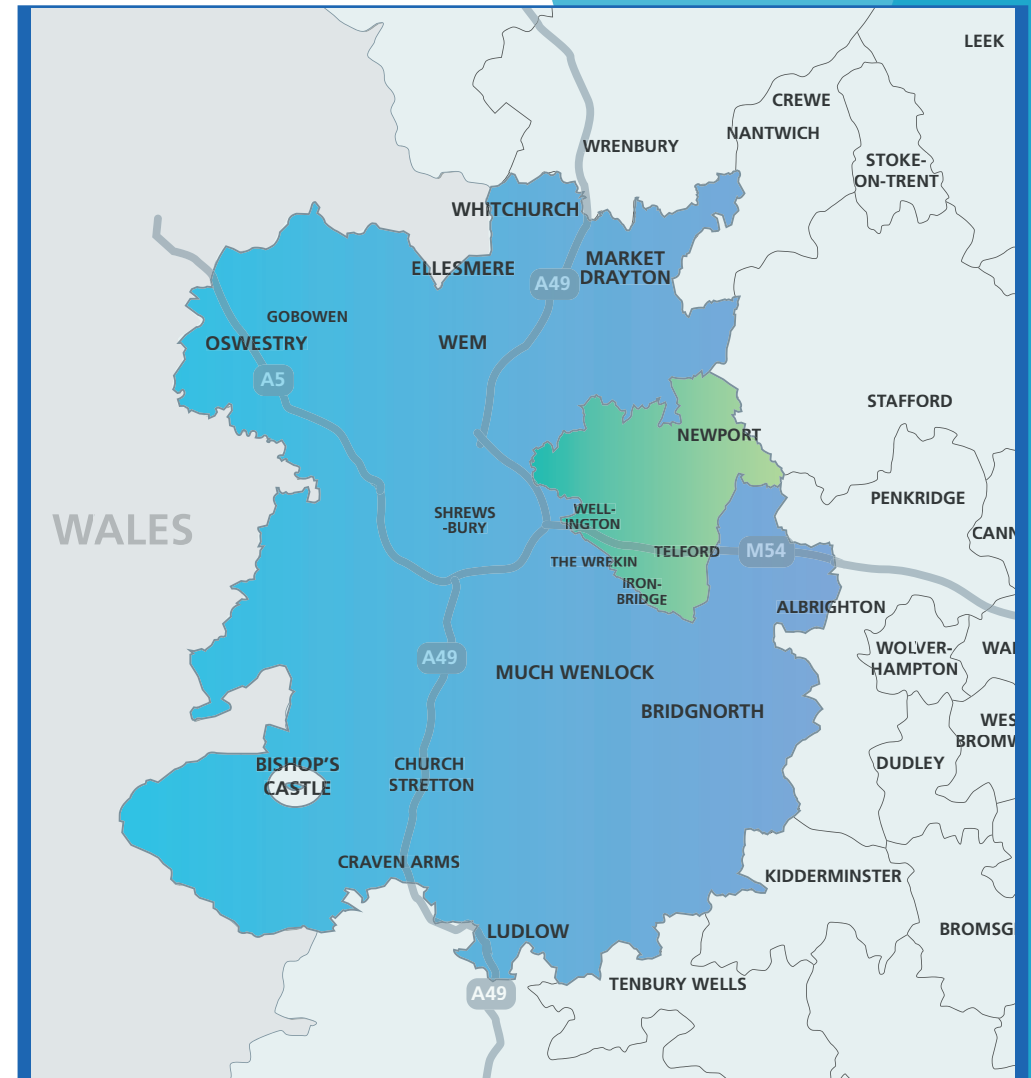


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Welcome Message

Thank you for your interest in working in the Shropshire, Telford and Wrekin health and care system. I am delighted that you are considering us for the next stage of your career.

In reading this brochure, you've taken the first steps towards potentially embarking on a new career with Shropshire, Telford and Wrekin ICS.

We hope to give you a feel for what it's like to work in this beautiful region, the wealth of opportunities available and how you can become part of the exciting journey we are on to continuously improve services and make a positive difference to the communities we serve.

I joined the system at the start of the year and have been really impressed with the drive and commitment of all of our teams to provide compassionate and efficient services to our communities. There is undoubtedly a lot to do, but our size enables us to be flexible and agile and to make progress quickly.

We have some incredible talent within our care system and a lot to be proud of, yet we recognise there are areas that need further improvement. Through our System Pledges, we have set out our ambitions clearly and transparently to ensure we are delivering care that meets the area's current and future, rural and urban needs. Our ambitious future plans are all focused on supporting and working with people – in their own communities – to live healthy and independent lives, helping them to stay well for as long as possible.

The future's exciting and there has never been a better time to join us in order to play a pivotal role in shaping, developing and delivering, a high performing health and care system for the residents that we serve.

Thanks to government funding, we are planning to embark on an exciting new hospital transformation programme. This is a catalyst for the system transformation programme and to facilitate us to really develop our model of care across the system. We need a senior leadership team that can really grasp this agenda and drive it forward in a collaborative way that maximises the use of this national funding. It is genuinely a once in a life time opportunity to change the model of health and care for our local population.

Our employees enjoy a work/life balance that many would envy – we promote flexibility and there's much to be said for working in such a beautiful part of the world. Those who choose to relocate here quickly fall in love with the charming towns, stunning countryside and fantastic amenities. Equally, those who work remotely look forward to visiting and benefit from the way of life the area affords our staff and communities.

We need ambitious, passionate and talented people who are ready to help us drive positive change and work collaboratively to continuously improve services for our families, carers, staff and communities.

As CEO I am quite clear that I am looking for the very best leaders, who can build a sustainable system for the future that places communities at the heart of what we do and looks after our people.

I am only looking for the best; I make no apologies for this. The potential of our system is significant, and I am committed to making this a reality for the residents that we serve.

Personally, I'd like to thank you for your interest and hope the information over the following pages answers any questions you may have. I look forward to welcoming you to the team and have no doubt that you will excel and thrive within our skilled, dedicated and dynamic team.



Simon Whitehouse
Interim ICB CEO

Shropshire, Telford and Wrekin
Integrated Care System

Overview

Overview of Shropshire, Telford and Wrekin Integrated Care System.

Our Integrated Care System (ICS) footprint covers 1,347 square miles, an area that is home to 500,000 people – a reflection of the region's semi-rural setting.

There is a rich diversity of healthcare provision in our area – presenting a host of opportunities for career progression and many ways to help shape the future of health and social care.

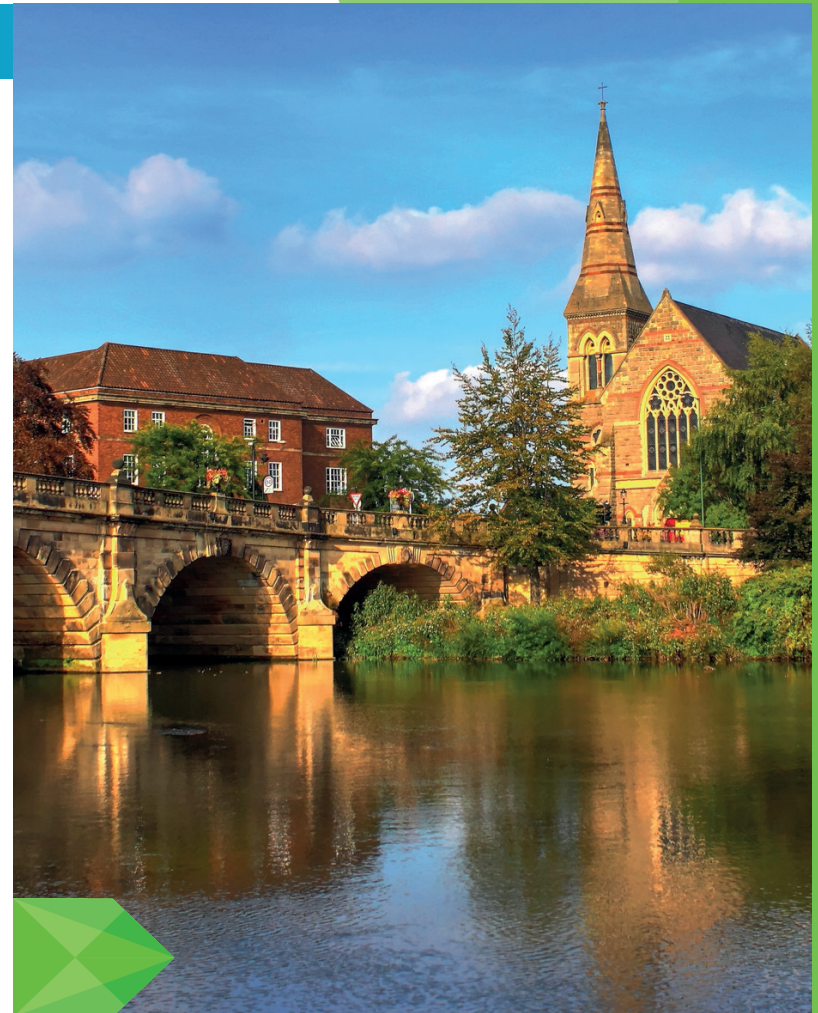
Our providers include two acute hospitals, sited less than 20 miles apart, with services delivered by one acute trust, Shrewsbury and Telford NHS Trust (SaTH). In the north west of the county, patients can access a specialist orthopaedic hospital, Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust (RJA), which provides elective orthopaedic surgery.

Other provision available here includes Shropshire Community Health Trust (ShropCom), which aims to be the best local provider of high quality, innovative health services near people's homes. A mental health service is also provided by the Midlands Partnership Foundation Trust (MPFT), and our region is served by the West Midlands Ambulance Service University NHS Foundation Trust (WMAS).



We have one Clinical Commissioning Group covering the area of Shropshire, Telford and Wrekin and two Local Authorities.

Given our location on the Welsh Borders, we are proud to be able to provide hospital services for people from the Welsh health system who are based outside the ICS footprint. Some mid-Wales residents rely on the services at SaTH and RJA and this is just one of the ways that our healthcare teams can really reach out and make a difference.



Case study

Edna Boampong

Director of Communications and Engagement
Shropshire, Telford and Wrekin Integrated Care System

Edna Boampong is a multi-award-winning, communications director with over 17 years' experience within the health sector. Passionate about supporting positive change, she joined the ICS as she wanted to take on a new challenge and, with an ambitious transformation programme in place, Shropshire, Telford and Wrekin ICS presented a unique opportunity.

With deep roots in Manchester, relocation wasn't an option but thanks to the system's strong flexible working policy, the distance poses no issues. She believes the ability for her team to work remotely is key to attracting the diverse talent into the system. "The fact we can operate anywhere has enabled us to recruit the best individuals without being bound by postcodes," she said.

"It's fantastic to work alongside such a talented team and there's a strong sense of camaraderie, despite us not sitting side-by-side. I travel to the office at least once a fortnight and enjoy every moment, soaking up the beauty of Shropshire on the way to work puts me in the perfect headspace to be productive".

Operating within a smaller ICS has also provided a springboard for Edna to make a difference. **"From day one, I've felt a real sense of belonging and the passion and drive within the workforce is infectious.** We're working towards common goals and we make things happen fast. I'm excited to see what the future holds."



CCGs and the local authority

Shropshire, Telford and Wrekin CCG

In April 2021, NHS Telford & Wrekin CCG and NHS Shropshire CCG merged to form a single commissioning organisation, NHS Shropshire, Telford and Wrekin CCG.

Chair Accountable Officer Number of staff

Dr John Pepper Mark Brandreth: 248

The ICS has two unitary authorities Shropshire Council and Telford and Wrekin Council

In terms of population, Shropshire is home to an estimated 310,000 people, with the Telford and Wrekin community estimated at around 170,000. Telford, a vibrant location with a population of approximately 150,000 is the largest town within the ICS and one of the UK's fastest-growing towns.

A cultural hotspot, the town boasts a number of museums, along with excellent shops, pubs and eateries. Its local authority was recently named Council of the Year (2021) at the Association of Public Excellence Awards.

In the Shropshire Council area, Shrewsbury is the largest town, bustling with a population of 70,600. One of the finest examples of a medieval market town in England, Shrewsbury offers picturesque riverside walks and impressive Tudor architecture in addition to many shops, bars and restaurants.

The second largest town in the Shropshire Council area is Oswestry, another ancient market town, with an eclectic host of shops and eateries, home to 16,600 residents and known for its Iron Age hill fort.

The total area covered by Shropshire Council is 1,234 square miles. This is 91.7% of the ceremonial county of Shropshire, with the remainder being covered by Telford & Wrekin Council.

Shropshire Council

Leader
Lezley Picton

Director of Public Health
Rachel Robinson

Population
323,136
(ONS 2019 MYE)

Chief Exec
Andy Begley
Number of staff
c.6,500

Majority party
Conservative
Director of Social Services
Tanya Miles

Telford and Wrekin Council

Leader
Shaun Davies

Director of Public Health
Liz Noakes

Population 179,900
(ONS 2019 MYE)

Chief Exec
David Sidaway
Number of staff
c.2,500

Majority party
Labour
Director of Social Services
Jonathan Rowe

Case study

Donna Hadley

Divisional Director of Nursing and Medicine
Shrewsbury and Telford NHS Trust

Donna has worked in the health sector for more than 20 years. Having previously worked at University Hospital Birmingham for two decades, she took up the role with a huge amount of experience as well as a hunger for a new challenge. She was eager to embed herself within a new team that shared her values and was dedicated to improving staff performance and enhancing patient outcomes.

“A key part of my role is to maintain quality standards in governance, making sure we’re constantly improving and always listening to what both patients and staff have to say. What’s great about my team here at STW is their attitude to change and how we take steps to make ourselves better – if something hasn’t worked or there are alternative ways of doing things, people grab the opportunity to improve with both hands.

“Having only come on board fairly recently, I’ve been able to offer my experience, along with fresh ideas from not only myself, but from the wider team – co-operation and communication are key and it is refreshing to experience how open and collaborative the culture is here.”



Case study

Joy Chowdhury

Clinical Lead and Consultant Surgeon for Spinal Injuries -
Robert Jones and Agnes Hunt Orthopaedic Hospital

Having worked in medicine for almost 30 years, Joy Chowdhury has held the role of a Consultant Surgeon in Spinal Injuries since 2007 and has been the Clinical Lead of the department since 2016.

He looks after patients from the acute stage of injury right through to rehabilitation and lifelong aftercare. This seamless service is only possible thanks to the multi-disciplinary team and collaborative culture at RJAH.

It was the role's diversity and the opportunity to be involved with a patient's journey from the beginning that initially attracted him to the role.

He said "What's really special about working here is the bonds we build with our patients. As well as giving them quality medical care, we hold their hand as they adjust to, and make sense of, their trauma and support their loved ones as they come to terms with the situation. They visit us regularly for many years and become extremely close with everyone here.

"While this role can of course be challenging at times, there is no comparison to the sense of reward I get every day from both patients and staff. **I love the strong sense of team work we have here – everyone is on the same page, working together and striving for the same goal.**

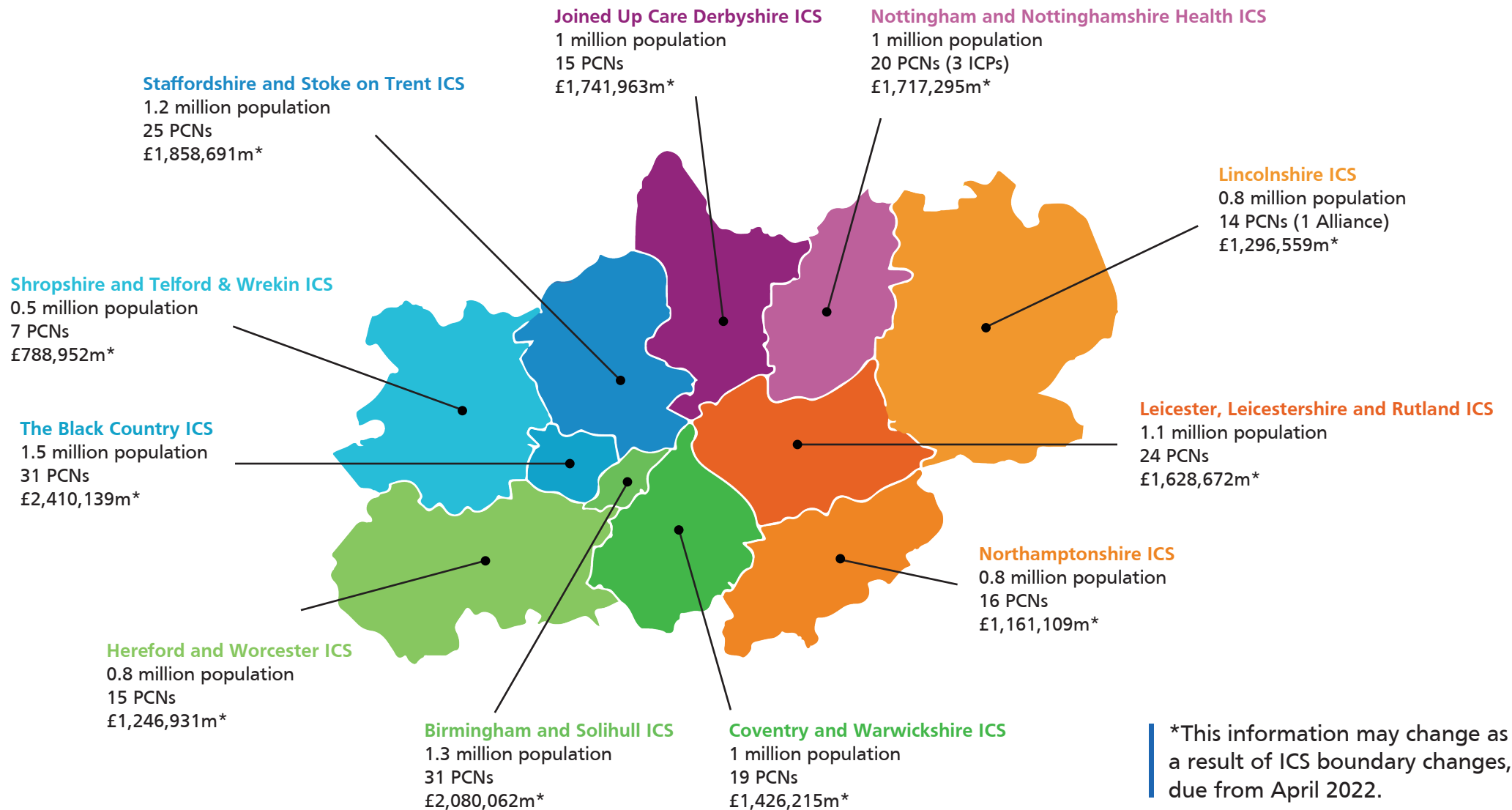
"Senior staff are always on hand to offer guidance and their door is always open which helps to create a warm, open and collaborative culture – that sounds simple but it can be rare and, in my opinion, should be welcomed."



Providers and CQC Ratings

Provider Type	Organisation	Summary	Chair	CEO	Current CQC Rating	Staff numbers (2019/20)
Acute	Shrewsbury and Telford Hospital NHS Trust (SaTH)	The main provider of district general hospital services for nearly half a million people in Shropshire, Telford and Wrekin, and mid Wales. Main service locations are the Princess Royal Hospital in Telford and the Royal Shrewsbury Hospital in Shrewsbury.	Dr Catriona McMahon	Louise Barnett	Inadequate	6146
Specialist Orthopaedic	The Robert Jones & Agnes Hunt Orthopaedic Hospital NHS Foundation Trust (RJA)	A single site hospital based in Oswestry, close to the border with Wales, serving patients locally, regionally, and nationally. A leading orthopaedic centre of excellence providing a comprehensive range of musculoskeletal surgical, medical and rehabilitation services.	Frank Collins	Stacey Keegan (interim)	Good	1409
Community Health	Shropshire Community Health NHS Trust (ShropCom)	Trust provides a range of high quality, innovative community-based health services for adults and children in Shropshire, Telford and Wrekin, and some services to people in surrounding areas.	Nuala O'Kane	Patricia Davies	Good	c.1600
Mental Health	Midlands Partnership NHS Foundation Trust (MPFT)	Integrated organisation providing physical and mental health, learning disabilities and adult social care services. Most services are delivered in Staffordshire, Stoke-on-Trent, Shropshire, Telford and Wrekin, however some specialist care is provided nationally.	Richard Cotterell	Neil Carr	Good	8500
Ambulance	West Midlands Ambulance Service Foundation Trust	The Trust is the region's emergency ambulance services and covers a population of 5.6 million people across the areas of Shropshire, Herefordshire, Worcestershire, Staffordshire, Warwickshire, Coventry, Birmingham, and Black Country conurbation.	Professor Ian Cumming	Anthony Marsh	Outstanding	c.5000

The Midlands Region



Case study

Tanya Miles

Executive Director of People,
Shropshire Council

Tanya Miles has worked in social care for Shropshire Council since 1999. In December 2020, she was promoted to Executive Director of Adult Social Care, Housing and Public Health and in October 2021 became Executive Director of People, encompassing Adult and Children's Social Care, Education and Housing. She now runs a team of 6 Senior Managers and a staff of over 1,300 in the People Directorate, responsible for supporting vulnerable people across the region to live their lives well.

She takes genuine pride in her work and the contributions she continues to make to people's lives, believing social care is about more than providing care and support for people in their community or at home. "It's about enabling," she stresses. "Enabling people to have the best quality of life possible; to live not just exist, with the support they need to remain healthy and independent.

"Healthcare is all about treating people when they are unwell within a hospital setting or again in the community or at home, supporting them to get better and stay as well as they can." The opportunity to pursue her passion for caring for people while enjoying an excellent work/life balance means STW has been the ideal place for Tanya to develop her career.

She says: "Shropshire is a fantastic place in which to live and work, with a clean and beautiful natural environment, amazing historic and cultural amenities, such as our nationally renowned museums and Theatre Severn, communities who look out for each other, whether in our rural areas or within one of our historic market towns, excellent schools, low crime and opportunity for everyone.

"The quality of life rightly brings people here, and makes people want to stay...and it's easy to see why!"



Case study

David Sidaway

Chief Executive at Telford
and Wrekin Council

Born and bred in Telford, David has been Chief Executive of Telford and Wrekin Council since early 2020. As part of the ICS, he ensures the council works closely with local NHS organisations, taking collective responsibility for managing resources, delivering NHS care, and improving the health of Shropshire, Telford & Wrekin residents.

David is passionate about improving health outcomes for local people and sees the unified ICS approach as having the potential to really make a positive difference. "It is really encouraging to witness just how much the integrated system has developed," he said. "We have a strong partnership in place now and have been able to break down silos, so we can work together in tackling challenges and making change happen much faster and more effectively."

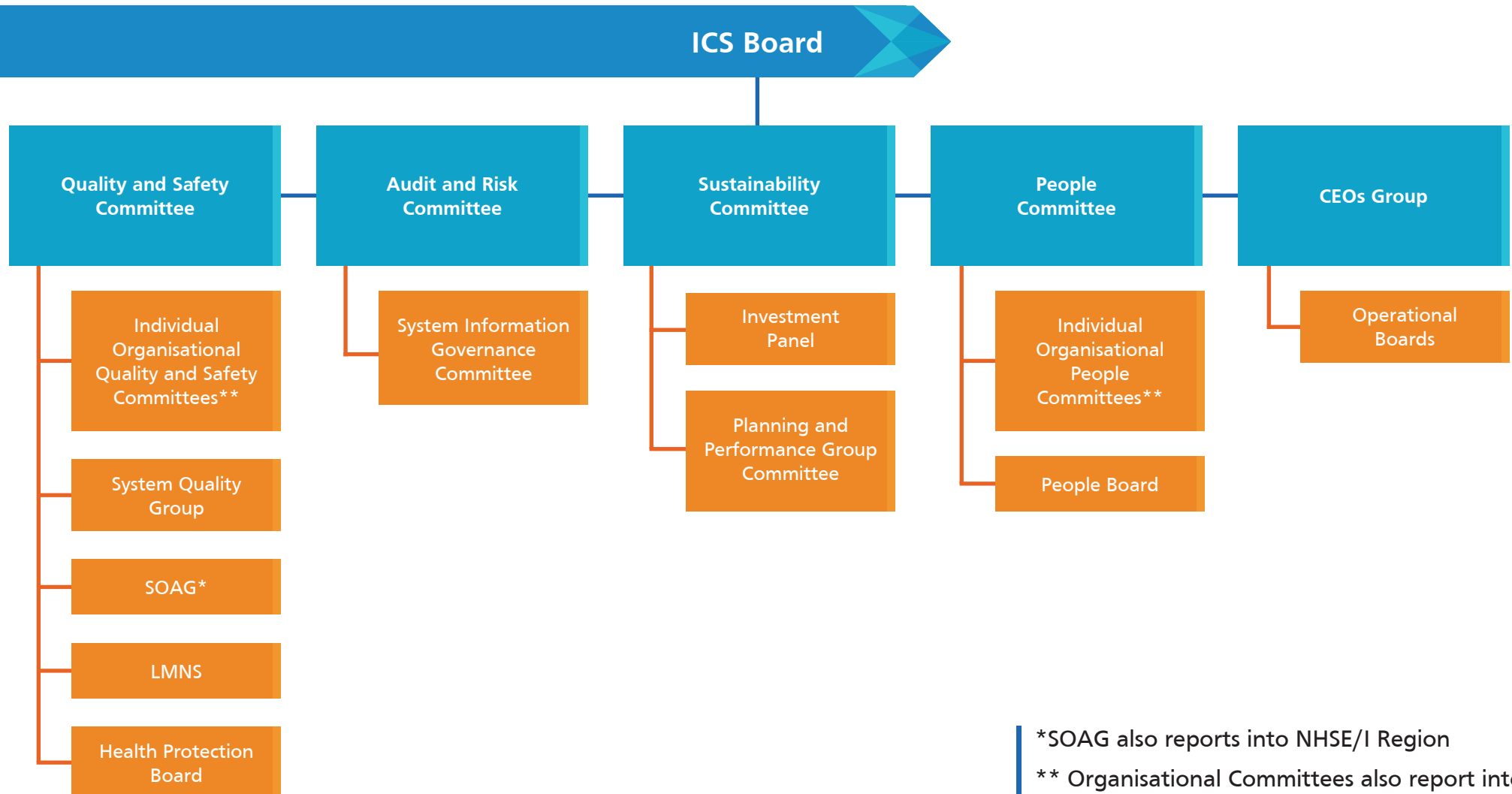
"Our ICS is relatively small, which makes it nimble and agile so, we can affect change fast and accelerate positive health outcomes for our communities. This desire to improve patient experiences and health service provision is what binds us together."

David is also grateful to be based in his home town. "It's just a really lovely environment," he explained. "The people here are, undoubtedly, the area's best asset but we also have wonderful green spaces as our USP – in our towns as well as in the countryside – and can offer excellent connectivity to cities like Manchester and Birmingham."

"When you add in the fantastic quality of housing, decent cost of living and school provision which is predominantly scored as 'good' or 'outstanding', it's difficult to find places that compare."



ICS Assurance Meeting Structure



*SOAG also reports into NHSE/I Region

** Organisational Committees also report into their Individual Parent Boards

Why come and work for Shropshire, Telford and Wrekin

Why should you come and work with us?

Whether it's our dedicated team, supportive culture or beautiful location, there are lots of reasons to come to work at Shropshire, Telford and Wrekin ICS.

First and foremost, we look after our people – both internally and externally. This forms the foundation of the culture that we're focused on enhancing. Flexible working is not only supported but encouraged. We are continually striving to be more flexible with our teams as we know that our employees perform better when their careers fit into their personal lives - neither should ever feel compromised. Freedom to work in a way that suits an individual's lifestyle breeds productivity, loyalty and satisfaction.

We are a compassionate and inclusive team. Equality, diversity and inclusion sits at our core and each of us has a voice that counts. Staff surveys and focus groups are held regularly to provide a forum for positive change and ensure we continue to evolve and progress. Our leadership is approachable and development-focused – dedicated to supporting team members to shape their own careers. When it comes to reward and recognition, hard work never goes unnoticed and achievements are always celebrated.

Our learning from Covid-19 is that workplace wellbeing is key. Supporting physical and emotional health is our top priority – there is

always a listening ear available and we have processes in place to mitigate work-related stress and anxiety.

Thanks to the relatively small size of our ICS, we are exposed to new opportunities and given the chance to engage in new projects regularly. As a team we are agile and can work together to bring ideas to life without delay.

We are currently embarking upon a journey of continuous improvement and, by putting planning into action, we know we can make things happen - reaping the rewards quickly. We are adapting to the world around us and have developed new ways of working and delivering care – driving change that benefits both our staff and communities.

One of the most exciting parts of this journey is the hospitals transformation programme, which will transform hospital services for the people of Shropshire, Telford and Wrekin and mid Wales. This new model of hospital care will see The Princess Royal Hospital in Telford become a dedicated Planned Care site and the Royal Shrewsbury Hospital reconfigured as a specialist Emergency Care site, so that we have two thriving hospitals, which work for everyone.

We also want our team to keep on evolving. That starts with a commitment to learning. Education programmes are in place for

everyone – regardless of experience or seniority. Collaborative working and knowledge sharing ensures we bring out the best in each other and remain close knit as a team. We're future-proofing our care system's success through digital innovation and our pledge to continuously attract, recruit and retain.

Finally, our ICS spans a large and highly diverse area, encompassing quaint agricultural villages and the thriving, vibrant towns of Shrewsbury and Telford. There's beautiful countryside to enjoy, along with fantastic amenities – shopping, socialising and leisure. For those relocating with families, the area is home to well-regarded schools – both in the state and independent sectors. Plus, we have access to a transport network that makes it simple and quick to get to larger nearby cities such as Birmingham, Manchester, Liverpool or Chester.

If you're seeking an opportunity to drive positive change and shape an exciting new career, complemented by a happy and fulfilled lifestyle, there really is no place better than Shropshire, Telford and Wrekin ICS. We hope you'll join us on our journey.

Case study

Dr Ian Chan

Place-Based Care Clinical Lead - Shropshire,
Telford and Wrekin CCG

A highly-experienced healthcare professional, who has worked across the UK, Dr Chan has been with Shropshire, Telford and Wrekin ICS, for more than two years.

Providing strategic oversight on specific ICS initiatives, he helps to ensure that the right projects are commissioned and implemented efficiently, to best serve the needs of patients in the local area. "My role here means that I have the opportunity to help shape healthcare services in the area, steering developments that can really make a difference to patients.

"This relies on the support of colleagues – and I'm grateful to have the co-operation of co-workers and our directors, who are always very willing to listen here, and to get behind us. **Everyone I have worked with has been meticulous, conscientious and collaborative.**

This makes my job easier and also means that we have the ability to influence change at pace. We were one of the fastest in the region to launch a Long Covid clinic, for instance, so that we could provide help and support to local people suffering from Post Covid Syndrome.

"When you couple the collegiate approach and opportunity to engender positive change, fast, with the quality of life here, it really is a winning formula. I have worked in a number of cities during my career but Telford beats them all in terms of offering both beautiful surrounds and a vibrant, welcoming town centre."



Case study

Tim Lyttle

GP Partner with Churchmere Medical Group, based in Whitchurch, and Clinical Director of the North Shropshire Primary Care Network (PCN)

Tim has worked as a GP in Whitchurch for almost a decade, having previously practised across North Wales and Manchester throughout his career.

For Tim, the area was first the perfect place to live, relocating from London with his wife and young family back in 2000, keen for his children to enjoy the fresh of the countryside, just as he had done growing up in Northern Ireland. He says: **"Shropshire provided our children with a fantastic place to grow up, lots of opportunities to enjoy the outdoors, for example, and it's easy to get to North Wales from there."**

"It was important to us that we could raise our family away from the hustle and bustle of London and give them a chance to experience a taste of how my wife and I grew up in the countryside, and Shropshire gave us just that."

Following a number of practice mergers to create Churchmere and then with the development of the PCN, Tim believes that being part of a bigger organisation and network offers patients better access to good quality care from a wider range of professionals. He says: "At Churchmere, we have a team of incredibly dedicated staff, committed to doing our best for patients and to supporting each other. We're also looking forward to brand new GP premises in Whitchurch from 2024.

"Since the pandemic, there's definitely a stronger sense of teams working together, with everyone trying hard to look out for each other's wellbeing that little bit more." This, of course, reflects on the quality of care that patients receive and I'm confident that our patients benefit from a team that is collaborative and committed."



Our System Pledges

To guide our work and to enable us to be held to account by our staff, the public and politicians, we have committed to delivering 10 key pledges which have been co-produced by system partners.

1

IMPROVING SAFETY AND QUALITY

We will make sure our services are clinically safe throughout the system, delivering the System Improvement Plan and tackling the backlog of elective procedures as a system.

2

INTEGRATING SERVICES AT PLACE AND NEIGHBOURHOOD LEVEL

We will develop local health and care hubs to improve not just the physical but mental health of people, build on the principles of one public estate and the assets of communities, better manage the volume of hospital admissions and establish new models of care to best serve all our communities.

3

TACKLING THE PROBLEMS OF ILL HEALTH, HEALTH INEQUALITIES AND ACCESS TO HEALTH CARE

We will agree measurable outcomes for accelerated Smoking Cessation, improving respiratory health, and reducing the incidence of type 2 diabetes and obesity. We will have a strategy for the implementation of segmented population health management (PHM) approach by April 2021 and undertake a post COVID-19 review of access to all services by September 2021.

4

DELIVERING IMPROVEMENTS IN MENTAL HEALTH AND LEARNING DISABILITY/AUTISM PROVISION

We will, through our transformation programmes and working through whole system approaches, deliver improvements in quality of life for people with learning disabilities by March 2022, and meet the national milestones for mental health transformation by 2023/24.

5

ECONOMIC REGENERATION

We will harness the potential of the health and care system together with wider public services to contribute to innovation, productivity and good quality work opportunities. In turn this will create economic prospects that will help improve the health and wellbeing of our population.

Our System Pledges

To guide our work and to enable us to be held to account by our staff, the public and politicians, we have committed to delivering 10 key pledges which have been co-produced by system partners.

6

CLIMATE CHANGE

We will create economic prospects that will help improve the health and wellbeing of our population.

7

LEADERSHIP & GOVERNANCE

We will review and revise our ICS Governance arrangements with an emphasis on place, neighbourhood and provider collaborative arrangement.

8

ENHANCED ENGAGEMENT AND ACCOUNTABILITY

We will increase our engagement, involvement and communication with stakeholders, politicians and the public.

9

CREATING SYSTEM SUSTAINABILITY

We will produce a sustainable ICS Financial Recovery plan alongside a System People Plan committing to recruiting and retaining the best people in a supportive working environment.

10

WORKFORCE

We will make our system a great place to work by creating environments where people choose to work and thrive and by building system leadership and a flexible co-operative workforce.

Equality, Diversity and Inclusivity

**We talk about equality, diversity and inclusion sitting at our core –
but what does that mean in practice?**

For the Shropshire, Telford and Wrekin Integrated Care System (ICS) it means an ongoing commitment to look inwards and recognise that each of us has a role in addressing inequalities and structural racism. It also means working to help eradicate inequality and discrimination in the communities that we serve.

We want to shape workplaces and deliver services that support people of all backgrounds and cultures to feel included, welcomed and valued. We believe strongly that all forms of racism and discrimination are unacceptable and will not tolerate them.

Our stance is proactive. It is no longer enough for us to simply stand up and condemn racism - we must be actively anti-racist.

The power of our ICS comes from our ability to influence beyond health and social care. We can also influence the socio-economic factors that are so important in tackling inequalities, such as access to employment, education and housing.

As a system, we have committed to 10 overarching equality, diversity and inclusion pledges – concrete steps towards addressing health inequalities and access to health care, as well as improving our leadership and governance and cultivating positive, supportive work environments.

These pledges include:

- Ensuring diverse representation on key groups, boards and in decision-making processes
- Encouraging staff to positively challenge when they see a lack of diversity and call out inappropriate behaviour or discrimination
- Actively engaging with ethnic minority communities in our work, ensuring we include people from marginalised and seldom-heard groups.

This journey towards exemplar equality, diversity and inclusion will be underpinned by learning. Our pledges incorporate a mission to share best and unsuccessful practices relating to equality, diversity and inclusion initiatives. We will support all organisations to evolve and enhance their diversity strategies and encourage them to share their successes and challenges with others.

As a team, we have the opportunity to work collectively to meet the needs of ethnic minority staff and communities, nurturing a supportive culture that everybody can embrace and be a part of.



Shropshire, Telford & Wrekin
Integrated Care System



Thank you for your interest in joining us.

For more information please contact
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