



Chief Transformation and Delivery Officer
For the proposed NHS Staffordshire and
Stoke-on-Trent Integrated Care Board
Applicant information pack

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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.

Appointment will be 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 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. They will take on statutory form following the implementation of proposed legislation from July 2022 and will comprise an Integrated Care Board (ICB) and an Integrated Care Partnership (ICP). The ICB will take on the CCGs' functions and broader strategic responsibility for overseeing healthcare strategies for the system. We are looking for candidates who will work with the designate chief executive of the ICB, and, subject to legislation, support the establishment of the system's new statutory arrangements as an executive member of the ICB.

The ICB has recently recruited four independent non-executive directors and is now looking to appoint four executive directors, three of which are mandated roles*.

- *Chief Medical Officer
- *Chief Finance Officer
- *Chief Nursing and Therapies Officer
- Chief Transformation and Delivery Officer

The ICS needs diverse, inclusive, and compassionate leaders who not only reflect the community they serve, and the staff employed but have the leadership style and breadth of

perspective to make good collective decisions.

There is evidence that diverse boards make the best decisions. We want to increase the diversity of NHS board teams. We are looking to attract candidates from the broadest pool, including Black, Asian and minority ethnic communities, people from the lesbian, gay, bisexual, and transgender (LGBT+) communities and those with lived experience of disability who are all under-represented. We want a change.

We are really interested in receiving applications from people with different backgrounds, skills, and experiences.

2. About us

You can read more about our system and our work in our [ICB recruitment pack](#) or on our website: www.twbstaffsandstoke.org.uk

We, as the ICS collective system leadership team, have developed a leadership compact (see our website: www.twbstaffsandstoke.org.uk/about-us) for how we behave, which sets out our commitment to our partners, collective workforce, and the people we serve. This will guide us on our ambitious journey to deliver better care for all.

3. Role priorities and accountabilities

Please note: the following role description is dependent on legislation. Depending upon the timing of appointment and the statutory establishment of the ICBs, appointees may in the first instance be appointed as designate members of the NHS ICB.

Accountabilities

The Executive Directors will be members of the Unitary Board and:

- Are responsible to the Chief Executive Officer (CEO) of the ICB
- Have designated areas of responsibilities as agreed with the CEO as outlined in the job description below.

4. Role and responsibilities

Job purpose

As an instrumental leader in the local health and care system. Working collaboratively with system partners and as a member of the unitary board, the post holder will make a significant contribution to achieving the key purpose of the ICB:

- Improving outcomes in population health and healthcare
- Tackling inequalities in outcomes experience and access
- Enhancing productivity and value for money
- Helping the NHS support broader social and economic development.

The Chief Transformation and Delivery Officer is part of the executive team who will lead the development of the ICS on behalf of the Staffordshire and Stoke-on-Trent system. Working collaboratively and across organisational boundaries at the highest level across the system,

ensuring that the approach to integrated commissioning and leading at-scale transformation workstreams develop in line with the ambitions of the health economy.

The postholder is accountable to the Chief Executive and will lead on all matters relating to delivery, including performance improvement and delivery, delegated commissioning, specialist commissioning and emergency preparedness and resilience and response (EPRR). The postholder will also be accountable for transformation including strategic service change, service transformation, integration, place and provider collaborative development, primary care development and oversight, new contracts and the development of the new procurement regime for the system.

Key accountabilities

1. Delivery

- Acting as the first point of contact and Executive lead for all matters relating to system-wide performance improvement and delivery including but not limited to urgent and emergency care and planned care.
- Leading the strategic planning, development and delivery of the system emergency preparedness and resilience and response (EPRR).
- Leading strategic planning, partner assurance and delivery relating to winter and surge.
- Leading for the ICS around the development and delivery of specialist commissioning objectives.

2. Transformation

- Through the transformation agenda, ensuring the ICB has a clear programme of work to discharge its four core purposes and be able to provide assurance to the board, regulators, residents and partners of progress.
- Leading on the development and implementation of the Primary Care Strategy. Including but not limited to:
 - Primary Care Delegated Commissioning – ensuring delivery of all in-year objectives as defined within the strategy.
 - Ensuring the smooth transition of all other areas of primary care into the ICB's portfolio (such as dental and pharmacy service oversight).
 - Ensuring that the transformation agenda within this area is well defined and is achieved through clear annual planning and management of deliverables.
 - Ensuring that services in this area operate in a safe and effective manner.
- Leading on the development and implementation of the system service transformation and integration strategy and managing key strategic relationships across the ICS, the Chief Transformation and Delivery Officer will work closely with Executive colleagues to build partnerships, drive integration and collaboration with provider collaboratives, public health, local government, other partners, and local people to deliver better access, improvements in life outcomes and reductions in health inequity.
- Building partnerships and collaborating with wider ICS system leaders including provider collaboratives, place, public health, primary care, local government, voluntary and community sector, other partners and local people to make real

transformational differences for the population through local, regional and national forums.

- Taking a leadership role in embedding the ICBs strategy within the further development of our system and places. Leading for the system around the development of place.
- Working alongside other members of the ICB, ensuring that population health management, innovation, and research, support continuous improvements in health and wellbeing, influencing and working collaboratively as part of a wider system to create opportunities to make sustainable long-term improvements to population health with key partners. This may include developing approaches that are non-traditional in nature, ambitious and wide-reaching in areas that incorporate the wider determinants that have an impact on improving clinical outcomes, better life outcomes and reducing health inequalities for the population of the ICS.
- Ensuring the ICB strategy is supported by insights gathered through community engagement, public consultation, and professional input, and underpinned by business intelligence and analytics.
- Ensuring mechanisms are in place to enhance opportunities for residents, staff, and external partners to be involved and consulted in the development and delivery of our strategy and around strategic service change.
- Providing strategic leadership for the ICS medicines optimisation strategy, plans, policies governance and financial frameworks and manage and co-ordinate the work of the statutory body's medicines optimisation team to deliver these.
- Leading strategic and integrated commissioning, including with local authorities e.g. Better Care Fund, market-shaping, continuing healthcare, personal health budgets, learning disability and autism programme, children and young people, Section117/75/256.
- Working with partners and stakeholders to ensure alignment of commissioning arrangements as they are delegated over time from NHS England and NHS Improvement.
- Working closely with the Chief Finance Officer to lead for the ICS on new contract development.
- Leading on the development of the new procurement regime in partnership with procurement specialists across the system.

3. Cross-cutting duties

- Working with wider stakeholders and partners to ensure wherever possible that there is coherence across organisational and functional strategies across the ICS to enable the ICBs ambitions to support the residents of Staffordshire and Stoke-on-Trent to be realised.
- Working with the executive team and system leaders to build consensus on the ICBs strategic priorities and ambitions each year to feed into operational planning and ensure that all corporate strategies are fully integrated with the overall ambitions of the ICB.
- Overseeing the translation of strategic ambitions into clear deliverables.
- Working closely with major programme leads and the programme management office to identify opportunities for innovation and cross-partner support, enabling leaders to bring about transformational change at a strategic and operational level.

- Translating national policy into local deliverables, establishing the ICB's position, and advising the executive team and board on actions required to ensure strategic and operational alignment.
- Ensuring that the ICB is able to respond to relevant new initiatives or emerging issues through the deployment of resources, linking closely with local partners.
- Leading the strategic relationship on ICS development between the ICB and NHS England, as its regulator.
- The Chief Transformation and Delivery Officer along with other executive members of the ICB will have an influential executive role and shared accountability for the development and delivery of the ICB's strategies and priorities, including financial strategies, ensuring these reflect and integrate the strategies of all relevant partner organisations within the ICS.
- Building partnerships and collaborating with wider ICS system leaders including provider collaboratives, places, public health, primary care, local government, voluntary and community sector, other partners and local people to make real transformational differences for the population through local, regional and national forums.
- Alongside other members of the ICB, the Chief Transformation and Delivery Officer will ensure that population health management, innovation, and research, support continuous improvements in health and wellbeing.
- Influencing and working collaboratively as part of a wider system to create opportunities to make sustainable long-term improvements to population health with key partners.
- Including the development of approaches that are non-traditional in nature, ambitious and wide-reaching in areas that incorporate the wider determinants that have an impact on improving clinical outcomes, better life outcomes and reducing health inequalities for the population of the ICS.
- Alongside other members of the ICB, the Chief Transformation and Delivery Officer will work to develop digitally enabled transformation and the clinical and care elements of a sustainable People Plan for the ICS workforce.
- Taking accountability for own practice, conduct and continuing professional development.

4. Broader objectives

Setting strategy and delivering long-term transformation

- The Chief Transformation and Delivery Officer will be responsible for influencing and contributing to the ICB plans and wider system strategies of the ICS, with the aim of driving innovation in clinical outcomes, reducing health inequalities and achieving better life outcomes across the ICS.
- Creating and influencing leadership relationships and wide-scale system change to ensure that the ICB acts as an enabler to harness system development opportunities to improve the population health of the ICS.
- As a system leader, the Chief Transformation and Delivery Officer will provide leadership across organisational and professional boundaries to lead and facilitate transformational change for the ICS population.

- Ensuring that the ICB influences and seeks input from wider ICS system leaders including leading the development of provider collaboratives, places, public health, primary care, local government, voluntary and community sector, other partners and local people to make real transformational differences for the population through local, regional and national forums.
- Ensuring that there are effective mechanisms for anticipating, identifying, and responding to key integration risks (including risk-sharing arrangements) that could impact the successful delivery of the ICB strategy.
- Establishing appropriate governance structures (with NHS and local authority partners) to deliver on the collective requirement to integrate commissioning for local population benefit.
- The Chief Transformation and Delivery Officer will also be responsible for developing the necessary transformation leadership and functions to ensure the delivery of the ICB strategy including leading and influencing the development of a diverse group of leaders to enhance the opportunities for collaboration across the ICS.
- Taking accountability for the production and delivery of a robust supporting transformation and integration strategy that delivers effective use of system resources to deliver improvements in outcomes in population health and healthcare; tackle inequalities in outcomes, experience, and access; enhance productivity and value for money and help the NHS and ICS partners support broader social, economic, and environmentally sustainable development.

Building trusted relationships with partners and communities

- Success in this role is dependent on having strong relationships with local patient communities, their representatives, ICS partners and clinical and care professional leaders, and specifically primary care, strategy, integration, transformation and performance colleagues across health and social care at all levels of the system.
- Promoting and facilitating collective responsibility for improving whole pathways and removing organisational barriers to accessing health and care services.
- Negotiating with and influencing board-level system leaders across health and care as well as with wider ICS partners, this role will develop the integration strategy for the ICB, through the effective and efficient use of ICB allocations and commissioning opportunities to meet the needs of the system population.

Leading for social justice and health equality

- Reducing health inequalities is a core objective of the ICB, and the Chief Transformation and Delivery Officer will foster a culture in which equality, diversity, inclusion and allyship are actively promoted across the ICS.
- Driving innovative integration enabled change on behalf of the ICB and on behalf of NHS England and NHS Improvement, focusing on ensuring that inequalities across the system are addressed.
- Promoting and enhancing strategic approaches to further develop personalised care locally so that the ICB achieves the best possible health and care for its communities.
- Ensuring population needs are met through commissioning and integration of high quality and sustainable service provision, utilising close working relationships with

system partners to ensure associated decision-making assists in reducing health inequalities across the ICS.

Creating a compassionate and inclusive culture

Developing the transformation, commissioning and integration functions, delivering the ICB plan and associated strategies and ensuring that work on equality, diversity and inclusion is taken forward.

Creating and promoting a culture of inclusive leadership. The Chief Transformation and Delivery Officer will be visible as a collaborative ICB leader and role model, engaging health and care professionals across the whole system in the development and delivery of the ICB plan. This includes:

- Providing mentoring, coaching and support to other health and care professional leaders
- Ensuring that health and care professional leaders are supported to perform their roles and given opportunities to develop
- Ensuring that the talent management and development of health and care professional leaders (including commissioning, medicines optimisation, integration and transformation) is embedded at all levels of the system
- Participating in the on-call rota as required.

5. Person specification

Attributes	Demonstrated by
Qualifications	<ul style="list-style-type: none"> • Master’s Degree level qualification or equivalent experience gained in a relevant field • Evidence of relevant continuing professional development • Recognised Leadership Development (MBA, Nye Bevan, Aspirant Directors Programme) • Relevant postgraduate management/leadership qualification (Desirable) • Coaching qualification (Desirable).
Experience	<ul style="list-style-type: none"> • Substantial proven experience working in complex organisations operating at Board level and/or system leadership experience within a regulatory or similar environment is essential • Experience in leading and delivering highly complex and contentious transformational change at a significant scale in an open and inclusive way • Senior operational management experience at Board level within a large complex organisation • Experience in leading a commissioning function in an organisation that commissions multi-million-pound contracts across multiple providers • Ability to demonstrate a proven track record in partnership development • Experience in managing highly sensitive situations with multiple stakeholders

	<ul style="list-style-type: none"> • Experience in managing relationships with the media, political stakeholders and the public • Experience in providing leadership, mentorship, and professional development at a very senior level with demonstrable outcomes • Experience in developing and implementing the system, corporate and operational strategies that balance completing and multiple priorities • Experience in successfully working with clinicians and other providers to secure improvements to health care services • Experience in effective joint working with other statutory, voluntary, or private sector organisations • Experience in working in a number of different parts of the health and care system.
Skills and knowledge	<ul style="list-style-type: none"> • Demonstrate commitment to clinical commissioning, the ICS and to the wider interests of the health and social care services • Ability to apply commissioning expertise to lead and drive desired outcomes • Extensive knowledge of the health, care and local government landscape and an understanding of the social determinants of public health • Knowledge of specialised commissioning / specialised services • Current evidence and thinking on practices that reduce health inequality, improve patient access, safety and ensure organisations are well-led • Exceptional communication skills which engender community confidence, strong collaborations, and partnership • Strong critical thinking and strategic problem solving; the ability to contribute to a joint strategic plan and undertake problem resolution and action. Analytical rigour and numeracy • Proven negotiation and decision-making skills • Highly sophisticated leadership and influencing skills; building compassionate cultures where individuals and teams thrive at an organisation, partnership and system level • Ability to demonstrate a track record of successfully leading the delivery of Programmes involving multiple stakeholders • Ability to continuously improve outcomes, tackle health inequalities, and deliver the best value for money for the taxpayer.
Personal Values	<ul style="list-style-type: none"> • Demonstrates a compassionate leadership style with a track record of improvements to equality, diversity, inclusion, and social justice • Personal commitment to the values of the NHS Long Term Plan, the NHS People Plan, Nolan principles and the fit and proper persons regime • Lives by the values of openness and integrity and has created cultures where this thrives. • Demonstrate the highest standards in interactions with others, hold self and others to account, build strong and effective relationships at all levels • Deal with tough issues compassionately with the ability to demonstrate a range of leadership styles to secure results

	<ul style="list-style-type: none">• Champion high standards, set clear goals, evaluate success and remove barriers.
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6. Eligibility

You will be able to demonstrate that you meet the requirements of the fit and proper persons test and that you have no substantial conflicts of interests that would interfere with your ability to be independent and offer an impartial perspective.

This role will require the successful applicant to be fully vaccinated against COVID-19 by April 2022 (unless a medical exemption applies).

Given the significant public profile and responsibility that members of NHS boards hold, it is vital that those appointed inspire the confidence of the public, patients, and NHS staff at all times. We will undertake 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 the [NHS England and NHS Improvement 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 the 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 LGBT
- 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 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.

7. Terms of appointment

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

- The remuneration: VSM (in line with the national pay framework)
- Permanent. Full time

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)

- Depending upon the timing of appointment and the statutory establishment of the ICBs, appointees may in the first instance be appointed as designate members of the NHS ICB
- All NHS board members are required to comply with the [Nolan Principles of Public Life](#) and meet the [fit and proper persons requirements](#).

8. More information

Staffordshire and Stoke-on-Trent ICB 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.

9. Making an application

For more information, in the first instance please contact our recruitment partners, Gatenby Sanderson:

- Lucy Deane, Research Lead: Lucy.Deane@gatenbysanderson.com
- Emma Pickup, Partner: Emma.pickup@gatenbysanderson.com
- Julia St Clare, Consultant: Julia.stclare@gatenbysanderson.com

If you wish to be considered for one of the ICB Director roles, please provide:

- Confirmation of the role for which you are applying. 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 into your values and motivations for applying for the role. You should outline your personal responsibility and achievement within previous roles that demonstrate you have the knowledge, skills and competencies to deliver this role, as outlined in the person specification
- 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 the interview and may be shared with the selection panel
- The completed monitoring information form that 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.

The closing date for applications is at 23:59 on Thursday 17 February 2022.

10. Appointment process

Shortlisting

The selection panel will use the information provided by the applicants to agree which of them should be invited to interview. Assessment will be based on merit against the competencies, experience, skills and values outlined in the person specification.

Psychometric profiling

Online psychometric assessments will take place between shortlisting and the final panel.

Stakeholder event

Shortlisted applicants will be expected to participate in a stakeholder engagement event to meet groups of key stakeholders. Event feedback will be shared with the selection panel.

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 last from 45 minutes to one hour of open questions from the selection panel. This will allow applicants to showcase their past experience and allow the panel to explore each applicant's values, motivations, creativity and ability.

Assessment dates: the shortlist meeting will take place on Tuesday 22 February 2022 and the final interview on Friday 25 March 2022.

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 referred to the NHS England and NHS Improvement regional team for approval before final appointment by the inaugural meetings of the relevant ICB.