



Chief Nursing Officer

Candidate information pack

May 2022



HUNTER

Executive talent for the healthcare sector

Welcome

Dear candidate,

Thank you for your interest in this key leadership role for Hampshire and the Isle of Wight Integrated Care Board and Isle of Wight Integrated Care Board



Across England, the organisations responsible for health and social care services are formally coming together into Integrated Care Systems, which are focussed on creating better joined-up services to meet the specific needs of their local communities. The Hampshire and Isle of Wight Integrated Care System serves a population of 1.9 million people, with an NHS budget of £3.6 billion and is supported by 77,500 health and care staff. Our geography is complex and diverse with widespread variations in levels of deprivation and health. We are committed to tackling these inequalities together and improving health outcomes for our population.

The Integrated Care Board is the body that will be accountable for NHS spend and performance within the system from 1 July 2022. In recruiting our Chief Nursing Officer for the Integrated Care Board, we are looking for an experienced leader who is passionate about health and social care and achieving the best health outcomes and quality of services for our communities. The successful candidate will need a demonstrable commitment to working collaboratively with partner organisations across the Hampshire and Isle of Wight system, as well as the ability to implement large scale, complex change and transformation programmes across health and care services.

We value and promote diversity and are committed to equality of opportunity for all. We believe that the best leadership teams are those that reflect the communities they serve and we, therefore, encourage applications from candidates from under-represented backgrounds for these important roles.

We are looking for inclusive and compassionate leaders with the leadership style and breadth of perspective to make good collective decisions. As a system, we value employee 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.

The following is included in this information pack to support you with your application:

- About us and our values
- Application process
- Role description and person specification

If you would like to know more, please contact **Finn McNulty** at our recruitment partners, Hunter Healthcare by email: fmcnulty@hunter-healthcare.com or phone: **07966 006091**

Best wishes,

Maggie Maclsaac
Chief Executive (Designate)
Hampshire and Isle of Wight
Integrated Care Board

About Us

Hampshire and the Isle of Wight is one of the largest health and care systems in the country with along history of working together and with our population.

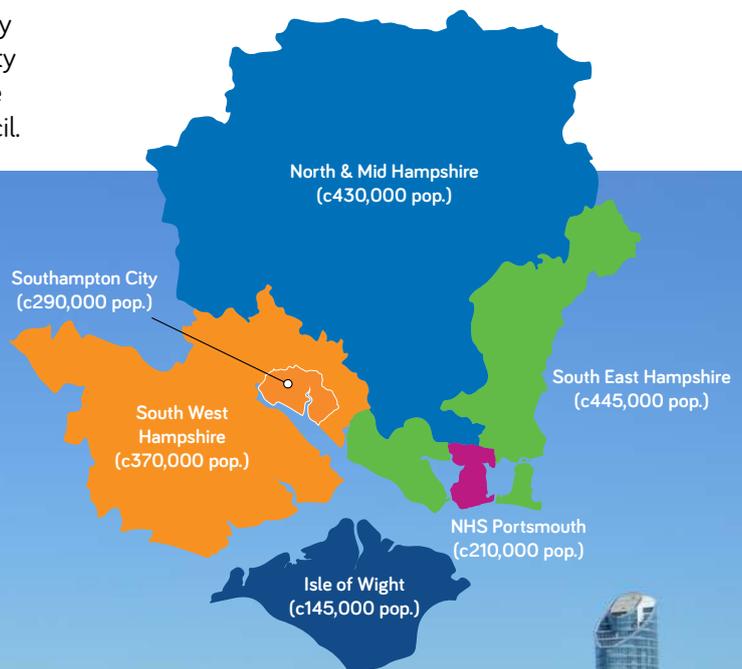
We possess a strong track record of collaboration, demonstrating all the attributes of a maturing integrated care system at neighbourhood, place and system, most recently evident during our response to the COVID-19 pandemic.

Hampshire and the Isle of Wight is a complex geography; substantial urban settlements primarily in the south and north contrast with large open areas interspersed with market towns and villages. This diversity gives our area great strength but also means that there are variations in deprivation, housing and health which require a range of different solutions.

The Hampshire and Isle of Wight Integrated Care System brings together partner organisations across the NHS, Local Authority and the wider public sector. The patch is currently covered by two Clinical Commissioning Groups (CCGs) – NHS Hampshire, Southampton and Isle of Wight CCG, and Portsmouth NHS CCG. There are three unitary authorities – Isle of Wight Council, Portsmouth City Council and Southampton City Council – and one county council, which is Hampshire County Council.

Our system includes 158 GP practices, working in 42 primary care networks, and over 900 suppliers of domiciliary, nursing and residential care. We have over 300 community pharmacies, more than 200 providers of dental services providing a range of general dentistry and orthodontics, and nearly 200 providers of optometry services.

The majority of our acute, mental health and community NHS care is supplied by seven NHS Trusts: Hampshire Hospitals NHS Foundation Trust, Isle of Wight NHS Trust, Portsmouth Hospitals University NHS Trust, Solent NHS Trust, Southern Health NHS Foundation Trust, South Central Ambulance Service NHS Foundation Trust, and University Hospital Southampton NHS Foundation Trust, which is also a tertiary provider of specialist paediatric services across the south of England. Southern Health and South Central Ambulance Service also provide care across a footprint wider than Hampshire and Isle of Wight. Our population also accesses care from providers based in Dorset, Wiltshire, Surrey and Sussex.



Our Vision and Values

We have worked with our population and a wide range of partners from across the system including clinicians, staff, elected members and Healthwatch to reach a shared vision for the future. The vision, mission statement and goals we have developed as a system build upon the visions of our constituent partner organisations and local places.

They describe what we aspire to achieve by working together at scale, what we stand for a system and the impact we intend to deliver for the benefit of local

people. In establishing the Hampshire and Isle of Wight Integrated Care System, we are evolving our culture and refining our leadership and partnership working arrangements to enhance our ability to deliver our vision and plan.

We are enabling organisations and places to work even more effectively together to make the most of our resources, tackle the challenges we face, redesign care and ultimately improve the health and wellbeing of the population we serve.

OUR VISION

Together, we will deliver care that is amongst the best in the world, enabling people to lead healthy and independent lives

OUR MISSION

Working together to make lives better

OUR GOALS

- > To use our resources to the benefit of local people
 - > To deliver the future in our plans
 - > To empower people to lead healthy lives
- > To deliver a quality of care for local people of which we can be proud
 - > To create a health and care system for Hampshire and the Isle of Wight within which people want to work

OUR VALUES



Job Description

Job Title:	Chief Nursing Officer
Reporting to:	ICB Chief Executive
Professional Accountability:	Regional Chief Nurse
Salary:	VSM
Location:	TBC

Job Summary/ Purpose

The Chief Nursing Officer (CNO) is accountable for all matters, statutory and non-statutory, relating to the nursing, midwifery and allied health professional workforce, safeguarding and quality improvement and assurance of the ICB.

The CNO will (along with the Chief Medical Officer) be accountable for providing high quality clinical and professional leadership and that this is embedded at all levels of the system as set out in the Clinical Care Professional Leadership Guidance. They will lead the quality improvement strategy for the ICB working with all providers. This will work to embed a culture of learning and continuous improvement across the ICB.

The CNO will provide senior nursing leadership to the Integrated Care Board (ICB) supporting the development and delivery of the long term plan of the ICB working with the Chief Medical Officer and clinical communities across the Integrated Care System (ICS). They will ensure this reflects and integrates the strategies of all relevant partner organisations of the ICB, with a particular focus on developing and embedding the patient safety response framework and quality improvement.

As a member of the unitary board, the CNO will be jointly responsible for planning and allocating resources to meet the four core purposes of ICSs; 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.

Key Priorities

Supporting quality improvement, surveillance, and assurance, including:

- Safety, safeguarding and patient experience, with providers and place-based partners.
- Supporting clinical sustainability e.g. transformation.
- Professional leadership across providers and place-based partners.
- System relationships.
- Driving improvement using data and information e.g. GIRFT and model hospital.
- Recruitment and retention of clinical workforce and career pathways.
- Developing and delivering the quality framework across the ICB and ensuring that there is a clear and consistent focus on quality, safety and patient experience.
- Lead responsibility for driving forward the statutory agenda in relation to Safeguarding Children & Adults, Nurse & AHP staffing, infection control and will develop quality improvement and safety systems which reduce health inequalities and improves patient care across the ICS.
- Provide clinical leadership to the ICS and support the development and delivery of the workforce education plan for Nursing & Midwifery across the ICS, to support the delivery of transformation work streams and priorities.
- Be a member of the ICS Executive Team, working collaboratively with other members of the Executive (both clinical and non-clinical) to ensure there is a shared and collective corporate responsibility.
- Working with NHSE/I Lead the establishment of the required System Quality Groups in compliance with the national Quality Board guidance.
- The post holder will act in accordance with the statutory and regulatory frameworks.

Key accountabilities

The Chief Nursing Officer will be accountable for:

- Along with the Chief Medical Officer all matters relating to the relevant professional colleagues across the clinical and care workforce employed by the ICB.
- Statutory and non-statutory functions that the ICB will need to perform as agreed with the CEO. Examples of these functions could include freedom to speak up, or other corporate portfolios.
- With the Chief Medical Officer, the development and delivery of the long-term clinical strategy of the ICB, ensuring this reflects and integrates the strategies of all relevant partner organisations within the ICS.
- With the Chief Medical Officer providing high quality clinical and professional leadership of the ICB's activities ensuring that clinical and care professional leadership is embedded at all levels of the ICS as set out in the Clinical and Care Professional Leadership Guidance.
- Management of a delegated ICB budget and as an executive board member have corporate responsibility for the financial performance of the ICB as a whole.
- Providing professional advice and be accountable to the ICB in relation to statutory and commissioning issues on all quality and patient safety matters, including children's and adult safeguarding and looked after children.
- Act as the accountable director for infection, prevention and control in relation to statutory and commissioning matters.
- In partnership with the Chief Medical Officer, securing professional clinical and care leadership in delivery of the ICB's objectives and form part of the wider network of clinical and care leaders in the region and nationally.
- Ensuring that the Quality and Nursing team is appropriately staffed and developed to support the delivery of relevant functions and responsibilities and the SLA for the clinical element of the commissioning support service enables access to the skills and capacity required for effective and economic delivery.

- Professionally accountable to the Regional Chief Nurse and may from time-to-time be formally requested to act on behalf of NHS England and NHS Improvement on key performance, monitoring and accountability matters. This will include the identification of performance risks and issues related to the quality and safety of patient care and working with relevant providers and partners to enable solutions.
- As a registered professional, the postholder will be accountable for their own practice and conduct in the role.

Setting strategy and delivering long-term transformation

- Support the production and delivery of a five year plan for the ICB with the Chief Executive, other board members, partners across the ICS and the local community, including the interpretation and implementation of the NHS Long Term Plan, NICE Quality standards and other national strategic priorities.
- Support the production and delivery of the clinical strategy and ensure that it delivers an improvement in clinical outcomes and a reduction in health inequalities.
- Develop effective mechanisms for anticipating, identifying, and responding to key clinical risks (including safeguarding and quality issues) that could impact on the successful delivery of the ICB strategy.
- Act as an ambassador for nursing, midwifery, and allied health professional workforce matters and be responsible for ensuring there is a talent supply for the ICB working in partnership with key partners and stakeholders.
- Take the lead on initiatives identified by the Chief Nurse for England and the Regional Nurse for NHSE/I through personal actions and professional leadership in the shaping and development of a culture of continuous service improvement that benefits patients.
- Operating in a matrix fashion, the post holder will utilise specialists, and bring their clinical expertise and knowledge to bear across the ICS.

- Provide professional input and advice for all professionals working to develop and deliver the ICB strategy to ensure the strategy promotes clinical effectiveness and quality improvements and provides assurance of safety and quality to the ICB.
- Provide professional clinical leadership across organisational and professional boundaries and pathways to facilitate transformational change for the ICS population.
- Support and lead in partnership with the Chief Medical Officer the production and delivery of a five-year ICB plan to improve clinical outcomes, better life outcomes and reduce health inequalities, working across the ICS and the local community.
- Ensure that there are effective mechanisms for anticipating, identifying, and responding to key clinical risks that could impact on the successful delivery of the strategy.
- Act as an ambassador for nursing, midwifery, and allied health professional workforce matters, ensuring there is a talent supply for the ICB working in partnership with key partners and stakeholders.
- Provide strategic leadership with senior nurses/ midwives/allied health professionals (AHPs) and HR/people leaders to develop a fit for purpose workforce to enable the successful and compassionate delivery of integrated services.
- Support the development of a talent pipeline strategy that increases the diversity of new recruits and retains the high-quality nurses, midwives, and other allied health professionals.
- Collaborate with Health Education England, Skills for Health, Skills for Care, and higher education institutions to ensure the current and future needs of health and social care providers are clearly identified and met. Enable entry level career pathways for the local population which supports reducing vacancies and developing opportunities in both health and social care.
- Promote research and innovation to support the development and delivery of the ICB strategy and share learning through engagement with regional and national colleagues as part of wider integrated care networking opportunities having specific responsibility for the CB response to Making Research Matter: CNO for England's strategic plan for research.

Building trusted relationships with partners and communities

- Work with NHS Foundation / NHS Trust Nurse Directors in Community, Mental Health and Acute care to ensure strong professional leadership across the ICS.
- Contribute to the development of operating policies and in particular specialist policies and operating models relating to clinical matters, including nursing and midwifery and assume clinical leadership responsibility for improvement in the provision of person centred, compassionate care within the NHS.
- Build partnerships 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.
- Build a system of collaborative responsibility for whole pathways and removing organisational barriers to accessing health and care services working collaboratively as part of a wider system to create opportunities to make sustainable long term improvements to population health with key partners.
- Oversee ICB safeguarding and quality matters that impact across multiple organisations and drive service development and improvement in partnership with patients, families, carers, and local communities incorporating this into strategic decision making.
- Develop effective relationships with the Department of Health and Public Health to deliver key policy areas to improve health and prevent ill-health and provide clinical and specialist advice and expertise on nursing, midwifery and care delivery for those developing and designing systems and policy at the very highest levels.
- Negotiate with and influence board level system leaders across health and care including Health Education England, Skills for Health and Skills for Care, to ensure that progressive transformational change can be achieved which meets the population needs of the ICB.
- Develop and maintain strong relationships with local patient communities, their representatives, ICS partners and specifically clinical and care professional leaders across health and social care at all levels of the system.

- Be responsible (along with the Chief Medical Officer and wider ICB/ICS colleagues) for developing the necessary multi-disciplinary clinical and care professional leadership required to deliver the ICB strategy, including leading and influencing the development of a diverse group of clinical leaders to enhance the opportunities for collaboration across the ICS.

Leading for social justice and health equality

- Foster a culture in which equality, diversity, inclusion and allyship are actively promoted in all aspects of the role.
- Promote and enhance strategic approaches to the development of personalised care so that the ICB achieves the best possible health and care for its communities, promoting patient and public involvement in service design and decision making and champion the delivery of personalised care in all clinical practice.
- Support the delivery of population health management approaches to normalise and encourage patient and public involvement in service design and strategic and operational decision making.
- Drive innovation in clinical outcomes, reducing health inequalities and achieving better life outcomes across the ICS.
- Ensure that quality and service delivery improvements are targeted on improving outcomes and/or inequalities in access to healthcare provision for the population of the ICB.

Driving high quality, sustainable outcomes

- Working with other ICB Executive colleagues oversee the quality of all health services including implementing a safer just culture, safer systems and safer care.
- Support the ICB Executive place based directors to ensure that place based arrangements relating to Quality, Safeguarding, Patient Safety and Clinical Governance are effective and provide assurance to the ICB.
- Work in partnership with ICB place based directors, local government and other key leads to ensure that ICB statutory responsibilities in relation to issues such as continuing health care, Section 117 Aftercare, jointly funded health and care packages and Free Nursing Care are met

through effective place based arrangements, whilst sharing learning at system level and ensure assurance systems provide a line of sight to the ICB.

- Provide clinical and professional input, including robust and considered challenge into ICB decision making at all levels and across the ICS.
- Promote continuous quality improvement through learning, improvement methodologies, research, innovation, and data driven improvement initiatives both at a strategic and operational level.
- Address underperformance in a timely manner and promote continuous quality improvement through learning, improvement methodologies, research and innovation.
- The post holder will use continuous improvement methodologies to support improvement, in particular, to deliver the CQC delivery plans by providing professional advice on the quality and effectiveness of provider improvement plans.
- The post holder will have oversight and participation in regulatory process and identify the appropriate undertakings required and level of support required to achieve improvements/ the compliance needed.

Providing robust governance and assurance

- Support a strong culture of public accountability, probity, and governance, ensuring that appropriate and compliant structures, systems and process are in place to minimise risk and promote the freedom to speak up.
- Where services are commissioned across ICB's ensure clinical and professional leadership is provided to ensure robust delivery of quality services and an increase in outcomes for patients.
- Lead the identification of performance risks and issues related to the quality and safety ensuring that there is a quality assurance framework for the system with appropriate outcome measures that allows for early identification, escalation and support for areas of concerns.
- Ensure the NHSI Accountability Framework is implemented by Trusts in the region and provide information and evidence to support robust application of the SOF Framework.

- Ensure that the ICB has robust safeguarding arrangements by engaging with key system organisations and partners around serious case reviews, ensuring safeguarding adult/children reviews report findings to the placed-based leadership boards and the implementation of required actions.
- Ensure that professional standards, best practice developments, code of conduct and guidelines are in place.
- Ensure robust governance arrangements are in place to comply with legislation and support and monitor professional standards, code of conduct and best practice and that action is taken where performance falls below expected standards.
- Provide professional advice in the investigation of clinical complaints, serious incidents and associated matters.

Creating a compassionate and inclusive culture

- Create and promote a culture of inclusive, professional leadership, being visible as a collaborative clinical, professional and organisational leader and role model, engaging health and care professionals across places, primary and social care and through provider collaboratives.
- Act as a role model providing mentoring and supportive relationships to others in clinical and care professional leadership roles and ensure that clinical and professional leaders are supported to do their roles, given opportunities to develop and that the talent management and development of clinical and care professional leaders is embedded at all levels of the system.
- Ensure that staff within your reporting structures and the wider organisation are actively encouraged to develop their skills, knowledge and experience through opportunities that are available across the system.
- Manage and lead on complex and sensitive employment issues relating to provider Executive Nurse Directors.
- Act as a champion for patients and their interests and involve public and patients in policy development and decision-making.

NB: As a new executive team consideration may be given to additional duties and responsibilities that play to the particular skills, experience and strengths of individual Directors.

The duties and responsibilities outlined in this job description may evolve over time and change.

Key Relationships

- Local Authorities
- Foundation Trusts
- Primary care networks, Federations and practices
- NHSE/I
- CQC
- Academic Health Science Networks (AHSNs)
- Health Education England (HEE)
- The Health Foundation
- Department of Health and Social Care (DHSC)
- Universities and Royal Colleges
- Other Arm's-Length Bodies (ALBs)
- Department of Education

Personal Specification

Attribute/Skills	Essential	Desirable
Education & Qualifications	<ul style="list-style-type: none"> Evidence of sustained personal & professional development Registered nurse with post registration qualification, at degree level Current NMC Registration Masters level qualification or equivalent experience 	<ul style="list-style-type: none"> Postgraduate management qualification at Masters level
Previous Knowledge & Experience	<ul style="list-style-type: none"> Substantial Board level experience as an Executive Director of Nursing (minimum 3 years) with a demonstrable track record of success in a large and complex NHS organisation A proven track record of nursing leadership, driving standards of care and delivering change within an organisation is essential Experience in dealing with the complex field of litigation, regulation & improvement Knowledge and substantial experience of leading the nursing agenda within an NHS organisation Knowledge and experience of leading organisational clinical quality, clinical governance & risk management agendas Demonstrable track record of achievement in quality and patient safety Experience in the management of complex projects Experience of effective partnership and working with internal and external stakeholders Experience of Implementing governance frameworks 	<ul style="list-style-type: none"> Whole systems management Experience at Director level within provider, commissioning and oversight and assurance / regulatory organisations
Skills	<ul style="list-style-type: none"> Significant experience of provision of executive leadership across and within organisations 	
Disposition	<ul style="list-style-type: none"> Highly developed verbal & report writing skills Open participative engaging communication & influencing skills Capable of meeting deadlines & understanding the balance between regulatory management, flexible management and holding to account Highly developed influencing skills with the ability to shape development across the health and social care system Demonstrable commitment to inclusive working practices and leadership 	<ul style="list-style-type: none"> Demonstrable experience of Implementing and leading nursing and quality professional leadership across systems
Personal Attributes	<ul style="list-style-type: none"> Team player committed to corporate effectiveness High level of confidence Integrity Trustworthy Approachable/builds effective working relationships Resilience Strategic thinking ability 	
Work-Related Circumstances	<ul style="list-style-type: none"> Ability to participate in the Executive on call rota 	

How to apply

All applications must include:

- A full and updated CV, which includes your contact details and email address. Your CV will only be viewed by the recruitment consultants and the HR team to allow them to undertake the necessary reference checks and due diligence and will not be seen by the shortlisting panel or form part of the shortlisting decision-making.
- A personal statement of no more than two sides of A4, which should explain why you are interested in applying for the role and how you believe you meet the requirements set out in the person specification. Please note this is the candidate document that will form the basis for the panel's decision whether or not to take you through to the long and short listing stages of the process (for the final shortlisting decision the panel will also have a report from the recruitment consultants).
- Contact details of up to four referees (who will not be contacted without your permission).
- A completed **Equal Opportunities Monitoring Form** and **Fit and Proper Person Monitoring Form***.

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

For an informal conversation about the post, please contact Finn McNulty at our recruitment partners, Hunter Healthcare by email: fmcnulty@hunter-healthcare.com or phone: **07966 006091**

We are committed to making reasonable adjustments to support disabled candidates. Please let us know if there are any adjustments that will assist you.

We are inclusive of all diversity and are committed to equality of opportunity for all. Our recruitment processes are conducted in accordance with the Code of Governance to ensure that they are made on merit after a fair and open process so that the best people, from the widest possible pool of candidates, are appointed.

** The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process. The data is important so we can monitor the effectiveness of our ambition to increase the diversity of our applicants and workforce.*

KEY DATES:

Application closing date	29 May 2022
Shortlisting	31 May
Interview	tbc



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HUNTER
Executive talent for the healthcare sector