

# Could you help lead the NHS in your area?

**Dudley Integrated Care Provider**

**Non-executive Directors**

**Candidate Information Pack**

**Reference: M2182**



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**We value and promote diversity and are committed to equality of opportunity for all and appointments made on merit. We believe that the best boards are those that reflect the communities they serve.**

**We particularly welcome applications from women, people from the local black and minority ethnic communities, and disabled people who we know are under-represented in chair and non-executive roles.**

**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.**

## 1. Introduction from the Chair of the Dudley Integrated Care Provider, Harry Turner

Dear Colleague,

Firstly, I want to thank you for your interest in a Non-executive Role in the Dudley Independent Care (ICP). The next few months will be the most exciting in our history as we develop the first new NHS Trust offering integrated care across our healthcare system, in partnership with Primary, Community and Acute Care providers.

People are living longer, with more complex health issues and financial pressure on public services. These are mirrored locally. The local health and care system recognises that to really meet these challenges we must take a longer view, they are not things that can be fixed overnight and we need to look at new ways of thinking and doing to make the difference that we have not been able to make to date. This requires changes to the way that we provide services to meet the changing needs and wants of our population.

Dudley is an area that has risen to that challenge. We are working differently to make the changes required, to think about solutions and make them happen, regardless of the traditional barriers that exist. We are refining organisational boundaries and have established teams without walls who focus on the person at the centre and their care needs.

So being a Non-executive on our Board will be like no other Board role you may have experienced. We are looking for exceptional individuals with the drive and enthusiasm to be System Leaders. We are looking for people unafraid to challenge the norm and to support our Executive Team in the innovation of new ways of delivering care.

Combined with a thorough understanding of the ICP concept, its history and more importantly its aims and ambitions, our Non-executive Directors will need to be comfortable in starting up a new organisation working to very tight deadlines whilst ensuring existing services are maintained.

Finally, the Dudley ICP presents the unique opportunity to welcome staff into a new NHS Trust where Non-executive Directors can work in partnership with the Executives to create A Great Place to Work. We will be adopting the best practice in developing a Just, Learning and Restorative Culture and embracing staff wellbeing and flexible working to ensure our staff feel valued and involved in our future. Our Board will be role models in developing and leading initiatives resulting in an outstanding staff experience.

If you have the energy and resilience to lead our 'system first' Trust as a non-executive director we would love to hear from you.

**We will be holding an Open Evening for prospective candidates on 27 February 2020 at 18:00** at the Copthorne Hotel, Brierley Hill, Dudley where you will be able to hear more about our ambition and have the opportunity to meet our team.

If you are thinking of coming please contact Bev Edgar at [Beverley.Edgar@nhs.net](mailto:Beverley.Edgar@nhs.net) for further information. I very much hope to meet you there.



**Harry Turner**  
Chair, Dudley ICP

## 2. About Dudley ICP

You may be aware that nationally there are plans to develop Integrated Care Providers (ICP) and Integrated Care Systems (ICS) as introduced through the Five Year Forward View and described in the NHS Long Term Plan. The (ICP) Contract is one of the available options for systems to enable joined up decision making and integration of services. It will enable commissioners to award a single contract to a provider that is responsible for the integrated provision of general practice, wider NHS and potentially local authority services. Our journey in Dudley started in 2015 when we were successful in being selected as one of NHS England's New Care Model vanguard sites. Extensive engagement with patients, carers, public, communities and wider partners took place to understand views around the development of the ICP.

The ambition of the ICP is to recognise what is important for local people and bring care not only closer to home but to make it more personalised by wrapping that care around the person. We heard that access, continuity and co-ordination were really important to people. We also heard from our workforce that they were proud of their jobs but wanted more freedom to be innovative and provide solutions to some of the most common issues.

We have now received further support from the regulators to move forward with the aim of using Dudley and Walsall Mental Health NHS Partnership Trust as the organisation for our ICP after it merges with Black Country Partnership NHS Foundation Trust. This is a hugely significant milestone in our progress. The services from those two existing organisations will be provided by Black Country Partnership NHS Foundation Trust and their name will change to Black Country Healthcare NHS Foundation Trust. This provides the ICP with the opportunity to use the vacated Dudley and Walsall Mental Health NHS Partnership Trust as the new ICP organisation.

Our focus remains on working with our partners to achieve regulatory approval for the ICP to be able to hold the ICP contract. We are working closely with NHSE/I to provide them with the information that they require in order to progress that approval, including preparing the full business case. We are doing this with our partners in Primary Care, The Dudley Group NHS Foundation Trust, and with Dudley and Walsall Mental Health Partnership NHS Trust and Black Country Partnership NHS Foundation Trust.

The key priorities for our Board will be to ensure the safe transition of services from a number of local providers during 2020/21. This process begins on 1st April 2020 when staff from Dudley & Walsall Mental Health Partnership Trust form the first ICP services. To that end, the successful candidates will initially be appointed to Dudley & Walsall Mental Health Partnership Trust.

## Dudley ICP Vision & Principles

### Vision:

*We will help the people of Dudley to live longer healthier lives through our pioneering and truly integrated NHS organisation, focused on the overall health and needs of the population of Dudley. Our ethos is 'community where possible, hospital where necessary'. We provide accessible and efficient services, and quality is at the heart of everything we do.*

### Supporting statements

- **We are a pioneering and truly integrated NHS organisation.** We bring together services and teams within a single, integrated, joined up and values-led organisation.
- **We focus on the overall health and needs of the population of Dudley.** This focus drives our strategy and our operations.
- **Our ethos is 'community where possible, hospital where necessary'.** We provide the right care, in the right place, at the right time.
- **We provide accessible and efficient services.** We maximise accessibility, effectively co-ordinate services, and provide person centred care closer to home.
- **Quality is at the heart of everything we do.** We optimise outcomes and experience for all our patients.

### Objectives

- To improve population **access** to primary and community services.
- To improve **continuity** of care for the rising number of people with multiple long-term conditions.
- To provide better **coordination** of care for those with multiple complex needs.

- To deliver better **outcomes** and **improved health and wellbeing** for the people of Dudley.
- To make more **effective** use of resources through a **collaborative** approach to ensure **sustainable** health and social care across the whole system.

## Design Principles

The ICP will deliver services that are:

- **Joined up.** We will co-ordinate primary, community, social and acute care services, centred around the holistic physical and mental health needs of patients.
- **Digitally enabled.** We will implement shared clinical records, systems, data and information to improve the efficiency and quality of services across primary, community and outpatient care.
- **Prevention focused.** We will empower the population to look after their own health through greater understanding of how to live a healthier lifestyle, better access and signposting of services, and shared decision making and treatment plans. We will support people to access and maintain social and community support networks.
- **Informed by need.** We will use population health management techniques to understand current, and predict future, health and care needs. We will use this understanding to develop effective strategies and to tailor services to reduce health inequalities and improve the health and well-being of the Dudley population.
- **Innovative.** We will be bold and brave, thinking and working differently and innovatively to tackle challenges and improve quality.
- **Delivered close to home.** We will build on the existing PCNs, Integrated Community Teams and Clinical Hub to promote out of hospital care and community-based care, managed through integrated care pathways.
- **Clinically led.** We will provide clinically led, managerially enabled care with GPs, consultants and wider healthcare professionals working together, differently to better meet the needs of our population.
- **Sustainable.** We will make best use of our resources, by taking a system view and by thinking flexibly and innovatively about how we use our workforce, our equipment and our estates.
- **Collaboratively developed.** We will continue to involve patients and staff in designing and refining our services.
- **Accessible and efficient.** Our joined-up services will be accessible through simple, effective access points which meet the needs of our population. We will minimise handovers between organisations, improving patient experience and providing efficient and effective care first time.

## More about Dudley ICP

As their new website is currently in development, you may find out further information via the following links:

- <https://www.dudleyccg.nhs.uk/dudley-mcp/>
- <https://www.atbdudley.org/>

## 3. The opportunity

Dudley ICP now have the unique opportunity of building a new Board and are currently recruiting their Interim Executive Director team. NHS Improvement is recruiting the non-executive team, which will be a mix of interim appointments and those identified through this open competition. This is an exceptional opportunity to share your talents and expertise to make a positive difference to the lives of people served by the new Trust.

## 4. The Person Specification

### Essential criteria

As a new trust, the needs of the board will evolve and develop and will benefit from a range of different experiences and perspectives. We are looking to build an effective, diverse and entrepreneurial non-executive team with varied backgrounds including, where possible, experience from the public, private and voluntary sectors, who bring different professional skills and lived experiences. We need diverse, inclusive and compassionate leaders who not only reflect the communities the new Trust serve and the staff they employ but have the breadth of perspective and leadership style to make good collective decisions.

We are keen to meet you if you can demonstrate:

- Clinical or patient safety expertise gained at a senior level in medical, nursing, allied disciplines or social care
- An entrepreneurial or commercial approach, having had a leading role in transforming sectors/markets
- Digital and performance improvement expertise ideally within a context of large-scale strategic transformation
- Skills gained at a senior level relevant to starting up a new organisation like the ICP

Whatever your background, we are interested in your ability to add to the board members' life experience and bring personal insights into: being patient or carer of service user; experience of gender and women's issues; engaging with diverse social, economic and cultural groups and communities; younger people; those who are open about their faith; those who live with a disability, including mental health; those who are openly L/G/B/ or T.

You will need to have a genuine commitment to patients and the promotion of excellent health care services with strong governance experience that you can use to:

- work alongside other non-executives and executive colleagues as an equal member of the board
- bring independence, external perspectives, skills and challenge to strategy development and service delivery
- hold the executive to account by providing purposeful, constructive scrutiny and challenge
- shape and actively support a just and healthy culture for the trust

All non-executive directors must champion the standards of public life by upholding the highest standards of conduct and displaying the principles of selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.

As a future NHS leader, the successful candidate will be able to demonstrate the range of behaviours required to contribute effectively in this board level role. These are outlined in the NHS Leadership Academy's [Healthcare Leadership Model](#).

Applicants should live in or have strong connections with the Black Country.

- On average this role will require the equivalent to 2 to 3 days a month, however the time commitment may vary and a flexible approach should be taken.
- From 1 April 2020 the remuneration payable for this role is £11,500 per annum. Thereafter the remuneration will be applied in line with the framework for chairs and NEDs. On this basis the successful candidate will receive an increase on 1 April 2021 to £13,000 (standard rate for all NEDs) per annum.

Given the significant public profile and responsibility members of NHS Boards hold, it is vital that those appointed inspire confidence of the public, patients and NHS staff at all times. NHS Improvement makes 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 our [website](#).

## Appendix 1: More information

Follow the links for more information about:

- Becoming a non-executive director
- About the non-executive role
- Advice on applying for the role such as:
  - Building your application
  - Sources of information and useful reading
  - Eligibility and disqualification criteria
  - Terms and conditions of chair and non-executive director appointments

NHS Improvement 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.

## Appendix 2: Making an application

If you wish to be considered for this role please provide:

- a CV that includes your address and contact details, highlighting and explaining any gaps in your employment history
- a supporting statement that highlights your motivation for applying and your understanding of the NHS and the role. You should outline your personal responsibility and achievement within previous roles and how your experience matches the person specification
- the names, positions, organisations and contact details for three referees. Your referees should be individuals in a line management capacity, and cover your most recent employer, any regulated health or social care activity or where roles involved children or vulnerable adults. Your references may be taken prior to interview and may be shared with the selection panel
- please complete and return the monitoring information form which accompanies this pack and is available for download
- tell us about any dates when you will not be available

## Appendix 3: Key dates

- **Open evening (short presentation & opportunity to meet the team): 27 February 2020.** If you are thinking of coming please contact Bev Edgar at [Beverley.Edgar@nhs.net](mailto:Beverley.Edgar@nhs.net) for further information.
- **Closing date for receipt of applications: 12 March 2020 at 11am.** Please forward your completed application to [NHSI.Chairsandneds@nhs.net](mailto:NHSI.Chairsandneds@nhs.net)
- **initial interview date: 30 March 2020**

**Getting in touch with NHS Improvement** – for general enquiries contact Miriam Walker on 0300 123 2059 or by emailing [miriam.walker@nhs.net](mailto:miriam.walker@nhs.net)

## About NHS Improvement

NHS Improvement is responsible for overseeing Foundation Trusts, NHS Trusts and independent providers. We offer the support these providers need to give patients consistently safe, high quality, compassionate care within local health systems that are financially sustainable. By holding providers to account and, where necessary, intervening, we help the NHS to meet its short-term challenges and secure its future.

## Contact us

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