

Job Description

Job Title:	Executive Chief Nurse
Band:	VSM
Location:	Shire Hall - Gloucester
Responsible to:	ICB Chief Executive
Accountable to:	ICB Chief Executive Professional accountability to NHSE Regional Chief Nurse

The Role

The ICB Executive Chief Nurse post holder will work as part of a dynamic team in delivering key objectives that support ICS programmes of work that relate to national policy, strategy and professional priorities for nursing, other clinical and professional groups and the ambitions of the ICB Executive team. The role will support a range of professionals across the ICS, and other organisations, so it is essential that the post holder is able to work at an executive level to influence and deliver on key priorities with stakeholders and partners.

The post holder will have responsibility for the strategic and operational development of the ICS and its related business.

The Role contains 5 key elements

1. Leadership
2. Quality and professional performance
3. Workforce development
4. Safeguarding (Adults and Children)
5. Caldicott Guardian

1. Key Job Specifics and Responsibilities

- Provide strategic leadership as a credible clinical leader and key point of contact for clinicians across the sectors to support the delivery of the ICS ambitions to deliver vital programmes of improvement in line with national policy. These programmes will have significant system and performance improvement deliverables that will have high level impact for health and social care across the ICS.
- Work jointly with national and regional teams in the commissioning and delivery of programmes of work required to support system change and delivery, where clinical and multi-professional contributions could be maximised.

- Maintain a good knowledge of emerging policies from government departments to assist in the thinking and definition of strategy discussions and help support stakeholders.
- To ensure all work programmes add value in relation to individual health and wellbeing, population health and wellbeing and to the nursing and midwifery profession.
- Work collaboratively with key strategic regional and national policy makers to inform a strategy and processes that will drive digital transformation of care and alignment across the system.
- Draw from experience and expertise in other academic fields and industries, ensuring that the organisation benefits from innovation, research and relevant initiatives.
- Ensure all public and patient contact with the ICS is of the highest professional standard, ensuring their engagement and codesign at all levels of decision making to deliver health and social care services

2. Job Summary

- Responsible for proactively supporting the transformation of service delivery by providing an essential focus on quality, clinical governance, and efficiency via an understanding of whole health and social care economy.
- Responsible for ensuring the people of Gloucestershire experience the best possible quality of services, good clinical outcomes and a positive patient experience wherever they interface with health and care services.
- To take a lead in the development of an ICS strategy and framework to deliver professionally led health & care services which deliver high quality, effective care and treatment. Working with regulators, Health Education England, Healthwatch and NHSEI where appropriate.
- Work with and support primary care contractors to deliver high quality services and meet the requirements of CQC.
- To be the county-wide Health Executive lead for Child and Adult safeguarding. and Maternity Services.
- To be the lead responsible officer for Infection Prevention & Control.
- To provide professional leadership to ICB Nurses, midwives & AHPs working in commissioning, professional advisory and quality roles and functions, including Practice Nurses and non-NHS Nurses working in the system.
- To support the development of Nurse leadership at PCN and ILP level. Ensuring that Nurses are fully engaged in the population health agenda.

- To lead on behalf of the ICB the education and development agenda for nurses, midwives and AHPs, working with health and social care partners to support the development of educational initiatives across the county. Delivering this by working with the universities and other educational establishments to develop new programmes of study.
- Lead on appropriate programmes, projects, system and processes to enable the implementation of agreed strategies to ensure, develop and redesign care pathways ensuring safe standards of care for patients.
- Work to ensure there is a proactive contribution of nurses to the deployment and transformation of digital systems. Continue to develop the role of the Chief Nurse Information Officer within the ICS.
- Be the ICB Caldicott Guardian and discharge the legal duties necessary for this role.
- To undertake the role of the Accountable Emergency Officer for the ICB and co-ordinate emergency planning for the health service across the county representing health on the LRF and SCG.
- To lead the cross-border working arrangements with the Welsh health service, managing disputes and supporting patients. Chair the cross-border network group on behalf of NHSE and Welsh Government.
- To be the Executive lead on major / sensitive areas of work as may be necessary.
- Participate in the Director on-call rota.

3. Main Responsibilities:

Professional leadership

- Provide strategic clinical leadership, guidance and supervision for Nurses & AHPs working across the ICB.
- Provide professional leadership and support to Nurses and clinical support staff working in Primary Care and Non-NHS providers.
- Advise and support the ICB when managing practitioner's performance which falls below the standard required. This will include investigation, advice regarding clinical boundaries, patient safety and professional accountability across a wide range of health care professional groups. With the Medical Director liaise with NHSE with respect to primary care practitioners.
- To provide detailed insights from nursing and allied health care professionals' perspectives into discussions regarding service redesign, clinical pathways and system reform.
- Work with provider Directors of Nursing to ensure a consistent approach to professional practice and other clinical initiatives.
- Work with the Director of Nursing at NHSE to support region-wide professional development initiatives and strategy implementation.

Quality & Professional Performance

- Provide clinical professional leadership and a quality focus / assurance into the commissioning of high quality health and care services for the local population and support the work of the Clinical Programme Groups, urgent and planned care, CHC, complex care, mental health, LD, maternity and CYP.
- Provide an essential focus on quality and outcomes as well as on-going improvement in service delivery.
- Lead the development and improvement in respect of quality, promoting excellence in professional practice.
- Lead service and quality improvement projects and programmes across primary, community, mental health, maternity and secondary care.
- Provide assurance to the Integrated Care Board on the quality of commissioned services through regular reporting. Ensure poor-quality practices and services are escalated and managed in a timely manner.

Quality & Professional Performance

- Ensure the ICS System Quality Group oversees the quality of services delivered and to support shared learning. The post holder will be chair of the SQG.
- Work through CPGs, provider multi-disciplinary teams and other organisations to design and review integrated care pathways which provide patients with continuity and support delivery of good clinical outcomes and a positive experience.
- Establish robust working relationships with healthcare providers, specialist commissioners and other agencies to facilitate innovation and improve the quality of healthcare services.
- In conjunction with healthcare providers review all nationally produced evidence on quality to inform learning and implementation of best practice locally.
- Lead the development of effective oversight of provider quality and outcomes; undertake reviews with providers reporting to the ICB Quality Committee.
- Provide Clinical Leadership and act as Chair of Gloucestershire's Local Maternity System (LMS), supporting and holding the local maternity provider to account for delivery of the maternity transformation programmes and safety and quality agenda and ensure that the principles of the perinatal quality and safety surveillance programme are upheld
- Lead the implementation of quality assurance and improvement systems for primary care, supporting practitioners through the CQC inspection process.

- Analyse complex issues, including technical data, and use it to make difficult decisions ensuring that such data is used ethically to balance competing priorities.
- Act as the ICB lead for Infection prevention and control. Provide professional leadership and assess the impact of all existing and new policies and plans and make recommendations for change where required, collaborating with both the Local Authority Public Health Directorate and the UKHSA. Lead for the ICB in relation to managing risk and incidents in the health community, working with providers to meet or exceed national requirements. Represent the ICB at the county health protection Board.

Safeguarding

- To undertake the role as lead NHS Executive for county-wide child and adult safeguarding.
- Ensure that all statutory requirements in respect of adult and child safeguarding are appropriately discharged across the local NHS.
- To represent the local NHS as a member of the Children's Safeguarding Executive Partnership.
- Chair the Health Safeguarding Forum and provide leadership to safeguarding practitioners working in local providers.
- Lead the ICB team of safeguarding professionals

Education & Development

- To be the ICS Executive lead for the education and training sub-group.
- Lead on behalf of the local NHS county-wide training and education initiatives for non-medical staff, so ensuring consistency of educational opportunities.
- Lead the development of primary care non-medical training and support the work of the primary care training hub. Ensure that primary care clinical staff have access to mentoring and support.
- Provide the ICB link to the Education and Training providers, Health Education England and the AHSN
- Work closely with local universities to develop new programmes of study and support joint working between the NHS and academic organisations.
- Represent nurses and midwives on the ICS People Board.
- Support the Director of People in relation to non-medical workforce matters as required.

Patient Experience

- Utilise patient experience feedback to improve quality and safety of commissioned services.
- Work with the NHSEI patient complaints team in the learning from primary care complaints.
- Work collaboratively and engage with system partners to ensure the patient and staff voice is heard and acted upon.
- Ensure through the work of the inequalities team, that there is a focus on addressing inequalities and leveling up of service access for our population.

Emergency Planning & Business Continuity

- Lead on behalf of the ICB the emergency response / planning process and ensure business continuity arrangements are established and effective across the system.
- Undertake the role of Emergency Accountable Officer for the ICB and act as the Senior Responsible Officer for the local NHS during times of escalation.
- Co-ordinate NHS emergency planning exercises and activities across the county.
- Represent the NHS at the multi-agency Local Resilience Forum, the NHSE LHRF Executive and regional EPRR meetings.
- Provide assurance to NHSE regarding local NHS / AQP emergency preparedness by undertaking an annual assurance process

3. Other Duties and Responsibilities

Functional Responsibilities

3.1 Operational

- Lead all activities including, but is not limited to:-
 - Manage, monitor and report on benefits realisation management, tracking the progress and ensuring that the intended benefits are achieved with outcomes maximised.
 - Oversee the work of direct reports to ensure the information systems are integrated with the overall strategy; ensuring synergy between strategy milestones and objectives.
 - Develop appropriate business strategy with appropriate Managers/Directors.
 - Ensure appropriate governance structures are in place to support standards required.

- Manage and monitor the performance management process.
- Define and implement business processes that support the functions of the new system.
- Manage the impact on business critical process and key talent.
- Manage the appropriate programme controls ensuring monitoring and control activities and performance targets are on track.
- Manage system risks ensuring they are appropriately identified and controls and/or mitigation is in place, escalating to the system board as appropriate.

3.2 Financial and Physical Resources

- Budget setting and managing related activity, liaising with Finance colleagues to ensure appropriate costings.
- Responsible for ensuring adherence to the Directorate budget, ongoing monitoring of expenditure against budget and ensuring the appropriate documentation is available for scrutiny.
- Responsible for defining budget required to scope and implement the long-term strategic plan.
- Responsible for providing guidance and management on the procurement of identified products, equipment, services and facilities for assigned Directorate to execute required services – from defining requirements, developing specification, developing bid evaluation methodology, project managing procurement including, achieving stakeholder buy-in, sign off for bid documentation, overseeing bid evaluation, award recommendation and sign off of final deliverables/products as required ensuring they meet the defined levels of quality and value for money. Placing orders and signing invoices, keeping mindful of budget limitations.
- Responsible for making recommendations, providing advice and able to prepare strategic reports/briefings as required.
- Act in a way that is compliant withstanding Orders and Standing Financial Instructions in the discharge of budget management responsibilities.
- Constantly strive for value for money and greater efficiency in the use of these budgets and to ensure that they operate in recurrent financial balance year on year.

3.3 Staff Management

- Manage the Directorate with the Chief Medical Officer, building a collaborative working environment and an innovative culture.

- Provide direct performance management and feedback to the Directorate staff.
- Motivate and inspire staff to role model leadership and innovation.
- Leading teams of third parties (predominately consultants/interims) to ensure the plan/deliverables are met in a timely manner, to the required standards and within budget. (Including procuring/recruiting resources, tracking and signing timesheets). The post holder may be leading multiple teams at one time to deliver multiple products.
- Work across the wider organisation to agree prioritisation of blocks of work and related resource allocation to ensure high priority work/dependencies are completed in a timely manner.
- Responsible for the recruitment and development of the Directorate staff, including undertaking appraisal and personal development and, where appropriate, progressing any disciplinary or capability issues.
- To forge positive working relationships, in order to support an effective matrix approach to achieve NHS objectives.
- To work in a matrix management style and to foster close working relations with other managers.
- To manage, motivate and develop staff within the Directorate to ensure that they are able to deliver the new responsibilities of the Directorate.

3.4 Information Management.

- Provide and receive highly complex, sensitive and contentious information, including presenting information about the programme and dependencies involving a wide range of stakeholders in formal settings: therefore, the post holder must have the ability to deal with resulting potentially challenging situations.
- Establish and manage the Directorate's risk management, change control and issue resolution processes.
- Developing and presenting reports summarising status on issues, appraising outcomes, and providing progress reports for senior staff or groups of staff as directed from time to time.
- Responsible for the management of and reporting of information to relevant internal and external stakeholders, including executive sponsors and non-executive authorities.
- Ensure appropriate project management systems are set up to support programme controls and reporting.
- Operate within and provide enhancements to current management information and reporting to enhance decision making processes.

3.5 Planning and Organisation:

- Lead the planning and design of strategies to meet the vision and strategic direction of the ICS.
- Manage the activities necessary to ensure delivery of a transformational strategy.
- Prepare and manage plans for service start-up, engaging various stakeholders to build momentum and support.
- Responsible for the overall planning of the strategy and for providing vision and strategic direction to the team.
- Define and manage the governance processes of the the strategy.
- Chair or attend as appropriate, meetings with varied internal and external key stakeholders to facilitate the delivery of the strategic objectives.
- Responsibility for ensuring the function/strategy is delivered to time, to quality standards and in a cost-effective manner, adjusting plans and resources as required.
- Ensuring that the delivery of the function/strategy is to the appropriate levels of quality, on time and within budget, in accordance with the programme plan.
- Support the CEO with stakeholder engagement and aligning strategic objectives and business needs.

3.6 Policy and Service Development:

- Ensure that all staff within the Directorate are aware of relevant policy and procedures and that communication is developed and deployed appropriately.
- Proposes changes to and making recommendations for the project as appropriate.
- Contribute to the review and development of existing project information management systems and contribute to the development of an integrated approach to project management.
- Lead the implementation of the project to achieve the desired benefits.
- The post holder will need to maintain a good knowledge of emerging policies from government departments. This will assist in the thinking and definition of the strategy discussions for the strategy and stakeholders.
- Research and identify relevant best practice (i.e. where similar systems are in place), this could be UK wide, globally, public or private sector both within and outside the health economy in order to develop appropriate options to implement policies. Post holder will need to consider how best practice could be applied to the existing health economy, taking into account the impact on existing relationships between entities and their functions across the health economy.

- Develop recommended approach to implement the relevant policies (based on best practice research conducted), most likely a business case (inc. implementation plan, cost benefit analysis) following a thorough review of the possible options including testing the options with key stakeholders (internally and externally) and an impact assessment which outlines any key dependencies for successful implementation.

4. Communication and Key Relationships

- Operate effectively in a flexible and demanding environment and proactively engage with stakeholders.
- Required to communicate, proactively build good working relationships and provide information and advice to a wide range of internal and external stakeholders on a range of business sensitive issues.
- Lead as an expert; integrating systems and managing effective working relationships with the appropriate stakeholders.
- Provide and receive highly complex, sensitive and contentious information, including presenting information about projects and dependencies to a wide range of internal and external stakeholders in formal settings.
- Manage potentially aggressive and/or antagonistic situations with staff and stakeholders within change programmes for successful outcomes.
- Deal with complex and conflicting subject matter problems or in day today work load in workshops, meetings, one to one communications and other events, comprising various parts of the business.
- Nurtures key relationships with senior and high profile individuals and responsible for the maintenance of networks.
- Employ effective communication, negotiation and influencing skills to enable stakeholder relationships to deliver objectives over the duration of the tenure/project with:
 - External organisations to ensure seamless transition to the new system.
 - Wider NHS stakeholders to ensure appropriate collaboration.
 - Internal leaders and staff to gain input to the development of systems, processes and activities.
- Represent the ICB in sensitive and political situations, delivering difficult messages where required to high-level audiences.

Supporting Evidence / Person Specification

Factors	Description	Essential	Desirable	Assessment	
Knowledge, Training and Experience	Educated to masters level in relevant subject or equivalent level of experience of working at a similar level in specialist area	✓		A/C	
	Registered General Nurse or Midwife with a high level of professional expertise and knowledge	✓		A/I	
	Knowledge of corporate and clinical governance including risk management and quality assurance	✓		A/I	
	Understanding of the whole health economy, of clinical service provision in a range of settings (primary, secondary, mental health, community etc).	✓		A/I	
	Understanding of the role of the ICS and functions of the ICB.	✓		A/I	
	Understanding of strategic commissioning, contracts and commercial processes	✓		A/I	
	Understanding of wider NHS Policy and context	✓		A/I	
	Understanding of the NHS Quality Agenda including setting and monitoring quality metrics	✓		A/I	
	Significant management experience at senior board level in the NHS or other public healthcare related industry or significant exposure to Board level working			✓	A/I
	Proven experience of leading and delivering complex change and strategy development programmes in a politically sensitive and complex environment	✓			A/C
	Commissioning expertise in healthcare environment	✓			A/I
Significant experience and understanding of proven implementation of project management methodologies			✓	A/I	

Knowledge, Training and Experience	Member of a relevant professional body	✓		A/I
	Awareness of relevant public and private sector business management best practice		✓	A/I
	Experience of successfully operating in and delivering priorities in a partnership environment		✓	A/I
Communication Skills	Dynamic personality and the ability to build trusted stakeholder relationships and wide support networks in a political context like the NHS in the ICS	✓		A/I
	Strong external communications skills in a politically sensitive environment and experience in handling media	✓		A/I
	Ability to prepare and produce concise yet insightful communications for dissemination to senior stakeholders and a broad range of stakeholders as required	✓		A/I
	Extensive experience of delivering presentations to large groups of stakeholders in often pressured and politically sensitive environments	✓		A/I
Analytical	Ability to analyse highly complex issues where material is conflicting and drawn from multiple sources	✓		A/I
	Capability to act upon incomplete information, using experience to make inferences and decisions	✓		A/I
	Ability to analyse numerical and written data, assess options and draw appropriate initiatives	✓		A/I
Planning Skills	Leadership, vision, strategic thinking and planning with highly developed political skills	✓		A/I
	Demonstrated capability to plan over short, medium and long-term timeframes and adjust plans and resource requirements accordingly	✓		A/I
	Experience of managing and prioritising a large budget	✓		A/I

Planning Skills	Ability to provide informative reporting on finances and impact to Board management	✓		A/I
	Experience of project and programme management techniques and tools such as Prince 2 or Managing Successful Projects		✓	A/I
Autonomy	Demonstrated capabilities to manage own workload and make informed decisions in the absence of required information, working to tight and often changing timescales	✓		A/I
Management Skills	Ability to make decisions autonomously, when required, on difficult issues	✓		A/I
	Experience in leading a major change initiative with entrepreneurialism in a challenging organisational environmentchanging timescales	✓		A/I
	Experience of creating a new team and motivating and inspiring staff to work together to achieve a common objective	✓		A/I
	Ability to delegate effectively	✓		A/I
	Ability to work effectively between strategic and operational activities where required	✓		A/I
Physical Skills	Working knowledge of Microsoft Office with intermediate keyboard skills	✓		A/I
Equality and Diversity	Will consider the most effective way to promote equality of opportunity and good working relationships in employment and service delivery and has the ability to take actions which support and promote this agenda	✓		A/I

Assessment will take place with reference to the following information

A = Application Form

I = Interview

T = Test

C = Certificate