



**North East and
North Cumbria**

North East and North Cumbria Integrated Care Board

Job Description and Person Specification

Job Title: Director of Transformation
Location Base: TBC
Reports to: Executive Director of System Strategy and Oversight
Salary: Band 9

Job Summary/ Purpose

The Director of Transformation will lead the successful development and delivery of the ICBs transformation programmes to ensure achievement of the organisation's strategic aims. This role will be responsible for the delivery, coordination and leadership of a range of the ICS transformation programmes and workstreams linking into senior colleagues and partners across health and care system and ensuring ICB ambitions for improvement are translated into clinically led strategies and transformation programmes.

The Director of Transformation holds a key role as a part of the ICB senior leadership team, providing insight, support, advice and the technical knowledge and skills to deliver new ways of working and transformational change to improve population health and reduce health inequalities. The post-holder is responsible for developing the strategic vision and direction for the transformation of specific clinical and non-clinical processes and partnerships across the ICB and ICS, ensuring that the aspirations of the ICS are translated into well considered, planned and executed transformational programmes that involve all key stakeholders and are inclusive and person centred whilst coordinating delivery of national and local policy requirements .

Role specific responsibilities

Working with the executive team and senior leaders, lead the ICB approach to service transformation and systems thinking, including innovative approaches to programme design and integration drawing on specific improvement skills and techniques.

Be responsible for leading, influencing and contributing to the ICB plans, wider system strategies and policies of the ICS, with the aim of driving innovation, the reduction of health inequalities and achieving better life outcomes across the system. This will include 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.

Develop the transformational programmes and plans of the ICB using complex and often sensitive data sets drawn from horizon scanning, benchmarking, patient experience and public engagement feedback and performance information to drive and inform our transformational priorities.

Lead the development of key ICS strategies and transformation plans, ensuring these are integrated with national and local policy and plans, and coordinate delivery across the ICS, working with all key stakeholder and

Direct key delivery programmes, including system wide (cross organisational) programmes and transformation programmes on priority topics as agreed with the ICB Executive.

Lead on behalf of the ICB the work with other senior leaders across health and social care to ensure an integrated approach to strategic planning, development and service and system transformation on behalf of the ICB, ensuring alignment with local priorities, national guidance including the Long Term Plan NHS Constitution and NHS Outcomes Framework.

Support and lead key aspects of the ongoing development of the ICB 5-year plan, the ICP Integration strategy/plans and other strategic programmes providing leadership to programme boards and/or collaborative workstreams providing direct input on a wide range of issues whilst building and sustaining effective professional relationships with senior health and care system leaders, clinicians, stakeholders and people that use our services.

As the senior system lead for transformation in a specific area or function, will be required to operate in a highly political and sensitive environment, navigating proposals for service developments or change through the necessary governance assurance requirements at organisational, place and system levels.

Undertake the review and analysis of complex data sets/information in order to identify priorities for improvement.

From these develop status reports and proposals for improvement and transformation, and using highly effective presentation skills, deliver proposals for change to senior executive and/or clinical colleagues within sometimes challenging or hostile environments.

Take a lead role for specific areas of transformation and improvement across acute and community services including mental health, learning disabilities and autism, primary care, or system wide initiatives providing leadership across organisational and professional boundaries to lead and facilitate transformational change for the ICS population

Work closely with the Executive Directors of Place Based Delivery and place-based teams to support the implementation of strategic transformational change in a way that makes sense to the local place and its population enabling the ICB and its key partners to deliver on the key strategic objectives that aim to improve the health and well being of the local population.

Work alongside the Director of Innovation and the Executive Chief Digital and Information Officer to make the best use of research and innovation in the development of transformational change programmes.

Work with providers to deliver ICS strategic priorities by coming together to agree objectives and priorities for their provider collaboratives, that are consistent with those of the ICB and place-based partnerships.

Be responsible for the development of the ICB strategy and policy for areas of identified accountability across a number of key functional areas with a lead for specific areas of service development and transformation across the ICB and ICS

Ensure the MOUs between the ICB and the collaborative, facilitates the effective at scale planning delivery, improvement and transformation of services required to meet the ICB ambitions and over time reflects the delegated responsibilities from the ICB.

Lead and develop, in partnership with North of England Commissioning Support, a programme management office function for the ICB/ICS which is responsible for coordinating and supporting the delivery of the ICS programmes and associated plans.

Contribute to programmes and developments on a regional and / or national basis as required and as it relates to the of delivery objectives of NENC ICS and to ensure the promotion of the reputation of our system and NENC as a whole.

Working with the executive team and senior leaders, lead the ICB approach to strategic planning, improvement and transformation across the ICS geography for a specific area using an analysis of complex, relevant local performance data and regional and national benchmarking, research evidence and best practice (e.g. GIRF).

Lead and be responsible through the transformation programmes and delivery of the associated strategies for the primary data collection, tools techniques and subsequent research to enable the ICBs to ensure effective delivery of key local and national performance objectives.

Lead the planning, delivery and implementation of any system wide or large scale transformation and service reconfiguration, that may include preparing the case for change, Outline Business Case and SOC for consideration through relevant governance arrangements including leading large scale public engagement and consultation required to meet the statutory responsibilities of the ICB.

As the lead for strategic service transformation regularly communicate with system partners including Overview and Scrutiny committees, MPs and the public, to relay information about services and strategies of the ICB and deal with any contentious or difficult issues as appropriate

Maintain a good knowledge of emerging policies across health and care to assist in the thinking and definition of partnership discussions, drawing from experience and expertise in other fields and industries, ensuring that the ICS and its population benefits from innovation, research and relevant initiatives.

Take responsibility and be accountable for the effective management of the related involvement budget

Responsibility for managing staff across a significant ICS service area including dealing with staff concerns/ employee relations cases including when required leading dismissal meetings or appeals.

Will be required to travel extensively around the geography of the ICB, liaising with key partners and stakeholder.

The post holder will be required to be on the on-call rota for EPRR purposes.

Corporate and Directorate responsibilities

As a Director of Transformation and senior leader within the ICB, take a corporate responsibility for ensuring that we commission the highest quality services to secure the best possible outcomes for our population maintaining a consistent focus on quality, integration and innovation.

Through effective leadership of the transformational programmes support and enable an approach with co-production at the centre ensuring the voices of our partners, local communities and our population are heard and remain at the heart of all discussions and decisions.

Share responsibility as part of the senior leadership team to ensure that the ICB exercises its functions at system and place effectively, efficiently, economically, with good governance and in accordance with the terms of the ICB constitution and schemes of delegation and will specifically be responsible for ensuring that productive and effective relationships are maintained, developed and sustained across the system, organisations and at place, providing assurance that responsibilities are discharged effectively and economically, developing robust governance arrangements to manage any delegated resources and joint decision making.

Provide support to the strategic ICP and the geographic sub ICP(s) in the development of a robust and ambitious system wide health and care strategy that will support improvements in the health of our population and the reduction in inequality.

Work in partnership with our NENC FT provider collaborative and any developing local collaboratives including PCN networks or collaboratives to support the delivery of integrated and high quality health and care services across the ICS geography and where appropriate to create transformational system change enabling consideration of delegation of or shared delivery of ICB responsibilities.

Ensure key strategies and operational plans are in place and take an innovative approach delivery of the ICB ambitions, coordinating inputs from across the system and maximising system ownership.

As part of the ICB senior leadership team, provide support across the ICB and its places to ensure the delivery of an integrated planning approach with partners.

Work across and within teams of the ICB and in partnership with other ICB senior leaders to deliver on the objectives and aspirations of the ICB.

Manage a delegated ICB budget and as a member of the ICB senior leadership team have corporate responsibility for the financial performance of the ICB as a whole.

Be responsible as an ICB senior leader for planning and allocating resources to meet the four core purposes of integrated care systems (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.

Support the Chief Executive and executive team to develop and enhance strong working relationships with partners and key stakeholders to ensure the effective delivery of the ICB ambitions, strategies, and plans.

Setting strategy and delivering long-term transformation

As a member of the ICB senior leadership team ensure that population health management, innovation and research and digitally enabled transformation support improvements in health and well-being across the ICS geography.

As an ICB senior leader create positive and respected leadership relationships that commit to delivering wide scale system change ensuring the ICB acts as an enabler to improve the population health of the ICS.

As a system leader and role model provide leadership across organisational and professional boundaries to facilitate transformational change for the ICS population.

Work in partnership with the place-based leaders and partnerships to deliver transformative change and improvement to how we provide and deliver services in order to make real transformational differences for the population.

Promote and facilitate collective responsibility for removing organisational barriers to accessing health and care services.

Influence and work collaboratively as part of a wider system to create opportunities to make sustainable long-term improvements to population health achieving the opportunities for efficiencies of working at scale that the ICB represents.

Ensure continued effective relationships with multiple key stakeholders including NHS providers, local authorities, Health Watch and other patient groups and the voluntary and community sector which will be required to support the partnership and ICP vision and strategy

Driving high quality, sustainable outcomes

As a senior leader promote and facilitate improvements which have a direct impact on the population health needs of the ICB.

Work with wider ICB colleagues, coordinating inputs and aggregating approaches and plans to ensure as a whole the ICB has a direct impact on population health outcomes.

Work with and support ICB colleagues to promote the delivery of high quality health and care services are delivered in the ICS area.

Promote patient and public involvement in all aspects of ICB activity and approaches.

Promote shared learning through engagement with local, regional and national colleagues as part of wider integrated care networking opportunities.

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.

Proactively manage key risks and issues associated with system wide delivery, engaging effectively with constituent organisations.

Manage resources and devolved budgets to deliver best value and economy.

Creating a compassionate and inclusive culture

Support and promote a culture of inclusive leadership.

Be visible as a collaborative senior leader and role model, across the whole system in the development and delivery of the ICB plan. .

Ensuring that the talent management and development of health and care leaders is embedded at all levels of the system.

Leading for social justice and health equality

Foster a culture in which equality, diversity, inclusion are actively promoted across and within the ICS with the aim of reducing health inequalities.

Be responsible for ensuring ICB plans and wider system strategies of the ICS aim to reduce health inequalities and achieving better life outcomes across the ICS.

Be responsible alongside other senior leaders for ensuring system wider and place-based innovation, plans and transformational programmes deliver better access, improvements in life outcomes and reductions in health inequity

Promote and enhance strategic approaches to further developing personalised care locally so that the ICB achieves the best possible health and care for its communities.

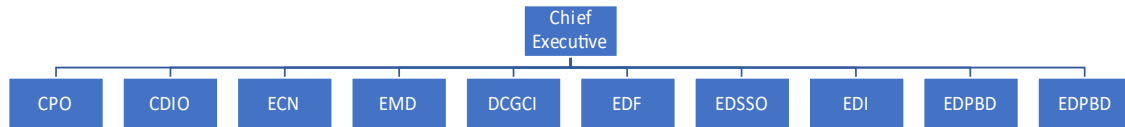
Working closely with ICB senior leaders, ensure the strategic plans for transformation at place and at scale have will achieve improved outcomes for the population across the ICB.

Key Relationships

- Foundation Trusts
- Local Authorities
- Political and community leaders
- Patients and staff
- Primary care networks, Federations and practices
- NHSE/I
- CQC
- Healthwatch, community and voluntary organisations
- Department of Health and Social Care (DHSC)
- Other Arm's-Length Bodies (ALBs)
- Academic Research Collaboration
- Research and clinical network

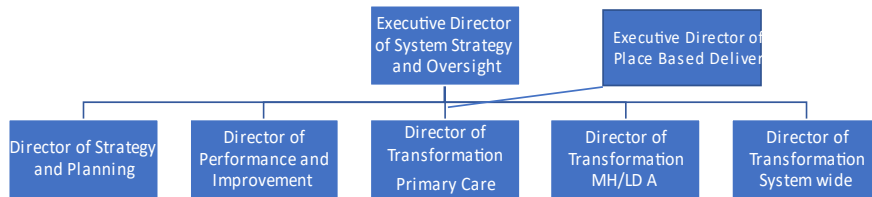
Organisational Structure - NENC ICS

NENC Integrated Care Board Executive Team



CPO – Chief People Officer
CDIO – Chief Digital Information Officer
ECN – Executive Chief Nurse
EMD – Executive Medical Director
DCGI – Executive Director of Corporate, Governance, Comms and Involvement
EDF – Executive Director of Finance
EDSSO – Executive Director of System Strategy and Oversight
EDI – Executive Director of Innovation
EDPBD – Executive Director of Place based Delivery

Executive Director of Strategy and System oversight – including reporting / line management responsibilities



Person Specification – Director of Transformation

	<u>Essential</u>	<u>Desirable</u>
Education & Qualifications	<ul style="list-style-type: none"> • Evidence of sustained personal & professional development • Degree level qualification • Masters level qualification or equivalent experience 	<ul style="list-style-type: none"> • Project management qualification e.g.: Prince 2
Previous Knowledge & Experience	<ul style="list-style-type: none"> • Substantial leadership health care experience is essential including a minimum of 3 years as a senior leader with a demonstrable track record of success in a large and complex NHS organisation • A proven track record of driving improvements in performance and standards of care and delivering change within an organisation • A proven track record of transformation, planning and delivery across a range of, areas and services with specific insight into commissioning and delivery at scale. • Experience in dealing with the complex field of litigation, regulation & improvement • Experience in the management of multi-project programmes of work • Management of programme budgets • A wide range of improvement tools and approaches • Experience of effective partnership and working with internal and external stakeholders at the most senior level • Significant experience in leading and developing programme or project plans across multiple partners and stakeholders, achieving consensus and managing successful delivery • Significant experience in performance management approaches including analysis of data and performance reporting. • Knowledge and experience of staff management • Knowledge and experience of financial management • Experience of managing relationships with the media and political stakeholders. • Substantial experience of providing leadership within a regulatory environment and across complex systems with demonstrable impact. 	<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"> • Skilled in building consensus and enhancing collaboration • Conflict resolution 	

	<ul style="list-style-type: none"> • Exceptional written and verbal communication skills, which engender community confidence, strong collaborations, and partnership. • Strong critical thinking and strategic problem solving; the ability to develop joint strategic planning and undertake problem resolution and action. • Analytical rigour and numeracy. • Using measurement of data as an improvement tool • Highly sophisticated leadership and influencing skills; building compassionate cultures where individuals and teams thrive at organisation, partnership and system levels. • Programme management skills including set up and maintenance of a full suite of programme documentation • Risk identification and management 	
Disposition	<ul style="list-style-type: none"> • Open participative engaging communication & influencing skills • Capable of self imposed time management and 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 	
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 • Personal commitment to the values of the NHS Long Term Plan, the NHS People Plan, Nolan Principle and the Fit and Proper Persons regime. • Demonstrates a compassionate leadership style with a track record of improvements to equality, diversity, inclusion, and social justice. • Lives by the values of openness and integrity and has created cultures where this thrives. • Committed to continuing professional development. 	
Work-Related Circumstances	<ul style="list-style-type: none"> • Ability to participate in the ICB on call rota • Travel across region/ nationally, independently. 	

	<ul style="list-style-type: none">• Frequent VDU use.	
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