

ICB CHIEF NURSE OFFICER Job Description and Person Specification

| | |
|---|---|
| Grade | VSM |
| Reports to: | ICB Chief Executive |
| Accountable to: | ICB Chief Executive |
| ICB Board | Voting Member of ICB Board |
| Terms and Conditions of Employment | Very Senior Managers Pay Framework |
| Hours of work | Full-time |
| Base | NCL ICB Office, Layock Street, London N1. May be required to work from any NCL ICS partner premises across NCL |

Background and Context

In North Central London we have many excellent health and care services, strong local government and vibrant, mixed communities. We have several world renowned providers and one of the top 10 universities in London. NCL also benefits from having strong academic links with University College London as well as good partnerships with other research institutions, enabling us to harness research into practice and innovation. The ICS benefits from digital maturity through our HealthIntent population health management tool. This has been instrumental to planning and delivering a variety of programmes of work from vaccines to elective recovery.

Despite these substantial assets, health inequalities and challenges persist and there is much work to do to meet our ambition for improving the wider health and wellbeing of our residents while working with partners to address wider determinants of health outcomes. We have taken large strides forward in collaborative working and delivering improvements across North Central London, but there remains much to do to address the challenges. We believe that we can take strides forward by working through deep local and system wide partnerships and joined up working, ensuring that we take evidence based and systemic approaches.

The NHS Long Term Plan set out for the NHS a refreshed vision for the future as an Integrated Care System. Integrated Care Systems (ICSs) are partnerships of health and care organisations that come together to plan and deliver joined-up services and to improve the health of people who live and work in their area. They exist to achieve four aims:

- **improve outcomes** in population health and healthcare
- **tackle inequalities** in outcomes, experience and access
- enhance **productivity and value for money**
- addressing the broader **social and economic development** of NCL as part of working as an anchor system.

In NCL, progress has already been made on transforming services, ranging from mental health crisis provision, to consistent and quicker discharge home from hospital, and faster access to hospital specialists to support primary care.

The National drive to support Integrated Care Systems is being responded to in NCL to create the conditions in which local place-based services and partnerships improve health and care outcomes, reduce inequalities, ensure value for money and support wider social and economic development.

Overall Purpose of the Role

The Chief Nurse Officer will have an influential **executive** role and **with the Chief Medical Officer shared accountability** for the **development and delivery of the long-term clinical strategy** of the Integrated Care Board (ICB), ensuring this reflects and **integrates the clinical strategies of all relevant partner organisations** within the ICS. The Chief Nurse Officer will be responsible for building partnerships and collaborating 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**. With the Chief Medical Officer, the Chief Nurse Officer will be accountable for securing multi-professional clinical leadership in delivery of the ICB's objectives and form part of the wider **networks** of clinical leaders in the region and nationally. With the ICB board the Chief Nurse Officer will ensure that **population health management, innovation and research support** continuous improvements in health and wellbeing.

As a member of the unitary board, each Board Director is jointly responsible 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.

They are each responsible for their part in the management of the budget of the ICB.

As an Executive within the ICS executive team, the Chief Nurse Officer will undertake specific projects as directed by the Chief Executive Officer and take on the extended roles, responsibility and joint accountability for delivery of ICS functions as and when required.

The Chief Nurse Officer will be required to partake in the Gold on-call arrangements and rota in accordance with local, system and regional requirements.

As part of executive team, the Chief Nurse Officer will embody and demonstrate the Nolan Principles and display the cultural values of openness, transparency, professionalism and respect.

Key Accountabilities

The Chief Nurse Officer reports directly to the ICB Chief Executive.

- The Executive Chief Nurse, along with the Chief Medical Director, is accountable for all matters relating to the relevant professional colleagues across the clinical and care workforce employed by the ICB. They will also be the designated accountable officer for statutory and non-statutory functions that the ICB will need to perform as agreed with the Chief Executive and as set out in this role description
- The Chief Nurse Officer will (along with the Chief Medical Officer) have an influential executive role and shared accountability for 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.

- The Chief Nurse Officer will (along with the Chief Medical Officer) be accountable for providing high-quality clinical and professional leadership of the ICB's activities. This includes 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.
- Working collegiately with colleagues to maintain and improve practice and professional standards through agreed programmes, including the sector's Capital Nurse programme and the ICS's nursing and midwifery strategy which will reflect and integrate the strategies of all relevant partner organisations within the ICS. The nursing, midwifery and allied health professionals' contribution to the ICS's core objectives will be expected to be significant, reflecting their overall contribution to frontline care, leadership and management in the ICS.
- The Chief Nurse Officer will be responsible for building partnerships and collaborating 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. Working with the Chief Medical Officer, the Chief Nurse Officer will be accountable for 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.
- Working closely with the ICB board, the postholder will ensure that population health management, innovation and research support continuous improvements in patient services including digitally enabled clinical and care transformation and the clinical and care elements of a sustainable People Plan for the ICS workforce.
- The Chief Nurse Officer will influence and work collaboratively as part of a wider system to create opportunities to make sustainable long-term improvements in population health with key partners. This may include developing approaches which are non-traditional in nature, ambitious and wide-reaching in areas which incorporate the wider determinants that have an impact on improving clinical outcomes, better life outcomes and reducing health inequalities for the population of the ICS.
- The Chief Nurse Officer will be the ICB executive lead for the delivery of vaccinations and immunisations, responsible for high levels of take up across eligible communities and staff. In this capacity the Chief Nurse Officer will chair the NCL Vaccine Board and working closely with partners, especially public health colleagues, be responsible for the annual COVID and Flu campaigns. The Chief Nurse Officer will also be the lead for further vaccination programmes as they are delegated from NHSE over the next two years
- The Chief Nurse Officer will work in collaboration and in partnership with relevant professional leaders across all the organisations in the ICS through relationships of trust and credibility to ensure that professional standards across nursing midwifery and the allied health professions are upheld and to escalate to the Regional CNO in their regulatory capacity as the NHS regulator any professional standards issues which they are unable to resolve locally.
- The Chief Nurse Officer is 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, individuals in these roles will be accountable for their own practice and conduct in the role.

Setting strategy and delivering long-term transformation

- The Chief Nurse Officer will be responsible for influencing and contributing to the ICB plans and wider system strategies of the ICS. With the aim of driving innovation in clinical outcomes, reducing health inequalities and achieving better life outcomes across the ICS. 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.
- As a professional clinical and professional system leader, the Chief Nurse Officer will provide leadership across organisational and professional boundaries and pathways to facilitate transformational change for the ICS population.
- The Chief Nurse Officer will ensure that the ICB influences and seeks input from wider ICS system leaders including provider collaboratives, public health, local government, the voluntary and community sector, other partners and local people to make real transformational differences for the population through local, regional and national forums.
- With the Chief Medical Officer and the Chief Nurse Officer will support the production and delivery of a five-year ICB plan with the key aim to improve clinical outcomes, better life outcomes and reduce health inequalities, working with the CEO, other board members, partners across the ICS and the local community.
- The Chief Nurse Officer (along with the Chief Medical Officer) will be accountable for the supporting clinical strategy, including interpretation and implementation of the NHS Long Term Plan, NICE quality standards and other national strategic priorities.
- The Chief Nurse Officer will also 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 this strategy, including leading and influencing the development of a diverse group of clinical leaders to enhance the opportunities for collaboration across the ICS.
- The Chief Nurse Officer (along with the Chief Medical Officer and wider ICB/ICS colleagues) will 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. This will include engaging with system leaders from across the ICS to drive research, innovation, quality improvement, patient safety and population health outcomes using a risk-based approach across the ICS footprint.
- The Chief Nurse Officer will be responsible for the ICB's for ensuring that the ICS has a strategic workforce plan to secure the clinical and clinical support workforce, working in collaboration with the Chief Medical Officer, People Board and other partners. This responsibility will include system workforce planning, development and transformation, taking full account of each borough's (place) particular challenges and needs.
- The Chief Nurse Officer (alongside the Chief People Officer will ensure that there are effective systems across NCL to support clinical workforce wellbeing as a key component of the ICS workforce programme. This will include providing clinical oversight of the NCL Mental Health and Wellbeing Hub.

- The Chief Nurse Officer will be accountable for a sector-wide strategy for professional education and skills development for the nursing midwifery and allied health professions workforce, working in collaboration with local clinical leaders. This will include working with local employment and sustainability forums to create opportunities for local people to take up employment in health and care, particularly those who have experienced exclusion related to socio-economic, educational or racial disadvantage.
- Acting as an ambassador for nursing, midwifery, and allied health professions' workforce matters, the Chief Nurse Officer will be responsible for ensuring there is a talent pipeline strategy for the ICB working in partnership with key partners and stakeholders that increases the diversity of new recruits and retains high-quality nurses, midwives, and other allied health professionals.
- The Chief Nurse Officer will 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 delivery of integrated services.
- The Chief Nurse Officer will collaborate with colleagues in 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. This will include enabling entry-level career pathways for the local population which supports reducing vacancies and developing opportunities in both health and social care as well as a responsibility for post-registration education and skills development.
- The Chief Nurse Officer will promote research and innovation to support the development and delivery of the ICB strategy and share learning to inform approaches to population health management and health improvement across the country through engagement with regional and national colleagues as part of wider integrated care networking opportunities.
- As a member of the ICB the Chief Nurse Officer will support the delivery of the NHS's commitment to reduce carbon emissions by 80% by 2028 (emissions under NHS direct control), working with the responsible director to deliver interventions which reduce consumable waste and ensure energy-efficient estate.

Building trusted relationships with partners and communities

- Success in this role is dependent on having strong relationships with local patient communities, their representatives, ICS partners and specifically clinical and care professional leaders across health and social care at all levels of the system.
- The Chief Nurse Officer will promote and facilitate collective responsibility for improving whole pathways and removing organisational barriers to accessing health and care services.
- Negotiating with and influencing board level system leaders across health and care as well as with wider ICS partners, such as Health Education England, Skills for Health and Skills for Care, will be a key responsibility of this role to ensure that progressive transformational change can be achieved which meets the population needs of the ICB.

- The Chief Nurse Officer will be a member of the UCL Health Alliance, along with the Chief Medical Officer, applying clinical leadership, in collaboration with other system leaders to promote and fulfil the ICS's triple aim of better health, better care and lower costs.

Leading for social justice and health equality

- Reducing health inequalities is a core objective of the ICB and the Chief Nurse Officer will foster a culture in which equality, diversity, inclusion and allyship are actively promoted across the ICS.
- The Chief Nurse Officer will drive innovative clinically evidenced change on behalf of the ICB and on behalf of NHS England and NHS Improvement, focusing on ensuring that inequalities across the system are addressed.
- The Chief Nurse Officer will promote and enhance strategic approaches to further develop personalised care locally so that the ICB achieves the best possible health and care for its communities.
- The Chief Nurse Officer will be responsible for ensuring the ICB has effective, innovative and wide-ranging approaches for meaningful patient participation and public and community engagement to strengthen and improve quality of care and service delivery. This will be based on principles of power-sharing, co-creation and co-production, recognising the need to adopt an inclusive approach to public engagement, which takes account of socio-economic and racial disadvantage and builds democratic decision making into the ICB's overarching objective of commissioning personalised, high-quality health and care for all local people.
- The Chief Nurse Officer will, along with the Chief Medical Officer and public health colleagues, contribute to the ICB's anchor collaborative, working to accelerate the system's strategy to build healthier communities, to promote health and reduce ill-health and address inequalities in health and its wider social determinants. The Chief Nurse Officer will apply your leadership role and negotiating influence to work with provider employers to ensure the ICB procures services and contracts which address inequity and inequality and increase social value.
- The Chief Nurse Officer will support the ICB's commitment to address discrimination against NHS and care staff from ethnic minority backgrounds, contributing to achieving the workforce race equality standard (WRES) and using your leadership to develop cultures of diversity and inclusion in the ICS, particularly within the clinical workforce.

Driving high quality, sustainable outcomes

- The Chief Nurse Officer will take a lead role on behalf of the ICB and, where required, NHS England and Improvement, to ensure that there are appropriate and effective clinical monitoring and performance arrangements in place to ensure the ICS has robust quality and safety monitoring of clinical care outcomes through insight, involvement and improvement which meet the needs of its population.
- As a clinical system leader, acting as a catalyst and advocate, the Chief Nurse Officer will be responsible for ensuring that there is a collective accountability for high standards of clinical care across the ICS.

- The Chief Nurse Officer will positively engage with key system leaders to lead professional, collective ICS leadership for the nursing and midwifery professions and wider professions within health and care, taking the role of a system leader to promote and lead clinical, data-driven quality improvements that have a direct impact on the population health needs of the ICB.
- The Chief Nurse Officer will support wider executive colleagues in influencing strategic change and collaborative initiatives that have a direct impact on population health outcomes including key matters such as future workforce supply, quality and safety initiatives and system-wide joint working at a strategic board level with system partners.
- The Chief Nurse Officer will work with other ICB executive colleagues to oversee the quality of all health services delivered in the ICS area, including implementing a safer and just culture, safer systems, and safer care.
- The Chief Nurse Officer will ensure there is clinical input, including robust and considered challenge, into ICB decision-making at all levels.
- The Chief Nurse Officer will promote patient and public involvement in service design and decision making and champion the delivery of personalised care in all clinical practice.
- The Chief Nurse Officer will promote continuous quality improvement through learning, improvement methodologies, research, innovation, and data-driven improvement initiatives both at a strategic and operational level.
- The Chief Nurse Officer will oversee quality across the ICS, including provider services and primary care.
- The Chief Nurse Officer will seek to improve patient experience of health services and ensure that the learning from complaints, incidents, risks and appeals is taken and embedded in the development of NCL health services.
- The Chief Nurse Officer will lead and manage the CHC and Complex Individualised Commissioning services at both a strategic and operational level with responsibility to the ICB for the delivery of these services, recognising the need for strong partnership with the Las.
- As the ICS's Director of Infection Prevention and Control the Chief Nurse Officer will be responsible for ensuring effective systems of infection prevention and control operate throughout the sector.

Providing robust governance and assurance

- The Chief Nurse Officer will 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.
- The Chief Nurse Officer will be responsible for CHC services and for overseeing clinical complaints, incidents, risks and appeals.
- The Chief Nurse Officer will lead on the identification of performance risks and issues related to the quality and safety of patient care and work with relevant providers and partners to enable solutions, including making recommendations for informal/formal intervention where appropriate.

- The Chief Nurse Officer will support the Chief Executive in their statutory function ensuring 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 implement of required actions.

Creating a compassionate and inclusive culture

- The Chief Nurse Officer will create and promote a culture of inclusive and compassionate professional leaderships and will be visible as a collaborative clinical leader and a role model, engaging health, and care professionals across the whole system in the development and delivery of the ICB plan. This includes:
 - providing mentoring and support to other clinical and care professional leaders;
 - ensuring that clinical and professional leaders are supported to perform their roles and given opportunities to develop;
 - ensuring that the talent management and development of clinical and care professional leaders is embedded at all levels of the system;
 - ensuring that clinical supervision of clinical professionals is embedded at all levels of the system;
 - ensuring that professional revalidation of the clinical registered workforce is undertaken and supported so it is embedded in the system, with regular evaluation and thematic learning undertaken on a system wide basis.

General

The job description is not intended to be exhaustive and it is likely that duties may be altered from time to time in the light of changing circumstances and after consultation with the post holder.

All staff are expected to actively participate in annual appraisals and set objectives in conjunction with their manager. Performance will be monitored against set objectives.

Confidentiality

All ICS staff and contractors working for the NCL ICS have both a common law duty and a statutory duty of confidentiality to protect patient (and indeed any personally identifiable) information and only use it for the purposes for which it was intended. The disclosure and use of confidential patient information needs to be both lawful and ethical.

Information Governance

All ICS staff must keep up to date with the requirements of information governance and follow ICB policies and procedures to ensure that ICB information is dealt with legally, securely, efficiently and effectively. Staff must appropriately manage the records they create or hold during the course of their employment with the

ICB, making the records available for sharing in and confidentiality policies, procedures and guidelines (e.g., Freedom of Information Act 2000, Caldecott guidelines).

Safeguarding

The NCL ICS believes safeguarding is everybody's business. Abuse causes devastating consequences to children of all ages and damages adult survivors throughout the rest of their lives. All employees therefore have a duty to safeguard and promote the welfare of children, young people and adults at risk. It is an essential requirement that staff are aware of the local safeguarding procedures for sharing information about the welfare of any person for whom they have safeguarding concerns. Staff have a duty to ensure they attend training to enable them to recognise the indicators for concerning behaviour and receive safeguarding supervision as appropriate.

Health and Safety

All staff have a duty to ensure the health and safety of themselves and others whilst at work. Safe working practices and health and safety precautions are a legal requirement. ALL accidents must be reported to your manager and you must participate in accident prevention by reporting hazards and following relevant policies and procedures including moving and handling guidelines.

Equality and Diversity

The ICS is committed to an Equal Opportunities Policy which affirms that all staff should be afforded equality of treatment and opportunity in employment irrespective of age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, sex or sexual orientation. All staff are required to observe this policy in their behaviour to their behaviour to other employees and service users.

CHIEF NURSE OFFICER- PERSON SPECIFICATION

Personal values

- 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, and inclusion and social justice.
- Lives by the values of openness and integrity and has created cultures where this thrives.
- Committed to continuing professional development.

Experience

- Substantial board level leadership with health care experience and/or system leadership experience within a regulatory or similar environment is essential
- Experience of managing highly sensitive situations with stakeholders.
- Experience of managing relationships with the media and political stakeholders.
- Experience of providing financial leadership, mentorship, and professional development at a very senior level with demonstrable outcomes.
- Experience of leading highly complex and contentious quality improvement/clinical change and digital transformation at significant scale.

Knowledge

- Extensive knowledge of the health, care and local government landscape and an understanding of the social determinants of public health.
- Current thinking on practices which reduce health inequality, improve patient access, safety and well led.
- Sound understanding of health care and financial planning and budgeting, and oversight and control of public funds.

Skills

- Exceptional communication skills that engender community confidence, strong collaborations, and partnership.
- Strong critical thinking and strategic problem solving; the ability to contribute to a joint strategic plan and undertake problem resolution and action. Analytical rigour and numeracy.

- Sophisticated leadership and influencing skills; building compassionate cultures where individuals and teams thrive at organisation, partnership, and system levels.

Qualifications

- Registered Nurse
- Current valid registration with the Nursing and Midwifery Council.