



Chief Executive Officer

Candidate information pack

October 2024

Welcome from the Chair

Firstly, I would like to thank you for your interest in applying for the Chief Executive role at NHS South West London Integrated Care Board (ICB).



This is an exciting time to be joining the organisation in our third year of operation. While we continue to deliver on the ICB's statutory responsibilities and its four objectives, we have a renewed focus on supporting our front-line services in delivering excellent health care to our population, meeting our delegated responsibilities, and making South West London ICB a great place to work. This is all set within the context of meeting the current challenges facing the NHS and embracing opportunities to better serve our community.

Whilst we are performing strongly in many of our national targets with good progress in reducing our waiting lists, we face challenges, similar to the rest of England, with increased demand with an ageing population and increased patient complexity, workforce, a constrained financial environment, ageing estates, and inequalities in health outcomes and access to health and care.

As our experienced and long-serving Chief Executive is soon to retire, there is an opportunity to lead our Integrated Care System into its next chapter with a new Government's focus and ambition for the NHS. In this role, you will be at the forefront of the three "big shifts": moving from hospital to community care; from analogue to digital; and from treating sickness to prevention. You will ensure we remain a highly collaborative system, with strong structures and relationships at Place and with our Trusts, Local Authorities and other partners, to ensure we deliver joined up services for local people. With a seat on the London Region Executive Team, you will have an active role in contributing to London's journey to become the healthiest city in the world.

We are looking for a talented and experienced Chief Executive to lead the ICS and act as the statutory accountable officer for the Integrated Care Board. You will be deeply committed to the integration agenda, embrace and strengthen the culture of transformation and change, and have a

natural ability to engage, influence and collaborate with multiple and varied stakeholders including our partners, residents, communities and staff to continue our shared purpose towards improving the health and wellbeing of our population, including the requirement that the system delivers against the agreed financial plan.

You will be system minded and stakeholder focused to ensure the appropriate balance of power exists within the ICS to lead the health and care system through this period of significant financial challenge and in driving forward an ambitious sustainability plan at both system and ICB level.

Above all you will provide strategic and visionary leadership across our health and care system and be instrumental in continuing to drive delivery of our Joint Forward Plan and Integrated Care Partnership Strategy. A compassionate leader, you will be driven by empathy and a strong commitment to listening and learning. We value and promote diversity and are committed to equality of opportunity for all. We believe that the best boards are those that are diverse and reflect the communities they serve.

In the pages that follow, I hope you will get a sense of who we are and our ambitions. You can read our annual report [here](#) and find out more about our work on our [website](#).

For more information about the post, please contact our recruitment partner, Matt Simpson at Hunter Healthcare on 07739 649 791 or by email via msimpson@hunterhealthcare.com.

If you are passionate about making real and tangible improvements in health and care for local people, we would love to hear from you.

Yours sincerely,
Mike Bell
Chair
South West London ICB

About South West London ICB

Established in 2022, South West London ICB brings the NHS and partners together to improve the health of people in South West London, manage the NHS budget and arrange South West London’s health services. Working together with the Integrated Care Partnership, we have four core aims:



We are committed to the four key aims of Integrated Care Systems:

- 1 improving outcomes in population health and healthcare
- 2 tackling inequalities in outcomes, experience and access
- 3 enhancing productivity and value for money
- 4 helping the NHS to support broader social and economic development.

Our goal over the next five years is to enable South West Londoners to start well, live well and age well. Our ambition is to make tangible improvements in health and care for local people.

The ICB is a statutory organisation bringing together the NHS to improve population health and establish shared priorities for local people, as well as being responsible for deciding how the NHS budget for South West London is spent.

In July 2023 we launched our Joint Forward Plan – our five-year plan for the NHS in South West London, which details how we are meeting the health needs of the population, managing the NHS budget and arranging for the provision of high quality health services (see page 6).



We serve around 1.5 million people across our six diverse boroughs:

- Croydon
- Kingston
- Merton
- Richmond
- Sutton
- Wandsworth



We are responsible for overseeing the annual South West London NHS system spend which was £5.7bn in 2023/24.

Delivering NHS services including hospital services, community services, mental health, learning disability services, continuing healthcare, local primary care services and prescribing.

About South West London ICS

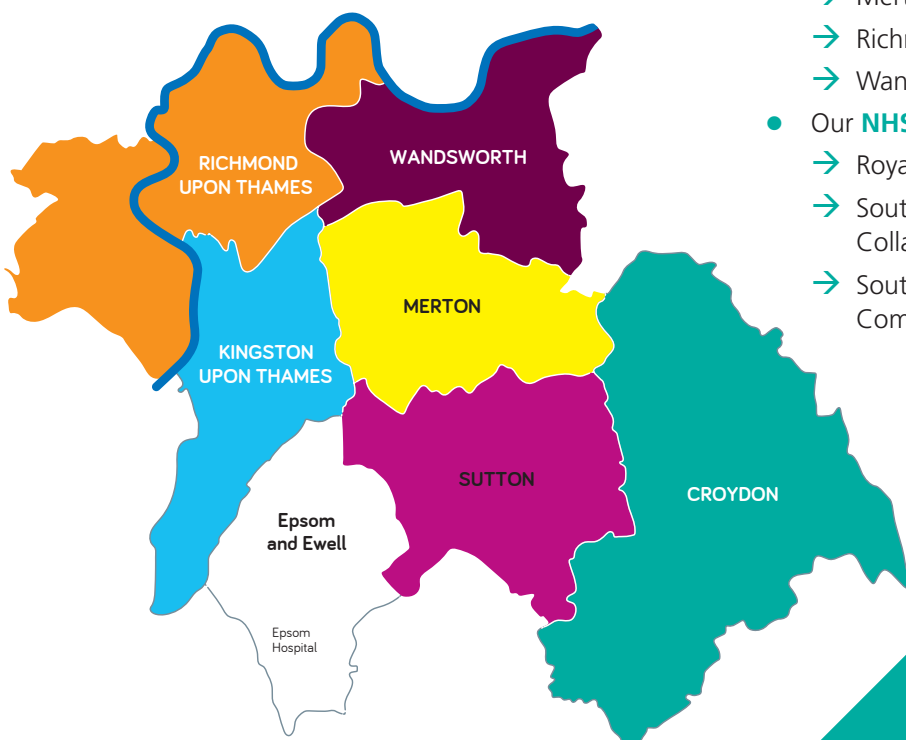
South West London ICS launched on 1 July 2022 alongside NHS South West London. The ICS replaced the South West London Health and Care Partnership, taking on new statutory roles and responsibilities.

Our ICS is a partnership of primary care, hospital, social care, mental health and voluntary and community health and care services. Together we plan and deliver joined-up services to improve access and quality and to reduce health inequalities.

Find out more about South West London ICS at southwestlondonics.org.uk

- **Our acute and community providers:** Central London Community Healthcare, Croydon Health Services NHS Trust, Epsom and St Helier University Hospitals NHS Trust, Hounslow and Richmond Community Healthcare, Kingston Hospital NHS Foundation Trust, Royal Marsden Foundation Trust, St George's NHS Foundation Trust and Your Healthcare
- **Our two mental health providers:** South West London and St George's Mental Health NHS Trust, South London and the Maudsley NHS Foundation Trust

- Our 39 **primary care networks**
- **The GP Federations** in each of our six boroughs
- The **London Ambulance Service**
- Our six **local authorities:** Croydon, Kingston, Merton, Richmond, Sutton and Wandsworth
- Our six **local Healthwatches:** Croydon, Kingston, Merton, Richmond, Sutton and Wandsworth
- Our **South West London voluntary and community and social enterprise (VCSE) alliance** and our diverse VCSE sector organisations and community groups. Our voluntary sector infrastructure organisations, including:
 - Community Action Sutton
 - Croydon Voluntary Action,
 - Croydon, Croydon Black and Ethnic Minority (BME) Forum and the Croydon Neighbourhood Care Association
 - Kingston Voluntary Action
 - Merton Connected
 - Richmond Community Voluntary Services
 - Wandsworth Care Alliance
- Our **NHS provider collaboratives:**
 - Royal Marsden Partners
 - South West London Acute Provider Collaborative
 - South London Mental Health and Community Partnership



Our Strategy

Our Joint Forward Plan describes how NHS partners across South West London will work together over the coming years to meet the needs of local people. The ambitions outlined in our plan are built from our understanding of the health needs of people in South West London, the health inequalities that exist and importantly the views, experiences and concerns of our people and communities.

Our focus will be to:

- Prevent ill health and support people to self-care
- Reduce health inequalities
- Keep people well and out of hospital
- Provide the best care wherever people are accessing our services
- Use technology to improve care
- Manage our money
- Make South West London a great place to work
- Deliver the NHS requirements of the Integrated Care Partnership Strategy.

This Joint Forward Plan outlines our level of ambition, the context we are working in for each part of the plan, the views of people and communities, the actions we will take to deliver our priorities, and our critical finance, workforce and digital enablers. We will review our plan annually.

The last few years have shown us that when we come together, we can make real and tangible improvements to the health of local people. We look forward to achieving more together.



Read the full Joint Forward Plan on our website southwestlondon.icb.nhs.uk



How we spend our money

We are responsible for investing the funding we receive from the government to maximise the health of the local population.



The £3.49 billion funding we received in 2023/24 funded the following services within SWL and beyond:



214,390 patient care spells



615,109 accident & emergency attendances



152,012 urgent care spells



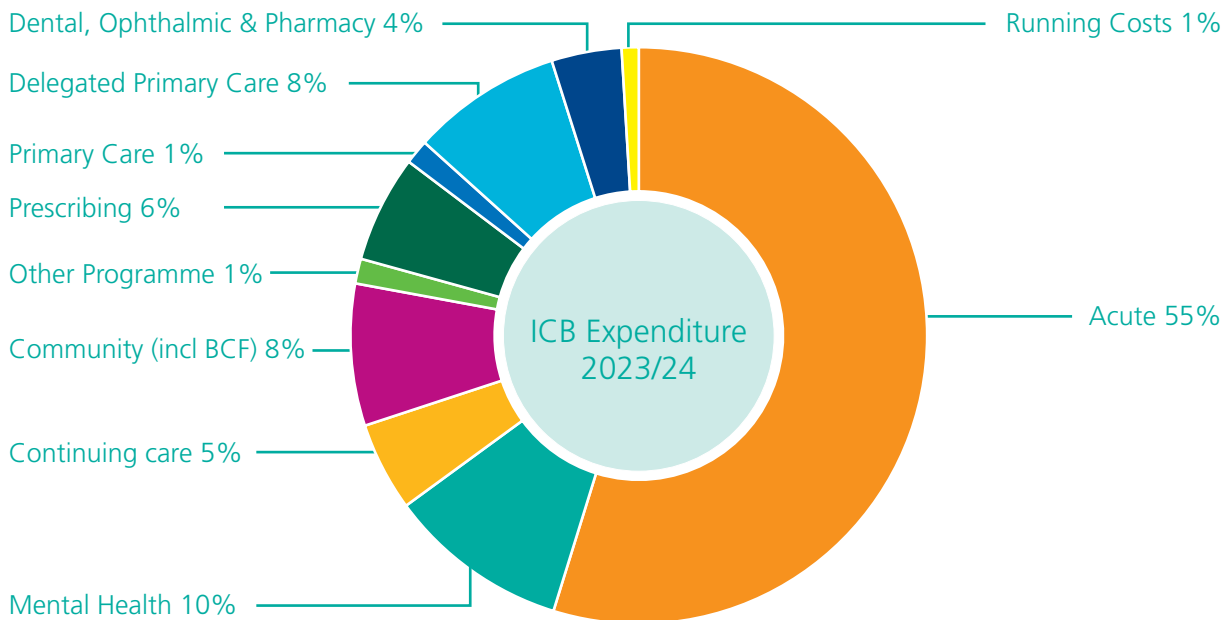
8.63 million general practice appointments



3.4 million outpatient attendances



3,393 continuing healthcare packages per month



We continuously review our spending and work with our local partners in the NHS, sharing best practice to make sure we are as efficient as possible. Read our full financial accounts and analysis in our annual report at southwestlondon.icb.nhs.uk

The Role

PURPOSE OF THIS ROLE

The purpose of this role is to drive progress towards the four aims of integrated Care Systems in South West London: improve health 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.

The postholder will do this by bringing together health and social care providers, local authorities, and the voluntary, community and social enterprise sector to achieve this through the Joint Five Year Plan and Integrated Care Partnership Strategy.

The CEO is accountable for delivering improvements in the quality of patient care, patient safety, health inequality, workforce productivity and financial health across each element of their integrated care system.

The CEO is accountable to the ICB Chair for the delivery of the ICS plan. Performance oversight will be provided by the NHSE Regional Director. The ICB will be regulated by the CQC.

KEY ACCOUNTABILITIES

Devise and deliver a 5-year plan for their ICB and in conjunction with their local community and partners, deliver the Integrated Care Partnership Strategy. Reducing elective recovery times, health inequalities and the provision of a sustainable workforce strategy will be key elements of this.

Commission services that deliver for our population in line with the strategy agreed by the Board, the NHS Long Term Plan and the NHS People Plan. Ensure good value for money for taxpayers and long-term financial health of the system.

The CEO will establish shared performance arrangements with each of their system providers. They will lead the identification of risks to patient care, enable solutions and the achievement of the ICB 5-year plan. They will address poor performance, providing mitigation and course correction as required. The CEO will ensure effective governance systems are in place to secure the ICB plan and an effective CQC rating.

Innovation in patient care and particularly in improved access to care, better treatment experiences and longer-term strategies for illness prevention will be key. Arrangements for tackling cancer, stroke and obesity will form part of this. The CEO will lead and encourage activity to accelerate this across their system.

The CEO will ensure their ICB is 'Well Led' and lead the development of an ICS-wide workforce strategy securing workforce supply and productivity. This will include workforce planning, training and activities to secure the NHS People Promise. Arrangements for driving significant improvements in Equality, Diversity and Inclusion will be key. The CEO will also play a lead role (with the NHS Leadership Academy) in the development of leaders, leadership teams and next generation leaders in their system and across their Region. They should ensure their ICS is well positioned as an anchor institution contributing to social and economic development in their system.

This role is dependent on strong relationships with local patient communities, their representatives and ICS partners. The CEO will invest in an engagement and communication plan which builds confidence through routine listening events and involvement in the design of care improvements. Reducing health inequality and improving equal access will be prioritised.

Person Specification

PERSONAL VALUES

- Personal commitment to the values of the NHS Long Term Plan, the NHS People Plan, Nolan principles and the Fit and Proper Persons regime
- Demonstrates a compassionate leadership style with a track record of improvements to equality, diversity and inclusion (in respect of boards, patients and staff)
- Lives by the values of openness and integrity and has created cultures where this thrives

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
- Sound understanding of strategic financial planning, oversight and control of significant funds

EXPERIENCE

- Experience of delivering change across significant scale and complexity, ideally as a CEO (or equivalent)
- Considerable experience of operating effectively across regulated environments, navigating the media and political stakeholders
- Experience of establishing healthy workplace culture and effective workforce plans

SKILLS

- Exceptional communication skills which engender community confidence, strong collaborations and partnerships
- Critical thinking and strategic problem-solving: the ability to anticipate and frame issues to drive effective strategy, problem resolution and action
- Adept at building compassionate cultures where individuals and teams thrive

Leadership Competency Framework

Being an NHS board member means holding an extremely demanding yet rewarding leadership responsibility. NHS board members have both an individual and collective role in shaping the vision, strategy and culture of a system or organisation, and supporting high-quality, personalised and equitable care for all now and into the future.

The NHS Leadership Competency Framework is designed to:

- support the appointment of diverse, skilled and proficient leaders
- support the delivery of high-quality, equitable care and the best outcomes for patients, service users, communities and our workforce
- help organisations to develop and appraise all board members
- support individual board members to self-assess against the six competency domains and identify development needs.

Achievement against the competency domains supports the Fit and Proper Person assessment for individual board members.

COMPETENCY DOMAIN	
Driving high-quality and sustainable outcomes	<ul style="list-style-type: none"> • The skills, knowledge and behaviours needed to deliver and bring about high-quality and safe care and lasting change and improvement – from ensuring all staff are trained and well led, to fostering improvement and innovation which leads to better health and care outcomes.
Setting strategy and delivering long term transformation	<ul style="list-style-type: none"> • The skills that need to be employed in strategy development and planning, and ensuring a system wide view, along with using intelligence from quality, performance, finance and workforce measures to feed into strategy development.
Promoting equality and inclusion, and reducing health and workforce inequalities	<ul style="list-style-type: none"> • The importance of continually reviewing plans and strategies to ensure their delivery leads to improved services and outcomes for all communities, narrows health and workforce inequalities, and promotes inclusion.
Providing robust governance and assurance	<ul style="list-style-type: none"> • The system of leadership accountability and the behaviours, values and standards that underpin our work as leaders. This domain also covers the principles of evaluation, the significance of evidence and assurance in decision making and ensuring patient safety, and the vital importance of collaboration on the board to drive delivery and improvement.
Creating a compassionate, just and positive culture	<ul style="list-style-type: none"> • The skills and behaviours needed to develop great team and organisational cultures. This includes ensuring all staff and service users are listened to and heard, being respectful and challenging inappropriate behaviours.
Building a trusted relationship with partners and communities	<ul style="list-style-type: none"> • The need to collaborate, consult and co-produce with colleagues in neighbouring teams, providers and systems, people using services, our communities, and our workforce. Strengthening relationships and developing collaborative behaviours are key to the integrated care environment.

Find out more about the Leadership Competency Framework [here](#).

How to Apply

All applications must be received by 24 November 2024.

All applications must quote the reference SWLICB_CEO and include:

- A full curriculum vitae
- A covering letter (no more than two pages) indicating how you meet the selection criteria and articulating why you are interested in the role
- Contact details for four referees (who will not be contacted without your permission)
- A contact email address and telephone no.
- A completed [Diversity Monitoring Form](#) and [Fit and Proper Person Monitoring Form](#).

For a confidential discussion please contact our recruitment partner, Matt Simpson at Hunter Healthcare on: 07739 649 791 or by email at msimpson@hunterhealthcare.com

Please send all documentation by email to Matt Simpson at Hunter Healthcare on: applications@hunter-healthcare.com

Key Dates:

Application Deadline	24 November 2024
Shortlisting	25 November
Stakeholder meeting/interviews	6 December





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