



Chief Nursing Officer

Candidate information pack

February 2025

About the Integrated Care System

The South East London Integrated Care System (ICS) brings together the health and care partners that serve our vibrant and highly diverse populations resident in the London boroughs of Bexley, Bromley, Greenwich, Lambeth, Lewisham and Southwark – our Places. Our partnership brings together six local authorities, over 200 general practices (operating within 35 Primary Care Networks), Guy's and St Thomas' Hospital NHS FT, King's College Hospital NHS FT, Lewisham and Greenwich NHS Trust, South London and the Maudsley Mental Health FT and Oxleas FT.

Importantly, the ICS seeks to be connected to the communities we serve (circa 1.92m residents) and work with the widest possible range of community, voluntary and third sector groups and organisations in each borough.

The reach of our NHS provider portfolios extends beyond the borders of the ICS, across London, the south of England and nationally for some services. Our vision for the ICS is a highly performing, sustainable system that looks after its staff, responds to its communities, and takes action to reduce inequalities.

Our ICS is a 'System of systems' and the Integrated Care Board (ICB) that supports it will work with partners that come together as Collaboratives for acute physical and mental health care; and as Local Care Partnerships (LCPs) that provide multi-agency leadership to the development and delivery of borough focused care.

The ICB will relate to and work with residents and the bodies that serve them at neighbourhood, borough and south east London-wide levels. You can find out more about our ICS at www.selondonics.org.



OUR PLACES

Partnership Working

Our Local Care Partnerships bring together NHS, local authority, voluntary, community and social enterprise organisations from across the health and care system in each south east London borough.

By planning and co-ordinating services more effectively, every LCP delivers a more integrated health, care and well-being system for local people like you.

Bexley Wellbeing Partnership has embarked on a journey to transform health and care services through Local Care Networks with partners from across the health and care system.

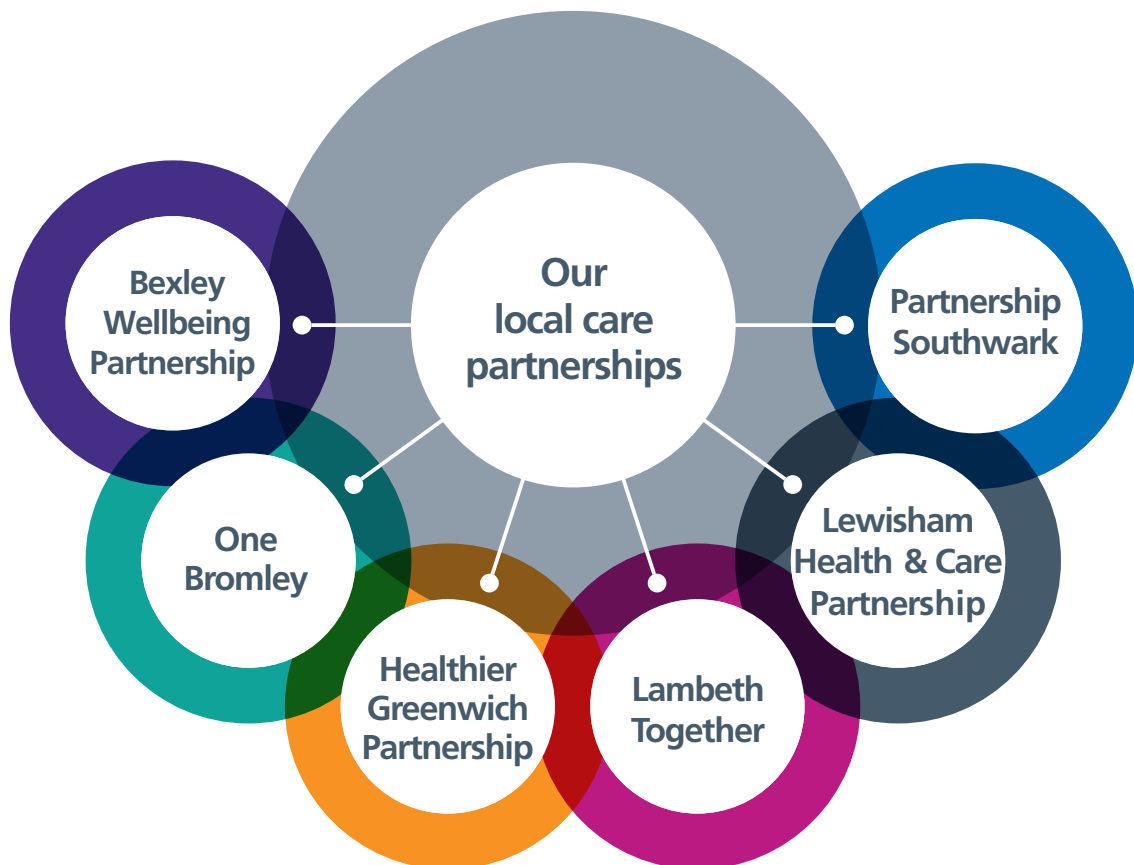
One Bromley place based LCP brings together health, care and voluntary services to provide more joined up, proactive and personalised care for Bromley residents.

Healthier Greenwich Partnership formally reports into the Greenwich Health and Wellbeing Board and brings together partners from the NHS, local council, social care, and the community and voluntary sector.

Lambeth Together is a partnership of the NHS, local authority, the voluntary sector and others, focused on improving health and well-being in Lambeth and reducing inequalities through an integrated health and care system.

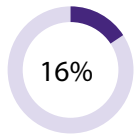
Lewisham Health and Care Partnership aims to achieve a sustainable and accessible health and care system, to support people to maintain and improve their physical and mental wellbeing, to live independently and have access to high-quality care, when they need it.

Partnership Southwark are working with service users, carers and local communities to better join up services and support, tackle the causes of inequality and improve the health and well-being of Southwark residents.

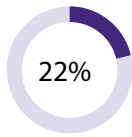


Bexley

 247,444



aged over 65



black and minority ethnic background

Life expectancy

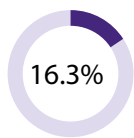


7.9 yrs lower for men



6.7 yrs lower for women

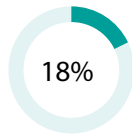
in the most deprived areas of Bexley than in the least deprived.



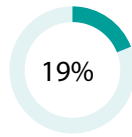
children live in low-income families

Bromley

 330,730



aged over 65



black and minority ethnic background

Life expectancy

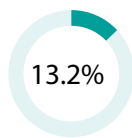


8.1 yrs lower for men



6.1 yrs lower for women

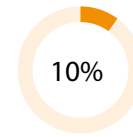
in the most deprived areas of Bromley than in the least deprived.



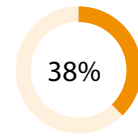
children live in low-income families

Greenwich

 287,753



aged over 65



black and minority ethnic background

Life expectancy

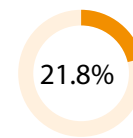


5.8 yrs lower for men



3.6 yrs lower for women

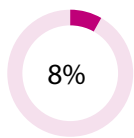
in the most deprived areas of Greenwich than in the least deprived



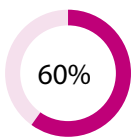
children live in low-income families

Lambeth

 327,897



aged over 65



black and minority ethnic background

Life expectancy

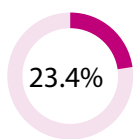


5.4 yrs lower for men



4.7 yrs lower for women

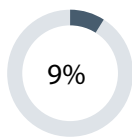
in the most deprived areas of Lambeth than in the least deprived.



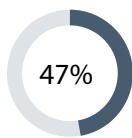
children live in low-income families

Lewisham

 309,560



aged over 65



black and minority ethnic background

Life expectancy

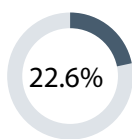


8.4 yrs lower for men



4.7 yrs lower for women

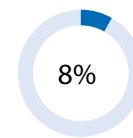
in the most deprived areas of Lewisham than in the least deprived.



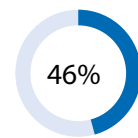
children live in low-income families

Southwark

 319,610



aged over 65



black and minority ethnic background

Life expectancy

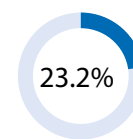


7.4 yrs lower for men



5.6 yrs lower for women

in the most deprived areas of Southwark than in the least deprived



children live in low-income families

The following sources of data were used to compile the data listed on these pages
 · Local authority websites · GLA population projections · Public Health England

Our Mission and Vision

Following discussions with partners and local people, we have defined our mission as 'helping people in South East London to live the healthiest possible lives'.

We will do this through:

- helping people to stay healthy and well;
- providing effective treatment when people become ill;
- caring for people throughout their lives;
- taking targeted action to reduce health inequalities (the differences in access to and quality of care, and in health and well-being, between population groups); and
- supporting happy, resilient communities as well as the workforce that serves them.

If we are to deliver this mission, we know that we will need to make far reaching changes across our services.

Following engagement with our staff, local people and colleagues in the VCSE sector in 2022, our vision highlights principles of particular importance for developing an effective health and care system.

We are relying on staff and organisations across our system to apply these principles in their day-to-day work and in their approach to improving and redesigning care.

We have also agreed on a **vision** highlighting the most important characteristics of our future system. We need to inspire leaders, local people and staff across our system to help build these features into our services. We want to become as effective as possible at preventing ill health and supporting well-being, to deliver more convenient, responsive and 'whole-person care' and to reduce health inequalities. We want to offer access to good work and support resilient communities. We also need to protect our finances and the environment.

Our Vision for future health and care



Our Strategy

In light of our discussions, we are focusing on five initial cross-system **strategic priorities** to help us deliver our vision and improve care.

These relate to prevention and well-being, children and young people, mental health, and primary care and care for people with long-term conditions. These are all areas where we have significant opportunities to work together to improve health outcomes, reduce health inequalities and join up care. They are all important opportunities identified by local people, our local authorities and the LCPs responsible for community-based care in our boroughs.

Prevention and well-being

We need to become much better at helping people to stay healthy and well. We plan to focus our initial cross-system action on prevention and early detection of health conditions. We plan to focus on groups that are currently least likely to get access to or receive appropriate care. We will also focus on prevention across other priority areas.



Early years

We know that making sure children receive a good start in life has a huge impact on their health and life chances. We plan to focus our initial action on providing effective support for mothers, babies and families both before birth and in the first few years of life.



Children's and young people's mental health

Children and young people in South East London are experiencing worsening mental health following the pandemic, with high levels of anxiety, depression, eating disorders and self-harm, and long waiting times for mental health services. We plan to focus our initial action on making sure that children and young people can quickly access effective support, when they need it, for common mental health challenges.



Adults' mental health

Adults in South East London are also experiencing a wide range of mental health challenges. Again, there are often long waiting times to access limited support. We plan to focus our initial cross-system action on making sure that adults can quickly access effective early support for common and more serious mental health problems, with the aim of preventing their conditions from getting worse.



Primary care and people with long-term conditions

We know that across South East London people are struggling to access primary care and urgent care services. Some are also having difficulty accessing convenient, effective and joined-up care for ongoing health needs. We plan to focus our initial cross-system action on providing convenient access to high-quality primary care and developing a more proactive and joined-up approach to care for people with long-term conditions.



Equality, Diversity and Inclusion

We know that diversity and inclusion leads to better access, experience and outcomes for people and communities and staff in the NHS.

At NHS South East London Integrated Care Board (SEL ICB), equality is central to the core purpose of the organisation. Our purpose includes strategic objectives to: improve outcomes in population health and health and care services, tackle health inequalities and support broader social and economic development in South East London.

NHS SEL ICB is committed to promoting diversity, inclusion, and human rights and tackling health inequalities across the range of protected characteristics covering age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

We aim to make equality, diversity and inclusion everyone's responsibility within the ICB, whether this is in the workplace or through the services we plan and fund.

For more information on the SEL ICB equality, diversity and inclusion programme please contact the team on: equality@selondonics.nhs.uk.

Workforce Race Equality Standard

As we continue to make SEL ICB an inclusive workplace for everyone, we are pleased to present the ICB's first Workforce Race Equality Standard (WRES) report. The WRES helps us to understand and improve the experiences of Black, Asian, and Minority Ethnic staff. There are nine indicators covering a wide range of areas that we are committed to tackling over the next year.

- [SEL ICB Workforce Race Equality Standard \(WRES\) 2023 report](#)

Workforce Disability Equality Standard

The Workforce Disability Equality Standard (WDES) requires NHS organisations to submit data across 10 metrics to NHS England annually. SEL ICB is not currently mandated to supply the data but has elected to do so as part of our work to build an inclusive culture in the ICB.

Based on the WDES metrics and staff engagement, the ICB has agreed to take a series of actions to improve the experience of our disabled staff in the workplace.

- [SEL ICB Workforce Disability Equality Standard \(WDES\) 2023 report](#)

Gender Pay Gap

Organisations with more than 250 employees are required to publish details of their gender pay gap, to comply with the Equality Act 2010. Gender pay gap transparency increases accountability and drives action to advance gender equality in the workplace and demonstrates a commitment to equality.

- [SEL ICB Gender Pay Gap 2023/24 report](#)

Anti-Racism Strategy

SEL ICB has been taking forward important work on the development and delivery of a staff anti-racism strategy. The strategy brings together all our commitments and activities to support race equality and is fully supported and approved by our ICB Board. Further discussions with our system partners are taking place about our collective action to become anti-racist organisations.

The ICB is carrying out its first review of the anti-racism strategy and findings will be used in the development of our forthcoming equality, diversity and inclusion strategy.

- [SEL ICB anti-racism strategy 2023](#)

The Role

Job Title:	Chief Nursing Officer
Accountable to:	ICB Chief Executive Officer
Reporting to:	ICB Chief Executive Officer
Hours:	37.5 per week
Grade:	VSM

AN INTEGRATED CARE BOARD LEADERSHIP ROLE

The Chief Nursing Officer (CNO) is a Board and executive team member of the NHS South East London ICB. The ICB is the NHS leadership body of our ICS, and exists to deliver four core purposes:

- Improve outcomes in South East London population health and health and care services
- Tackle inequalities in outcomes, experience and access suffered by the residents of South East London
- Enhance productivity and value for money in the use of health and care resources in South East London
- Help the NHS support broader social and economic development in South East London

Fundamental to the operating model of the ICB and the wider ICS are three principles:

- **Partnership:** We are a partnership of sovereign bodies coming together to achieve something greater than the sum of the partners. All partners have a voice and all partners have responsibility
- **Subsidiarity:** We work on the basis of subsidiarity. This means issues and decisions should be dealt at the most local level consistent with their effective resolution
- **Accountability:** We value both supporting each other and being held to account by each other and our wider partners

Committed to Equality, Diversity and Inclusion

The ICB is committed to providing services and employment to a community with an increasing variety of backgrounds. To do this effectively it is essential that we promote equality and embrace diversity and treat everyone with dignity and respect.

Disability Confident Employer

We are a Disability Confident Employer and support the guaranteed interview scheme and use of the Government's Access to Work Scheme.

We welcome applications from all sections of our community including from people with lived experience and/or knowledge of disability or social exclusion.

If you have accessibility requirements and would like further information about the role please contact recruitment-South London (NHS South East London ICB) recruitment-SouthLondonICBs@selondonics.nhs.uk

Please quote the reference for the role you are looking to apply for when contacting us.

JOB PURPOSE

KEY RESPONSIBILITIES

- With the ICS Chief Medical Officer (CMO), develop networks of diverse multi-professional, clinical and care professional leaders to participate in all ICS decision-making and take responsibility for implementation at all levels of the system.
- The CNO along with other executive members of the ICB will have an influential executive role and shared accountability for the development and delivery of the ICB's strategic and operational plans to meet the needs of the population.
- The CNO will be responsible for building partnerships and collaborating with wider ICS system leaders including providers, LCPs and Provider Collaboratives, clinical networks, public health, primary care, local government, voluntary and community sector, other partners and local people to make real transformational differences for the population through local, regional and national forums.
- The CNO will provide leadership and influence across the ICS to ensure that opportunities to drive improvements in population outcomes are identified and delivered. This includes collaborating and providing leadership across organisational and professional boundaries and pathways to facilitate transformational change for the ICS population; and support clinicians to do the same, to secure collective responsibility and collaborative approaches.
- The CNO reports directly to the ICB CEO and is professionally accountable to the NHS England regional Chief Nurse.
- The post holder is a member of the ICB's executive team and a member of the Board and they will participate in and support the Integrated Care Partnership.
- The CNO will support the overall running of the ICB's corporate functions and delivery and the wider development of the ICS. They will deputise for the ICB Chief Executive as needed.
- The CNO will lead the quality directorate and its teams and they will oversee and secure the effective delivery of all functions outlined below. They will ensure the ICB can function effectively, developing improvements where these are needed, working with and on behalf of the ICB executive team and Board.
- The post holder will be responsible for providing the system leadership link with the Care Quality Commission, NHS England and other relevant regulatory bodies with regards quality, nursing, midwifery and allied health professional matters.
- The post holder will be the SEL ICB Caldicott Guardian and will work in partnership with the ICS Senior Information Risk Owner (SIRO) and provider roles in this regard.
- The CNO will provide professional and clinical advice and expertise to all issues in relation to complaints, FTSU and whistleblowing, convening a system approach to responding and managing effective responses and improvement and shared learning with regards issues raised.

Provide professional leadership and advice to the ICB

- Represent and/or ensure representation of the SEL ICS on system wide boards/ leadership committees associated with, but not limited to, nursing, midwifery and allied health professionals and broader workforce development, patient safety, safeguarding and quality ensuring a coordinated ICS system view.
- Work with the members of the ICS NHS Body, and particularly, with the ICS Medical Director, to lead and contribute to the delivery of the organisation's corporate, strategic, and operational objectives, bringing a broader view on health and care issues to underpin the work of the ICS from a nursing, midwifery, allied health professional, quality, patient safety and safeguarding perspective.
- Provide expert professional leadership and advice for the development, delivery and improvement of clinical standards and quality of care across the SEL ICS. This will be achieved through working in close partnership with the CMO, the SEL Provider chief nurses and medical directors and wider leadership roles across both the ICS Executive and Provider Collaboratives.
- Work with the ICB Chief Medical Officer to fulfil the statutory responsibilities of the ICB in relation to patient safety - working with wider ICS partners to building a safer just culture, safer systems, and safer care for patients – by implementing best practice in developing insights, involving patients, staff, and partners, and delivering continuous improvement.
- In line with the NMC Code and scope of practice, ensure appropriate professional standards are in place and that nurses, midwives and associated professionals have access to appropriate professional advice including assuring systems are in place for nursing revalidation and wider scopes of practice.

Securing fit for purpose quality management processes

- Executive leadership of system wide quality oversight and improvement working jointly with the ICB CMO in partnership with leaders across the ICS including ICB Executives, Place and Collaboratives to ensure a system wide quality and patient safety oversight framework is in place.
- With the ICB CMO, establish the necessary system governance and quality surveillance and improvement capability to support the statutory responsibilities of the ICB, reduce unwarranted variation in care quality, and implement the necessary systems and processes to support quality improvement and assurance for the Board.
- Ensure there are effective quality surveillance and assurance processes in place, clear management and escalation to enable and sustain continuous improvement.
- Executive lead for the development of the ICS System Quality Group and supporting structures to ensure a coherent and collective understanding of quality which is shared across all services.
- Work in partnership with Network chairs and trusts to ensure all services have clear quality assurance processes, are focused on continuous improvement, and meet requirements and standards set at a system, regional or national level (e.g. for maternity).
- Work with the ICB executive team to ensure quality improvement priorities are based on a sound understanding of quality issues within the context of the local population needs, variation and inequalities.
- Ensure all quality and professional standards, patient safety requirements and outcome improvements are met and that remedial action is taken in a timely and robust way in the event of variation in delivery against agreed standards.
- Responsibility for convening the system to respond effectively and provide system support where potential or actual failures in the quality of care are identified.

Leadership of ICB statutory duties and required roles

The post holder will be responsible for overseeing the delivery of the existing statutory responsibilities set out below and for working closely with regulators to ensure any future quality and safety related statutory responsibilities are identified, understood and responded to effectively.

Safeguarding

- Executive leadership for health to ensure statutory assurance process are in place for – for example: child protection information systems; female genital mutilation; Prevent; modern slavery and human trafficking; domestic abuse; serious violence and Liberty Protection Safeguards and MCA – recognising that delivery of duties will be a Place responsibility working with local Safeguarding Partnerships.
- Working with the ICS Partners to provide leadership for system wide learning and implementation of recommendations from system reviews including, but not limited to, Domestic Homicide Reviews, Mental Health Independent Investigations, Serious Case Reviews, Children Safeguarding Practice Reviews and Safeguarding Adult Reviews.
- Oversight of Child Death Oversight Panels (CDOP), ensuring governance arrangements are in place and robust processes for following up recommendations from panels.

Special Educational Needs and Disabilities (SEND)

- Working with the wider ICS Partnership to ensure compliance with the Children and Families Act 2014 recognising that responsibility for the delivery of this function will be at Place and locally integrated.

NHS Continuing Healthcare and Children and Young Peoples Continuing Care

- Executive lead for statutory compliance, recognising that responsibility for the delivery of this function will be at Place and locally integrated.

Infection Prevention and Control

- Working with the wider ICS partnership including Provider DIPC's, LA Public Health, Public Health England, Health Protection Units to ensure systems and processes are in place to ensure IPC compliance.
- Executive leadership to convene system wide IPC support and improvement.

Learning Disability and Autism (LDA) and LeDeR

- Provide senior nursing leadership to the delivery of the SEL LDA programme working jointly with the ICS partnership to provide assurance, continuous improvement and shared learning.

Patient Safety

- To be the executive lead for patient safety including medicine safety, providing a direct link between the patient safety specialists and medicine safety in collaboration with the SEL Pharmacy leadership team and the ICS executive team.
- To take Executive oversight of the implementation of the National Patient Safety Strategy across the ICS.

Support clinical workforce development

- Support workforce development across nursing, midwifery and allied health professionals including the development of new and innovate workforce roles.
- Provide executive leadership and input to SEL ICS People Board and work with the ICS workforce leadership team, NHS England, providers and local training hubs to ensure effective strategies are in place for workforce development across nursing, midwifery and allied health professionals.
- Work with Provider Chief Nurses and SEL People Board to agree and deliver specific workforce targets and development of a diverse talent pipeline relating to nursing, midwifery, allied health professionals.

SUPPLEMENTARY ROLES AND RESPONSIBILITIES

Data Protection and Confidentiality

- All employees are subject to the requirements of the Data Protection Act 2018 and the General Data Protection Regulation (GDPR) and must maintain strict confidentiality in respect of patient, client, and staff records.

Equality and Diversity

- The organisation is committed to promoting equal opportunities to achieve equity of access, experience, and outcomes and to recognising and valuing people's differences. This applies to all activities as a service provider, as an employer and as a commissioner.

Flexible Working

- The organisation is committed to offering flexible, modern employment practices, which recognise that all staff need to strike a sensible balance between home and work life. All requests to work flexibly will be considered.

Health and Safety

- Employees have a legal responsibility not to endanger themselves, fellow employees and others by their individual acts or omissions. The post holder is required to comply with the requirements of any policy or procedure issued in respect of minimising the risk of injury or disease.

Mobility

- Employees may be required to work at any of the other sites within the organisation subject to consultation. The organisation is in a period of rapid change because of developments and rationalisation of services. This will lead to modification of structures and job descriptions. The post holder will be expected to co-operate with changes subject to consultation, at any time throughout the duration of your contract

Information Management and Technology (IM&T)

- All staff are expected to utilise the relevant national and local IM&T systems necessary to undertake their role.

Other Duties and on-call

- The above is only an outline of the tasks, responsibilities and outcomes required of the role. The post holder will carry out any other duties as may reasonably be required by the ICB CEO.
- The post holder will join the on-call rota for the ICB.

Reasonable Adjustments

- The organisation is seeking to promote the employment of disabled people and will make any adjustments considered reasonable to the above duties under the terms of the Equality Act 2010 to accommodate a suitable disabled candidate.

Safeguarding Responsibilities

- The organisation takes the issues of Safeguarding Children, Adults and addressing domestic violence very seriously. All employees have a responsibility to support the organisation in our duties by:
 - Attending mandatory training on Safeguarding Children and Adults.
 - Making sure they are familiar with their requirements and the organisation's requirements under relevant legislation.
 - Adhering to all relevant national and local policies, procedures, practice guidance (e.g., LSCB Child Protection Procedures and Practice Guidance) and professional codes.
 - Reporting any concerns to the appropriate authority.

Smoking and Health

- The organisation has a no smoking policy throughout its premises, including buildings and grounds.

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, 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 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 quality and nursing leadership, mentorship, and professional development at a very senior level with demonstrable outcomes.
- Experience of leading highly complex and contentious transformational change at significant scale.

Knowledge

- Extensive knowledge of the health, care and local government landscape and an understanding of the resourcing implications related to the social determinants of public health.
- Extensive knowledge and understanding of current evidence and thinking on practices which reduce health inequality, improve patient access, safety and quality outcomes and ensure organisations are Well Led.

Skills

- Exceptional communication skills which 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.
- Effective people manager – able to lead, inspire and motivate teams
- Highly sophisticated leadership and influencing skills; building compassionate cultures where individuals and teams to thrive at organisation, partnership, and system levels.

Qualifications

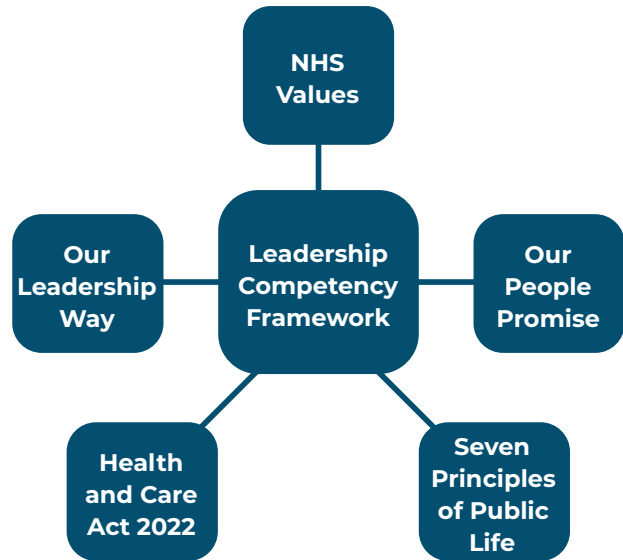
- Registered Nurse and current valid registration with the Nursing and Midwifery Council.

NHS leadership competency framework for board members

Leaders in the NHS help deliver better health and care for patients by setting the tone for their organisation, team culture and performance. We have worked with a wide range of leaders from across the NHS to help describe what we do when we operate at our best.

The competency domains reflect the NHS values and the following diagram shows how they are aligned:

The competency domains are aligned to **Our NHS People Promise, Our Leadership Way** and the **Seven Principles of Public Life** (Nolan Principles).



Working together for patients	Compassion
<ul style="list-style-type: none"> Building a trusted relationship with partners and communities 	<ul style="list-style-type: none"> Creating a compassionate, just and positive culture
Respect and dignity	Improving lives
<ul style="list-style-type: none"> Promoting equality and inclusion and reducing health and workforce inequalities 	<ul style="list-style-type: none"> Setting strategy and delivering long term transformation Driving high quality sustainable outcomes
Commitment to quality of care	Everyone counts
<ul style="list-style-type: none"> Driving high quality and sustainable outcomes Setting strategy and delivering long term transformation 	<ul style="list-style-type: none"> Promoting equality and inclusion and reducing health and workforce inequalities Creating a compassionate, just and positive culture
Providing robust governance and assurance	

How to Apply

The closing date for applications is **27 February 2025**.

Applications should be made by submitting a full and updated CV, with a covering letter of no more than two sides of A4. Your supporting statement should give evidence of how you meet the requirements of the person specification relating to the role. Along with your application, please include:

- Contact details for up to four referees (who will not be contacted without your permission)
- A contact email address and telephone number
- Information on current salary and notice period
- A completed **Equal Opportunities Monitoring Form** and **Fit and Proper Person Monitoring Form**.

All applications should be sent to: apply@hunter-healthcare.com. All applications will be acknowledged.

For an informal conversation about the post, please contact Finn McNulty at our recruitment partners, Hunter Healthcare, e-mail fmcnulty@hunter-healthcare.com; phone: **07966 006091**

Key Dates:

Application Deadline	27 February 2025
Shortlisting	w/c 3 March 2025
Selection Events	w/c 17 March 2025





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