

Managing Director – Buckinghamshire Integrated Care System

Role Responsibilities

November 2018



Job Description and Person Specification

Job Title: Managing Director – Buckinghamshire Integrated Care System

Pay Level: Very Senior Management

Tenure: 23 month fixed term contract

Responsible to: Nominated ICS partner Chief Executive

Accountable to: Nominated ICS partner Chief Executive

Responsible for: Integrated Care System Transformation Team

1. Introduction

The Buckinghamshire integrated care system (ICS) is one of the eight first wave ICSs announced in June 2017. The ICS is building a strong collaborative partnership which will be able to take shared accountability and responsibility to meet the health and care needs of the Buckinghamshire population. Our aim is to have the best health and social care outcomes in the country delivered by one of the safest and most efficient systems; establishing services that link physical and mental health, social care, general practice and the voluntary sector.

The Buckinghamshire ICS consists of partners across Buckinghamshire health and social care system. It includes Buckinghamshire CCG, Buckinghamshire Healthcare NHS Trust, Oxford Health NHS Foundation Trust, FedBucks, Medicas, Buckinghamshire County Council, and South Central Ambulance Service NHS Foundation Trust (SCAS).

The Buckinghamshire ICS sits within the Berkshire West, Oxfordshire, and Buckinghamshire Sustainability and Transformation Partnership (STP). The STP identified priorities align with those of the ICS and are as follows;

- Shift the focus of care from treatment to prevention;
- Access to the highest quality, primary, community, and urgent care;
- Acute trusts collaboration to deliver equality and efficiency;
- Mental health development to improve the overall value of care provided;
- Maximise value and patient outcomes from specialised commissioning;
- Establish a flexible and collaborative approach to workforce;
- Digital interoperability to improve information flow and efficiency;
- Primary care at scale.

We are working closely with the other phase one ICSs: Berkshire West (part of the BOB STP), Frimley and Milton Keynes, Bedfordshire and Luton, with which we have common interfaces and patient referral flows.

Chief executive officers from each system partner provide collegiate and strategic leadership to system wide programmes. There is a willingness to collaborate and this will be enhanced through the shared learning from new and emerging forms of commissioning and delivering care as the ICS matures.

2. Job Summary

As a commercially astute and credible professional, the Managing Director role will be the lynch pin for the Buckinghamshire Integrated Care System to secure what it needs to achieve for transformation of the Buckinghamshire health and care system.

Working closely with the Chief Executives and system clinical leaders, the role will focus on building strong relationships through excellent engagement and involvement of the stakeholder population in the system.

The Managing Director will be primarily responsible for developing and maintaining an effective way of working and collaborating across partners to ensure that the Buckinghamshire ICS strategy is delivered and remains relevant at local level and is shaped by and responsive to stakeholders

Alongside the system clinical leaders, the Managing Director will have accountability to ensure that all parts of the primary, community, secondary and social care system is working together to develop and

deliver Buckinghamshire ICS 10 year strategy, including the drive for new models of care encompassing primary care networks.

In addition to local strategic leadership, the Managing Director will support functional directors and teams in discharging their responsibilities at system level. The Managing Director will oversee the ICS transformation team which will consist of system focused roles responsible for driving delivery in the Buckinghamshire system and assuring, through robust performance management systems, that delivery is to plan and ensuring mitigation is in place to recover the position when it is not.

The Managing Director will also oversee enabling and system support functions such as organizational development and communications. They will ensure that the system speaks and acts as far as is reasonable in concert on matters that pertain to Buckinghamshire health and care as whole.

As the ICS matures the Managing Director will play a pivotal role in supporting its evolution into a mature model that delivers first class integrated system health and care outcomes for its residents.

3. Business Objectives

The Managing Director will be part of an Executive team and support the continued evolution of the ICS vision and strategy. The team will work to deliver its functions in an effective, efficient and economical way, within a robust governance setting and in accordance with the integrated care system operating model.

The Managing Director is expected to develop strong relationships with all partner organisations.

A key objective will be to ensure that robust and effective business intelligence systems are in place to aid and support decision making, financial delivery and performance analysis at all levels.

The core business objective for all members of the Executive Team is to ensure that services:

- deliver best possible health and care outcomes for the people of Buckinghamshire and beyond;
- are high quality, efficient and effective, eliminating unwarranted variation and optimising use of resources within an affordable envelope;
- provide joined up pathways, optimising patient experience;
- promote the NHS Constitution and deliver Constitutional Standards.

The Managing Director will develop their personal and Directorate business objectives to achieve this core commitment.

4. Key Working Relationships

Key relationships include but are not limited to:

- The CCGs Executive and the wider workforce
- Provider Directors from across all sectors (*including third and private sectors*)
- Other providers key to enabling efficient service provision
- NHS England and NHS Improvement South West and National

- The Local Authority, including Public Health, Adult & Children’s Social Care
- Elected Members
- BOB Sustainability and Transformation Partnership
- Out of County commissioners and providers
- External professional advisors
- Public, patients and carers – particularly groups established for engagement
- Health-Watch

As a key member of the Executive Team, the Managing Director must work with clinical and managerial colleagues and lead by example in supporting partnership working, providing leadership to staff in this regard.

The Managing Director will be accountable to lead by example in maintaining effective and fully engaged collaborative ways of undertaking business.

The Managing Director will establish and maintain relationships that enable Buckinghamshire ICS to operate as a partnership of clinicians, care professionals and managers focused on improving clinical and care outcomes and services for the patient’s/service users within the Buckinghamshire community.

The Managing Director will engage as an active and constructive member of ICS leadership teams, maintaining relationships with external and professional advisors and establishing strong working relationships with a wide range of internal and external stakeholders on a range of business sensitive issues. This includes explicit leadership with the public and service users.

The Managing Director is expected to employ the utmost communicative, resolution, negotiation and influencing skills to enable Buckinghamshire ICS to achieve its objectives; constructively challenging current practice where required in order to improve the quality of commissioned services at the best possible value.

5. Key Responsibilities

Core Priorities

- Lead on the partnership’s plans to develop the Integrated Care System and deliver new and innovative models of health and social care.
- Executive Lead responsibility for developing, implementing and monitoring the Buckinghamshire Integrated Care System operating plan priorities in conjunction with the constituent organisational leads.
- Develop and lead the ICS strategic plan for Buckinghamshire, building on existing strengths and ensuring safe, effective and high-quality care.
- Use horizon scanning and intelligence gathering to provide strategic advice to the ICS partners on matters pertaining to emerging policy thinking and areas of good practice.
- Work with the Clinical Leaders to create an environment where the development of primary

care 'at scale' is supported and improvement methodologies of adoption and spread are encouraged.

- Working with the lead accountable Directors to contribute to the development of a cohesive ICS estates strategy which supports the sustainability and future development of acute, community and primary care and enables it to play a leading role in the redesign of the health system and STP.
- Lead on performance management of the local ICS providers ensuring robust recovery plans are in place and delivered when required
- Work alongside system leaders across all organisations in the STP footprint, the role will take a lead in shaping and driving the STP and delivery of its objectives.
- Provide strategic leadership and primary responsibility for building and maintaining relationships with key stakeholders which result in agreed plans for improving the health and wellbeing of the local population.
- Support the ICS communications and corporate affairs function in leading, supporting and/or contributing to patient and public engagement, including the development of Public & Patient Engagement forums, for example developing a network of Practice Participation Groups across the area, and public consultations when required.
- Ensure an inclusive locally led clinical approach to service redesign and commissioning providing effective leadership and managerial support which supports the development of strong local clinical leadership.

Quality Improvement & Intelligence

- Present to a range of internal and external stakeholders (*including executive sponsors of initiatives, programmes and planned intentions*) information relating to programme/service delivery often in challenging and potentially antagonised situations.
- Develop and present reports that enable people to clearly understand the data/information being used to convey the message and how quality is improving in the work
- Demonstrate how quality data/information can be used to highlight improvement opportunity
- Use insight and evidence in shaping future plans for transformation and development

People Management & Organisational Development

- Work collaboratively with Executive colleagues to ensure people resources related to the ICS across Buckinghamshire are appropriately aligned to the agreed priorities.
- Contribute with other senior managers, to the development of the culture of Buckinghamshire and manage the ICS directorate, building a collaborative working environment
- Recruit, manage and develop Directorate staff, including undertaking appraisal and personal development and, where appropriate, progressing any disciplinary or capability issues
- Motivate, inspire and lead by example through innovation and determination to successfully deliver with the resources available

- Ensure high quality, robust management and mentoring systems are in place to support strong and vibrant clinical leadership
- Manage talent effectively within the team and contribute to plans and strategies to successively plan and develop talent
- Develop and present reports summarising status on issues, appraising outcomes, and providing progress reports

Policy and Service Development

- Ensure that all staff within the Directorate are working within the scope of relevant policies and procedures;
- Contribute to the development of policies that enable effective corporate governance;
- Contribute to the development and embedding of the vision, aims and business objectives of the ICS;
- Ensure that the ICS values diversity and promotes equality and inclusivity in all aspects of its business;
- Support the development and implementation of governance structures to support the delivery of sound business within the Buckinghamshire ICS.

Corporate Leadership

- Ensuring delivery of statutory financial and performance targets for the ICS;
- Identify and manage organisational risks;
- Act as a key member of ICS Implementation Board and ICS management team, actively taking part in and advising on key business decisions;
- Provide leadership and direction as part of the ICS executive team, to the delivery of the turnaround objectives and ensuring financial stability in the system;
- Work closely with Director colleagues to ensure a consistent and cohesive strategy and operational working across the ICS whilst keeping a local focus;
- Engage clinicians and the public in decisions relating to the commissioning, design and provision of health services;
- Contribute and support continuous improvement and learning approaches;
- Attend relevant ICS committees and other key forums;
- The post holder is expected to progress their professional development and maintain a good knowledge of emerging government policy, and regional and local health economy drivers;
- Chair and attend meetings and events as necessary.

Financial Management

- To be responsible for an ICS budget;
- Responsible for adherence to ICS' budget, ensuring appropriate documentation is available for scrutiny;
- To constantly strive for Value for Money and great efficiency;
- Develop and deliver local efficiency schemes and develop a more system wide approach to

efficiency and cost reduction across the ICS;

- Responsible for providing guidance to and recommendations on behalf of own Directorate and the use of these budgets and to ensure that they operate in recurrent financial balance year on year.

This job description is a broad reflection of current duties but it is not exhaustive. It will be regularly reviewed to reflect priorities and developments during the on-going appraisal and performance review process