



Integrated Care Board Chair: Role and Responsibilities

This role will bring leadership to a system that is focused on ensuring people have the best possible start in life; are supported to be healthy and live well; are provided with care that focuses not just on treating particular conditions but also on lifestyles, on healthy behaviours and prevention; and helps people to live more independent lives for longer.

These are high-profile positions of regional and national significance leading our Integrated Care Boards (ICB), overseeing their work developing and supporting our stakeholders individually and in their cross-organisational partnerships.

This may be subject to change depending on legislation.

Role purpose

The NHS is founded on principles and values that bind together the diverse communities and people it serves – patients and public – and the staff who work for it. Over the last few years, NHS England and NHS Improvement have pledged 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.

Integrated Care Systems bind partner organisations together. Their core role functions are planning to meet population health needs, allocating resources, ensuring that services are in place to deliver against ambitions, facilitating the transformation of services, coordinating and improving people and culture development, and overseeing delivery of improved outcomes for their population.

This is an exciting and critical time for NHS health and care in the UK, and you will be pivotal in helping to shape its future. As the ICB Chair, you will bring independent challenge, effective governance and convene organisations to ensure they collaborate effectively to deliver system plans and ambitions. When chairing the ICB, you will hold the board to account for the delivery of system-wide strategic plans. You will be at the heart of making sure that the NHS's commitments to Carbon Net Zero, increasing and accelerating digital adoption, research and innovation, and health inequalities and social justice are key in decision making.

This is a role with long term significant influence to work with system leaders, to shape the future of health and care in England.

About ICSs

ICSs are partnerships of organisations that collaborate with local authorities and partners to provide more joined-up care and oversee services to a geographical area. By removing traditional barriers and divisions within care, the ICS aims to more effectively and sustainably meet the needs of their populations, reduce inequalities and improve population health. Alongside this, the ICS will also look ahead to aid the NHS in supporting social and economic development of the UK.

The initiation of ICSs brings together functions from Clinical Commissioning Groups (CCGs) and NHS England and NHS Improvement (NHSEI) into a new statutory body. It signals a shift in the thinking around

how health and care is delivered, with a greater focus on collaboration, places and local populations. As of April 2021, and in line with the NHS Long Term Plan, all parts of England are now served by one of 42 ICSs, which will become legal entities with set powers and accountabilities [on 1 April 2022]. Successful systems will align action and maintain momentum during transition, with systems continuing to make progress in improving outcomes and supporting recovery while embedding new arrangements for strategic planning and collective accountability across partners.

Role Summary

As the Chair you will be involved in the following activities:

- Providing joint leadership of the unitary board, with the Chief Executive, leading political navigation, providing oversight, direction and challenge to deliver the strategy
- Participating in and having oversight of ICS board decision-making, drawing on a diverse range of perspectives to understand the outcomes on staff and the population of the ICS and ensuring the ICS delivers on its People Plan ambitions
- Being forward-looking and identifying areas where the ICS could improve making sure that the needs of the population are considered first and foremost
- Acting as an ambassador for the ICS, listening to a wide range of perspectives, maintaining good relationships with all stakeholders and enabling the board to agree and effectively communicate a coherent strategic direction
- Providing the environment for agile debate that considers the bigger picture, and facilitates the effective contribution of all board members, drawing on their skills, experience, knowledge and independence
- Driving and supporting long term transformation to ultimately address health inequalities and improve health and care
- Building stronger relationships with providers, commissioners, and other bodies, promoting alliance and collaboration to deliver shared ambitions
- Aligning different members of the board, gathering the required depth and breadth of knowledge and working through others to drive a shared agenda
- Together with the Chief Executive, owning the culture of the ICS and overseeing conduct and the Fit and Proper Persons Test on behalf of the organisation.

Responsibilities and Accountabilities

As an ICS chair, you will hold the system to account for the delivery of system-wide strategic plans and will:

- Provide joint leadership of the ICS board, with the Chief Executive, ensuring the board is effective, focused on key responsibilities and delivering against agreed strategies
- Support long term transformation, demanding the increasing adoption and spread of proven innovation and digital maturity of the NHS to ultimately improve patient care
- Facilitate and ensure cohesion between the ICS NHS and Partnership boards, respecting the role and function of each and resolving any disputes and challenges that may arise between the two in the execution of their functions
- Ensure the ICS board is properly constituted and operates effectively in all aspects, incorporating best practice with regards to the relevant legislation and guidance, ensuring that every partner has a voice
- Oversee the effective use of resources (financial, workforce, estates) to meet the shared ambitions of the system
- Ensure that the patient voice and stakeholder engagement are clearly embedded in all components of development and delivery of the local plan
- Build an effective working relationship with the ICS Chief Executive, acting as a critical friend and trusted advisor
- Be an exemplar and support the creation of a compassionate, diverse and inclusive culture, setting the tone right at the top by modelling the highest standards of personal behaviour and conduct, ensuring that the board also follows this example both as a statutory body and employer
- Establish effective governance of the ICS to ensure there is a high standard of evidence-based decision making and risk management, including the use of research evidence

- Ensure the ICS is performing against the relevant standards, procedures, statutory duties and regulations, including the ambitions of the NHS's Long Term Plan, the increasing and accelerating the adoption of digital tools and the Carbon Net Zero commitment
- Build inclusive and constructive relationships and a culture of openness and transparency amongst members of the ICS board, with constituent members "acting as one system", and calling out divisive and inappropriate behaviours
- Ensure collaboration arrangements are in place to facilitate cross boundary working where required
- Bring independent challenge, where required, to the work programme and prioritisation of the board, raising issues and holding people and systems to account
- Establish and maintain appropriate chairmanship arrangements for the Partnership board
- Ensure that the NHS Constitutional right to be cared for in a clean, safe, secure and suitable environment is delivered
- Model the values of the [NHS Constitution](#) and behaviours embodied in [Our People Promise](#) and our soon to be published Leadership Way to support innovative, dynamic, compassionate and inclusive cultures across the system delivering on the ICS's People Plan ambitions
- Support the ICS Chief Executive and use your knowledge and experience to help them and other members of the board to develop
- Take responsibility for the conduct of the Board and all Fit and Proper Persons assessment.

Key working relationships

- ICS Chief Executive
- ICS Executive and Non-executive board members
- Partnership board
- NHS provider chiefs
- NHS provider boards
- Senior health care professionals
- NHS Regions
- Local Authorities including health and wellbeing boards
- General Practice and Primary Care
- External bodies and regulators, e.g. NHSE/I Care Quality Commission, Department of Health and Social Care and Department for Environment, Food and Rural Affairs
- Academic Health Science Networks
- National Institute for Health Research
- Union leaders
- Councillors and local MPs
- Community and voluntary (VCSE) sector
- Education sector
- Housing sector
- Members of the public

Key Competencies

Below is a summary of the six competency domains that illustrate some of the key behaviours we expect an ICS Chair to exhibit.

1. Strategy and transformation

I am responsible for holding organisations within the ICS to account, having system-wide oversight and providing independent challenge to strategies, objectives and activities to improve patient care and tackle health inequalities. I am able to consider multi-organisational perspectives, current and future trends to assess strategic objectives and improve my ICS.

2. Social justice and health inequalities

I uphold and strengthen the reputation of the NHS in communities and ensure that resources are deployed in the most impactful way across the system to address health inequalities and improve health, working for the greater good of my community, patients and staff. I hold myself and others to account for the impact of the actions we take and demonstrate good social and cultural awareness.

3. Sustainable outcomes

I challenge the board to provide clinical and operational excellence, advocating for research, innovation and digitisation to make healthcare more future ready, sustainable and efficient. I champion system-wide collaboration and development of all staff, ensuring there is appropriate consistency in governance and challenging decisions that are made when prioritising limited resources.

4. Governance and assurance

I encourage robust debate to promote transparent decision-making based on identified evidence, risks and opportunities. I work to build relationships, trust and transparency, challenging constructively and speaking out against exclusionary assumptions and behaviours, whilst ensuring I remain organisationally independent and unbiased.

5. People and culture

I demonstrate resilience and lead by example in speaking up and challenging inappropriate behaviours, respecting and promoting diversity and inclusion in all its forms. I am able to challenge the board to make decisions that build and strengthen staff experience, wellbeing, and resilience, and encourage leaders to employ a flexible leadership style that allows for independent identities, cultures and individualities.

6. Partnerships and communities

I role model system working, building and strengthening partnerships to improve integration and population health outcomes, challenging the board when responsibilities are unclear. I work to build patient, public and stakeholder trust and confidence in the ICS and challenge others to co-produce and engage with diverse patient and public groups.