



Non-Executive Directors

Candidate Information Pack

April 2024



We value, prioritise, and promote equality, diversity and inclusion with a commitment to equity of opportunity for all. We believe that the best Boards are those that reflect the communities they serve.

We also prioritise team health and well-being and the principles of compassionate and collaborative leadership in our 'ways of working'. All postholders will have a key role in promoting, demonstrating, and nurturing this culture.

Appointments will be made based on merit, following the completion of a fair and open process, so that the best people from the widest possible pool of applicants are appointed.

Welcome

As the Chair of the NHS Sussex Integrated Care Board, I am delighted that you are interested in our two Independent Non-Executive Director roles.

This is an important time as we have established our new ways of working to bring all of our NHS, local authority, voluntary, academic and wider partners together in Sussex to deliver our integrated care strategy, **Improving Lives Together**, for all 1.7 million people who live in Sussex.

It is also important to recognise the significant progress that our health and care system in Sussex has made in the recent past by working together through the pandemic and challenging winters, which is a direct result of the hard work and dedication of all our staff and partners.

However, there is still much to do. Despite the best efforts of our amazing staff every day, we know that not everyone in Sussex can access the care they need when then need it and where they need it. Too many people are living in poor health and the difference in healthy life expectancy across different parts of Sussex is unacceptable in a modern society – too many people and their carers are waiting too long for treatment or care.

Although NHS Sussex was only established on 1 July 2022, we did not start from scratch and built on the existing health and well-being plans in Brighton & Hove, East Sussex and West Sussex. We then engaged extensively with the public, our partners and our stakeholders on the need for change so that we could agree our collective ambition for a healthier future in Sussex.

The key deliverable of our Improving Lives Together strategy will be the development of 16 Integrated Community Teams to join-up our local health and care services at a community level in conjunction with all the NHS, public sector, voluntary and community partners in that area.

This will require three success factors to enable these teams to make a demonstrable improvement to the health outcomes and health inequalities in the population of Sussex we serve:

- Growing and supporting our workforce
- Improving the use of digital technology and information
- Maximising the power of partnerships and collaborative working

None of this will be easy. We are currently completing the first year of our five-year Sussex **Shared Delivery Plan** to turn our strategic ambitions into a practical reality within the combined resources that we all have, so that we can commission services, develop integrated care models and embed collaborative working across the health and care system we serve.

This is why I'm looking to attract two exceptional Non-Executive Directors, who not only share these values and ambitions, but who can also bring a diverse range of skills, experience and thinking to help us shape and deliver the improvements in health and care services that all Sussex residents rightly demand and expect.

For an initial conversation about the post, please contact Rhiannon Smith or Jenny Adrian at our recruitment partners, Hunter Healthcare by email: jadrian@hunter-healthcare.com or phone: 07939 250362

I look forward to receiving your application.

Stephen Lightfoot
Chair
NHS Sussex



About Us

The Sussex ICS, or **'system'** as we prefer to call it, is one of the largest and most complex systems in England serving a population of 1.7 million people in Brighton & Hove, East Sussex and West Sussex (the system's three 'places'). Our Sussex population is older than average, with 22% of our population aged over 65 and an expected 32% growth in people aged over 85 by 2030. Sussex has some of the most deprived and some of the least deprived areas within its geography and there is a 14 year difference in life expectancy depending where and how people live in Sussex.

Our system has the following statutory partners:

- NHS Sussex Integrated Care Board
- Brighton & Hove City Council
- East Sussex County Council
- West Sussex County Council
- East Sussex Healthcare NHS Trust
- Queen Victoria Hospital NHS Foundation Trust
- South East Coast Ambulance Service NHS Foundation Trust
- Surrey and Sussex Healthcare NHS Trust
- Sussex Community NHS Foundation Trust
- Sussex Partnership NHS Foundation Trust
- University Hospitals Sussex NHS Foundation Trust

Our primary care partners include 158 GP practices, 7 GP federations, 310 community pharmacies, 146 ophthalmic services and 338 dental contracts.

Other system partners include over 10,000 voluntary and community organisations, over 700 nursing homes, 12 Borough & District Councils, three Universities and three Healthwatch organisations.

The Sussex Integrated Care Partnership, or **'Sussex Health & Care Assembly'** as we prefer to call it, approved our Integrated Care Strategy, **Improving Lives Together**, in December 2022.

The NHS Sussex Integrated Care Board, or **'NHS Sussex'** as we prefer to call ourselves, is responsible for the allocation of over £4 billion of public money to our providers with a total of over 41,000 staff employed to deliver NHS services in Sussex.

The membership of the NHS Sussex Board is being amended and will include a Non-Executive Chair and six Independent Non-Executive Members, together with the Executive Members and Partner Members (GP, NHS Trust Chief Executive, Director of Public Health, Director of Adult Social Services and Director of Children's Services).

To be effective and successful in these demanding non-executive roles, which will attract a high level of public scrutiny and accountability, our successful candidates will require exceptional skills in leading and influencing, combined with a breadth of relevant professional and/or lived experience. This calls for individuals to use the power of influence to engage and gain consensus. Effective system leadership requires the full commitment of leaders to create an environment of trust, inclusion, mutual respect and shared aspiration, in which all can contribute fully and openly to achieving collective goals.



Our Shared Delivery Plan

Our Shared Delivery Plan brings together in one place the strategic, operational and partnership work that will take place across our system to improve health and care for our population over both the short and long term. It reflects and responds to national policy and guidance and aims to provide one single vehicle for delivery and focus for our system. It incorporates four delivery areas:



The Opportunities

The Health and Care Act 2022 introduced significant changes to the organisation and delivery of health and care services in England. This formalised the establishment of Integrated Care Systems (ICS) as partnerships between the commissioners and providers of NHS, social care and public health services to plan jointly the delivery of health and care services with other partners to meet the needs of their local population. This also represented a significant policy shift away from the previous legislative focus on competition to a new framework that supports collaboration between organisations.

Each ICS is required to have two important components:

- **An Integrated Care Partnership (ICP)** which is a statutory joint committee between the NHS and local government in that area. The ICP is expected to bring a wide range of partners together, beyond the NHS and Local Authorities, to agree the broader health, public health and social care needs of that population and to approve a single Integrated Care Strategy and the priorities for that ICS.
- **An Integrated Care Board (ICB)** which replaced the previous Clinical Commissioning Groups and will be responsible for the commissioning, allocation of financial resources and oversight of NHS services in that area to deliver the Integrated Care Strategy set by the ICP and will also be accountable to NHS England for the delivery of nationally mandated standards of NHS performance.

Each ICS was also set up to fulfil four core purposes:

- Improve population health outcomes
- Reduce health inequalities in access, experience and outcomes
- Enhance productivity and value for money
- Support social and economic growth

A total of 42 ICBs were established across England on 1 July 2022, including the NHS Sussex ICB. Although there is a common legal framework, a permissive approach was adopted so that each ICS could establish itself according to the size and needs of their population, the number of partners and the local government arrangements in that area. So, there is a well-used phrase that “when you have seen one ICS you have only seen one ICS.”

The ICS needs diverse, inclusive, and compassionate leaders who not only reflect the communities they serve and the staff they lead but also have the personal style and breadth of perspective to make good collective decisions. There is emphatic evidence that diverse boards make the best decisions, and we want to continue to develop our diverse NHS Sussex ICB. In non-executive roles nationally, it is known that women, people from the local Black Asian and Minority Ethnic communities, LGBTQ+ communities, younger people, and those with lived experience of disability are all under-represented. We are determined to keep working to change this and to make a positive difference to the health and care of the population we serve.



The Roles

Priorities

NHS Sussex Independent Non-Executive Directors will:

- work collaboratively to shape the long-term, viable plan for the delivery of the functions, duties, and strategic objectives of NHS Sussex; determine strategy and priorities; identify and mitigate risks; and ensure the effective stewardship of public money
- ensure that the Board is effective in all aspects of its role and appropriately focused on its four core purposes, namely to: improve outcomes in population health; reduce inequalities in access, experience and outcomes; enhance productivity and value for money, and support broader social and economic development
- be champions of robust governance, collaborative leadership and effective partnership working, including with local government, NHS bodies, voluntary sector, education and local communities
- support the NHS Sussex Chair and the wider Board on issues that impact organisations and workforce across the Sussex system, such as integration, productivity, digital transformation and emergency preparedness, resilience and response
- play a key role in ensuring that NHS Sussex meets its statutory duties and builds strong partnerships with system partners

Accountabilities

NHS Sussex Independent Non-Executive Directors will:

- be accountable to the NHS Sussex Chair
- have designated areas of responsibilities, as agreed with the NHS Sussex Chair
- have a collective responsibility with the other members of the unitary NHS Sussex Board to ensure corporate accountability for the performance of the organisation, ensuring its functions are effectively and efficiently discharged, and its financial obligations are met

Responsibilities

The successful candidates will work alongside the Chair, other Non-Executive Directors, Executive Directors and Partner Members as equal members of the unitary NHS Sussex Board. Each Non-Executive Director will also be expected to chair and/or be a member of at least two Board committees. All Board members will bring independent and respectful challenge to the plans, aims and priorities of NHS Sussex, as well as promoting open and transparent decision-making to facilitate consensus and deliver the best possible outcomes for our population.

Experience

We are seeking candidates who will bring a wide range of professional expertise, which includes successful and demonstrable achievements in either:

- **Organisational development and/or partnership working experience** in a large, complex, multi-disciplinary system, community or organisation
- **Clinical quality improvement and/or innovation experience** in delivering NHS services in more than one healthcare setting

In addition, the successful candidates will be able to use their lived experience of being a patient, carer or service user, together with an understanding of the different needs and inequalities that exist in our local communities across Sussex, to help inform the work of the Board.

Competencies

As an NHS leader, you will demonstrate a range of competencies spanning the following areas:

Setting strategy and delivering long term transformation

- Setting the vision and overseeing the implementation of our Improving Lives Together strategy through our Sussex Shared Delivery Plan, to achieve the four core purposes of the ICS and the 'triple aim' of improved population health; improved quality of care; within the resource allocation.

Building trusted relationships with partners and communities

- Promoting dialogue and consensus with local government and broader partners, to ensure effective joint planning and delivery for system working and mutual accountability.
- Supporting the development of system working and in maintaining strong relationships between NHS Sussex and its multiplicity of partners across the system.
- Supporting the direction of the Assembly in establishing shared strategic priorities, in partnership with local government and other partners, to tackle population health challenges and enhance services across health and social care.

Promoting equality and inclusion, and reducing health inequalities

- Advocating diversity, health equality and social justice to close the gap on health inequalities and achieve the service changes that are needed to improve population health.
- Ensuring NHS Sussex is responsive to the needs of all people and communities, and that public, patient and carer voices are embedded in all of the NHS Sussex plans and activities.
- Promoting the values of the **NHS Constitution** and modelling the behaviours embodied in **Our People Promise** to ensure a collaborative, inclusive and productive approach across the system.

Driving high quality, sustainable outcomes

- Overseeing purposeful arrangements for effective leadership of clinical and professional care throughout NHS Sussex and the Sussex system.
- Fostering a culture of research, innovation, learning and continuous improvement to support the delivery of high-quality services for all.
- Ensuring the NHS plays its part in social and economic development and achieving environmental sustainability, including the Carbon Net Zero commitment.

Providing robust governance and assurance

- Collectively ensuring that NHS Sussex is compliant with its constitution and contractual obligations by holding other Board members to account through constructive, independent and respectful challenge.
- Maintaining oversight of the delivery of NHS Sussex plans, ensuring expected outcomes are delivered in a timely manner through the proportionate management of risks.
- Ensuring that NHS Sussex operates to deliver its functions in line with all of its statutory duties, and that compliance with the expected standards of the regulatory bodies is maintained.

Creating a compassionate, just and positive culture

- Providing visible leadership in developing a healthy and inclusive culture for the organisation, by promoting diversity and encouraging or enabling system working, which is then reflected and modelled in the Board's collective behaviours and decision-making.
- Ensuring the Board acts in accordance with the highest ethical standards of public service and that any conflicts are appropriately resolved.

Personal Specification

<p>Setting strategy and delivering long term transformation</p> <ul style="list-style-type: none"> • Knowledge of health, care, local government and/ or the voluntary sector. • A capacity to thrive in a complex and politically charged environment of change and uncertainty. • Experience of leading change and organisational development at a senior level to bring together disparate stakeholder interests. • Successful implementation of transformation programmes leading to productivity improvements in a complex business environment.
<p>Building trusted relationships with partners and communities</p> <ul style="list-style-type: none"> • Understanding of different sectors, groups, networks, and the needs of diverse populations. • Exceptional communication skills and comfortable presenting in a variety of contexts. • Highly developed interpersonal and influencing skills, able to lead in a creative environment which enables people to thrive and collaborate. • Experience of working collaboratively across agency and professional boundaries.
<p>Promoting equality and inclusion, and reducing health inequalities</p> <ul style="list-style-type: none"> • Awareness and appreciation of social justice and how it might apply within the Health and Care system. • Record of promoting equality, diversity, and inclusion in leadership roles. • Life experience and personal motivation that will add valuable insights and perspectives.
<p>Driving high quality, sustainable outcomes</p> <ul style="list-style-type: none"> • Problem-solving skills and the ability to identify issues and areas of risk, leading stakeholders to effective resolutions and decisions. • Strategic planning experience in a complex environment with multiple partners that has achieved meaningful outcomes.
<p>Providing robust governance and assurance</p> <ul style="list-style-type: none"> • Understanding of good corporate governance. • Ability to remain neutral to provide independent and unbiased leadership with a high degree of personal integrity. • Experience in contributing effectively to complex professional meetings at a very senior level.
<p>Creating a compassionate, just and positive culture</p> <ul style="list-style-type: none"> • Models respect and a compassionate and inclusive leadership style with a demonstrable commitment to equality, diversity, and inclusion in respect of boards, patients, and staff. • Creates and lives the values of openness and transparency embodied by the principles of public life and in Our People Promise.
<p>Additional requirements</p> <ul style="list-style-type: none"> • Experience of operating at a senior or board level, ideally in executive and non-executive roles. • Independent and proactive leadership with demonstrable confidence, respect and integrity. • Excellent communication skills that can persuade groups and individuals to improve the way they are currently doing things. • Ability to evaluate detailed Board reports and data with an independent mindset so that specific issues can be targeted to have the most strategic benefit on people and service delivery. • Champion open, frank, and disciplined discussion and be prepared to 'ask the difficult questions.' • It is important that the successful candidates can add to the diversity of skills, thought and experience of the other members of the NHS Sussex Board and the biographies of the other Board members can be found here.

Additional information

The Selection Process

Applications will be assessed on merit, as part of a fair and open process, from the widest possible pool of candidates. Information provided by applicants will be relied upon to assess whether sufficient personal responsibility and competence have been demonstrated in previous/other roles to satisfy the experience, skills and values outlined.

Longlisted applicants will be invited for a preliminary interview with a representative of our appointed executive search partner. Feedback from the preliminary assessment activity will be provided to the selection panel, which will agree on the applicants to be shortlisted.

At the final interview stage, candidates will be asked to make a short presentation to assist the selection panel in assessing your understanding of the role and the local context, together with your motivations for applying. The formal interview will be up to one hour's duration, and the panel's competency-based questions will be informed by the requirements of the role and the provisions of the person specification.

The selection panel's preferred candidate will be referred to NHS England for final endorsement.

Terms of Appointment

Remuneration is determined nationally. A consistent base-level remuneration will be applied to all Non-Executive Director positions, which is currently equivalent to £16,000 per year, plus additional remuneration for chairing a Board committee. The term of office will be for up to three years from appointment.

Successful candidates will have considerable flexibility to decide how they manage the time needed to undertake their role. On average, it will require a minimum of four days per month, including preparation time, the occasional evening engagement and specific events intended to support your continuous development.

All NHS board members are required to comply with the **Nolan Principles of Public Life** and meet the **Fit and Proper Persons requirements**.

Eligibility

To be eligible for appointment you will:

- be able to demonstrate that you meet the requirements of the Fit and Proper Persons Test and that you have no substantial conflicts of interests that would interfere with your ability to be independent and offer an impartial perspective
- not have an ongoing leadership role (i.e. hold positions or offices) within one of the partner organisations in the Sussex Health and Care system – **you will need to stand down from any such role if appointed to NHS Sussex**
- ideally, have strong connections with the communities of Sussex.

Elected officials, including MPs and Councillors, are excluded from the NHS Sussex independent Non-Executive Director role.

Given the significant public profile and responsibility associated with senior NHS roles, it is essential that those appointed inspire the confidence of the public, patients, and staff at all times. We will undertake a number of background checks to ensure that those we appoint are, in all respects, 'fit and proper' people to hold these important roles.

We value and promote diversity and are committed to equality of opportunity for all. We believe that the best boards are those that reflect the communities they serve. We also want to increase the diversity of our NHS leadership and encourage applications from groups we know are under-represented in the most senior of roles.

How to apply

The closing date for applications is **13 May 2024**.

All applications must include:

- A full and updated CV, which includes your contact details and email address.
- A personal statement of no more than two sides of A4, which should explain why you are interested in applying for the role and how you believe you meet the requirements set out in the person specification.
- Contact details of referees to cover the last six years (who will not be contacted without your permission).
- A completed **Diversity Monitoring Form** and **Fit and Proper Person Monitoring Form**.

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

All applications will be acknowledged.

For an informal conversation about the post, please contact Rhiannon Smith or Jenny Adrian at our recruitment partners, Hunter Healthcare by email: jadrian@hunter-healthcare.com or phone: 07939 250362

Key Dates

EVENT	DATE
Closing date	13 May 2024
Longlisting	16/17 May
Shortlisting	30/31 May
Interviews	13/14 June





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