

Employer: Coventry and Warwickshire Partnership Trust will be the employing organisations. This is a joint post with the Coventry and Warwickshire Integrated Care Board.

BASE: Within Coventry and Warwickshire with the ability to travel and work country wide.

JOB DESCRIPTION AND PERSON SPECIFICATION

JOB TITLE: Chief Integration Officer – Mental Health, Learning Disabilities and Autism

BAND: VSM

REPORTS TO: CWPT – Chief Executive Officer

ACCOUNTABLE TO:

Chief Executive Officer – Coventry and Warwickshire Partnership Trust
Chief Executive Officer -Coventry and Warwickshire Integrated Care Board

ACCOUNTABLE FOR:

The overarching tactical commissioning within a portfolio transferred from Coventry and Warwickshire ICB Mental Health, Learning Disabilities and Autism services . The postholder will establish a commissioning infrastructure within Coventry and Warwickshire Partnership Trust to execute commissioning decisions and will work with stakeholders to develop evidence based plans for improving the outcomes secured for people and thus narrowing inequalities whilst ensuring the system lives within the money available.

Support the development of the Mental Health and Learning Disability and Autism Care Collaboratives, including developing the necessary architecture around those partnerships.

Develop and deliver the integrated commissioning responsibilities of the Mental Health and Learning Disability and Autism Care Collaboratives, in line with the process and outcomes required.

Context for Integrated Post:

In July 2021, the Health and Care Bill confirmed the creation of Integrated Care Systems (ICSs) as statutory NHS bodies with a focus on collaboration rather than competition, including greater collaboration between NHS bodies and local authorities. It confirmed that the majority of commissioning functions will move from ICSs, once established, to providers.

Recognising that much of the activity to integrate and improve health and care services, and to improve population health and wellbeing, will be driven by organisations working in partnership with each other and with local people and communities, we are expecting our NHS providers taking on delegated responsibilities to host Care Collaboratives that will bring together all relevant stakeholders in an inclusive governance arrangement to both plan and deliver the services that will deliver the best outcomes for local people.

On behalf of the Coventry and Warwickshire Integrated Care Board (CWICB) and Coventry & Warwickshire Partnership NHS Trust (CWPT) you will lead work to understand the future for MH and LD&A commissioning responsibilities and create an infrastructure to deliver delegated commissioning functions as they develop.

Working with Coventry and Warwickshire ICB you will develop and oversee the transition assurance process, establishing a clear accountability and responsibility framework across the System.

Working with Coventry and Warwickshire ICB you will develop an appropriate set of outcomes the delegated arrangements will support, building on the Mental Health Commission, Prevention concordat and the Mental Health Long Term Plan.

As a Chief Officer at CWPT you will be part of the Executive Team and a non-voting Board member contributing fully to our wider organisational agenda.

You will work with Chief Officers at the ICB to develop a Mental Health Strategy to meet the needs of our population, and to develop an outcomes framework, including NHS performance targets. As distinct from CWPT developing a strategy to respond to the asks of the ICB, you will support further development of commissioning practices in what we do, how we do things and how we work. Practice will be evidence led, strategically aligned to our outcomes and focused on achieving high-quality, cost-effective service outcomes through robust performance management.

JOB SUMMARY

The post holder will:

- Provide the strategic direction and corporate leadership to support the development of an integrated service model to meet the outcomes set by the ICB.
- Work with the ICB to ensure commissioning of a clear set of strategic outcomes and that CWPT (on behalf of the MH and LDA Care Collaboratives) only commission services and activities that contribute to these strategic outcomes.
- Support the ICB and ICB staff in the move to becoming a strategic commissioner, developing a team within CWPT to undertake tactical commissioning to meet population health outcomes.
- Support the development of clear links and joint decision making with place based care collaboratives.
- Work with LA partners to understand the future direction of travel of LD&A commissioning.
- Be clear of their commissioning plans and intentions and how these will be monitored and measured. They will ensure that activities that do not contribute to the organisations' strategic outcomes are decommissioned.
- Will plan and allocate resources around need and priorities, aligned to the Coventry and Warwickshire Integrated Care Plan (ICP) and responsibilities delegated from the Integrated Care Board (ICB) to CWPT as the Lead Provider for the MH and LDA Care Collaboratives.
- Work with the partners and other key stakeholders to facilitate a systematic, strategic approach to quality, safety (including safeguarding) and patient/service user/carer experience with effective measures and monitoring in all contracts.
- Support the development of effective governance arrangements to support transitioned, integrated commissioning in line with the statutory responsibilities and obligations of partners and with the agreed schemes of delegation from the statutory organisations

The post holder will be expected to act independently, leading by example, and promoting the vision and values of the ICS and the Trust, demonstrating those values in their leadership behaviours and management style.

CWPT Values



ICB Principles

<u>Put people first</u>
<u>Open & honest</u>
<u>Set the direction</u>
<u>Do the right thing</u>
<u>Outcome focused</u>

MAIN JOB RESPONSIBILITIES

Ensure statutory duties within the remit of the post are met.

With regard to the relevant services portfolio the post holder will:

Strategic/Operational Planning and Organisational Leadership

- Contribute to the longer-term commissioning and financial strategy to meet the objectives of the Coventry and Warwickshire Integrated Care Plan.
- Lead development of the 3-5 year system strategy for Mental Health, Learning Disabilities and Autism and the associated priority outcomes and intentions

- Develop the medium-term financial strategy for CWPT commissioning portfolios, ensuring spending is kept within the agreed limits and that value for money for the public purse can be demonstrated.
- Lead on the development of options appraisals to assess the most suitable means of delivery along with the production of business cases to support this
- Lead the strategic development and redesign of services. Develop the appropriate service commissioning strategies to commission the right provider(s) to meet the strategic outcomes through a right sourced, mixed economy of internal and external supply.
- Act as place shaper and market developer, building strong partnerships based on trust and a strong performance management culture.
- Ensure that the mechanisms for delegated responsibility or lead provider arrangements from the ICB (and potentially NHSE) are in place and the attendant outcomes around performance, transformation and system governance are met.
- Support CWPT develop as the Host Organisation for the MH and LDA Care Collaboratives, ensuring that the Collaborative mature into effective entities able to influence the ICB's strategic priority setting and allocation of resources.
- Build and maintain effective relationships with Local Authority partners, ensuring commissioning strategies are aligned as far as possible and optimising the potential of joint arrangements where these are in the best interests of the population
- Build and maintain effective relationships with the two geographical Care Collaboratives and the associated Place Partnerships, recognising the need for joined up working to both ensure cohesive, holistic pathways of care and to address the wider social determinants of health.
- Develop policy relevant to the strategic outcomes and intentions.
- Represent the interests of the ICB and CWPT responsibilities on external bodies and networks.
- Negotiate robust supplier contracts and monitor their ongoing commercial effectiveness taking remedial action where necessary.

Communication

- Communicate highly complex, sensitive, and contentious information to a multidisciplinary team, such as changes to services, staffing levels or ways of working, where there are barriers to acceptance and a significant degree of hostility. Highly developed interpersonal and communication skills are required to

motivate, empathise with, and reassure staff, patients and carers in these situations.

- Lead, present and manage highly complex, highly sensitive and challenging professional and clinical communication processes both internal and external to the organisation, where there may be significant barriers to acceptance/understanding including hostile or highly emotive environment
- Ensure and be responsible for effective communication at all levels, this will include developing and evaluating appropriate pathways for the communication of professional/managerial information.
- Present complex information confidently to large groups and during public consultations/forums.
- Demonstrate excellent report writing skills
- Demonstrate the ability to persuade and negotiate when conflicting views need to be brought to a consensus conclusion to achieve appropriate outcomes
- Use highly developed influencing and collaboration skills in service planning, priority setting and resource allocation.
- Use interpersonal, organisational and communication skills to manage clinical services, performance, and staff
- Communicate with staff and other stakeholders in situations where there will be significant hostility, antagonism, and resistance; use the highest level of communication skill to manage and reconcile these conflicting and opposing views, for example in major change management situations.

Management of Resources and Continuous Improvement

- Performance monitoring of services ensuring quality services to meet performance measures and where relevant external inspection requirements and standards.
- Work in partnership with Chief Officers and Directors of both organisations to appraise services to monitor delivery capabilities and capacity.
- Work in partnership with Chief Officers and wider leadership teams to strive for continuous improvement and service transformation, identifying innovative and creative ways to provide services, using digital technology and other resources to deliver excellence.
- Work with primary providers to support the effective management of resources.
- Manage the relationship with the regional NHS team, both in terms of providing assurance on performance but also disseminating best spread.

People Leadership

- Identify and develop the required capability and capacity of the MH and LDA integrated strategy and commissioning teams to receive functions delegated by the ICB.
- Build the effective relationships that support joint strategy and commissioning, taking a collaborative and strategic approach to ensure that services are provided from the right place, in the right way irrespective of where the funding is located.
- Work collaboratively, provide strategic leadership to align and integrate relevant commissioning functions across Coventry and Warwickshire.
- Engage with key stakeholders including statutory partners, service providers and users of services.
- Act and operate corporately across the ICS, working with all stakeholders and balancing the tension between CWPT as a Provider and Commissioner and the wider Provider market.
- Act as a positive role model at all times.

This job description is not exhaustive and may be amended in consultation with the post holder. It should be reviewed whenever major changes have been agreed to the post and should be reviewed as part of the annual appraisal process to ensure it remains an accurate reflection of the duties and responsibilities undertaken by the post holder.

Safeguarding Children and Adults

All Trust staff has a responsibility to ensure the safeguarding of children, young people, and vulnerable adults. This includes attending statutory and mandatory training, adhering to local Safeguarding Children and Adults boards' policies and procedures and inter-agency guidance as identified in the Trust's Safeguarding policies and procedures.

Confidentiality

Personal information and many of the duties of this post are of a confidential nature and disciplinary action will be taken if confidential information is divulged to inappropriate persons.

Data Protection Act

All staff are reminded of their duties and responsibilities as employees under the General Data Protection Regulations (2018) and in particular to ensure that Personal Data is not negligently or unlawfully handled or disclosed to unauthorised persons.

Infection Control

As an employee of Coventry and Warwickshire Partnership Trust you are responsible for protecting yourself and others against the risk of acquiring a Healthcare Associated Infection. All staff, clinical or non-clinical are expected to comply with infection control policies and procedures. You will attend the mandatory infection control training and updates as required by the Trust.

Environmental Issues

The Trust is committed to reducing its impact on the environment by preventing pollution, continually improving its environmental performance which increases the wellbeing of staff and patients. As a member of staff, you are expected to adhere to policies to assist the Trust in meeting its environmental and sustainability targets.

Post holder's Signature

Date:

Post holder's Name:

Manager's Signature

Date:

Manager's Name:

Person Specification

Essential Criteria	Descriptor	HOW MEASURED? A (Application form) I (Interview)	WEIGHTING 1 – Low 2 – Medium 3 – High
Values	Demonstrable ability to meet CWPT Values & ICB Principles	A/I	3
QUALIFICATIONS	Educated to Master's degree level or equivalent post graduate qualification or equivalent senior experience	A	3
	Post graduate level management qualification	A	3
	Evidence of continuing personal and professional development	A	3

<u>COMMISSIONING</u> KNOWLEDGE, SKILLS & EXPERIENCE	<u>Commissioning</u>		
	Strategic Thinking:	A/I	3
	<ul style="list-style-type: none"> • Must have extensive recent & relevant commissioning knowledge & experience at a board level or just below. • Evidence based needs assessment and gap analysis • Reviewing priorities and determining strategic outcomes • Stakeholder management and relationship builder 	A/I	3
	Change Management:		
	<ul style="list-style-type: none"> • Influencing the market • Designing services and shaping structure of supply • Planning capacity and demand management • Negotiation and influence • Managing provider relationships 	A/I	3
	Commercial Acumen		
	<ul style="list-style-type: none"> • Performance management • Contract management moving to outcomes based approach • Quality assurance, high performing services • Financial assurance, value for money provision 	A/I	3
	Innovation	A/I	3
	<ul style="list-style-type: none"> • Creative thinking • Thought leader and shaper • Problem solver 		
	Personal Resilience		
	<ul style="list-style-type: none"> • Demonstrates the personal ambition and drive to succeed • Delivers on promises • Overcomes adversity and 		

<u>LEADERSHIP & MANAGEMENT KNOWLEDGE, SKILLS & EXPERIENCE</u>	setbacks <ul style="list-style-type: none"> • Strives to be the best and deliver excellence • Balances drive to deliver and succeed with strong business ethics, safeguarding the vulnerable and the reputation of both the ICB and CWPT 	A/I	3
	<u>Leadership & Management</u> People Leadership <ul style="list-style-type: none"> • Designs optimum structures • Leads and inspires high performing teams and people • Talent acquisition and development • Reward and recognition • Engages and motivates the workforce 	A/I	3
	Management of Resources <ul style="list-style-type: none"> • Achievement of outcomes at optimal costs • Manages quality assurance • Holds functions to account for deliverables, quality and costs • Secures opportunities to secure funding from external sources 	A/I	3
	Organisational Leadership <ul style="list-style-type: none"> • Cross organisation and wider sector collaboration • Models innovation and champions diversity and creativity 	A/I	3
	Strategic Planning <ul style="list-style-type: none"> • Contributes to the ICS Integrated Care Plan • Defines the Strategic Plan for designated patient cohorts • Uses whole system thinking • Population needs driven Continuous Improvement	A/I	3

Personal Attributed not covered elsewhere	<ul style="list-style-type: none"> • Service transformation and continuous performance improvement • Bring ideas and innovation from other sectors and organisations • Develops end to end improvement plans based on the needs of our customers • Uses technology and innovation to improve the customer experience and maximise service efficiency • Develops strategies for the effective use of technology to deliver service improvements • Role models self-service and modern working practices 	A/I	3
		A/I	3
	A visible leader with an open, inclusive, and empowering style	A/I	3
	Customer focused. A problem solver with a 'can do' attitude	A/I	3
	Energy and enthusiasm	A/I	3
	Personal integrity	A/I	3
	Resilient, able to meet deadlines and work under pressure	A/I	3
	Emotional intelligence	A/I	3
	Self aware	A/I	3
	Satisfies the Fit and Proper Persons requirements	I	3
Other	Access to an independent means of transport for business use		
	Ability to participate in on call rota		

