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Welcome

Cornwall and Isles of Scilly STP, known as Shaping Our Future, are looking for an inspirational Chair, who, alongside the Chief Executive Officers and Chairs across the four partnership organisations, can lead Cornwall & Isles of Scilly (C&IOS) in the next stage of our transformation and integration.

Across C&IOS, people are committed to working together to ensure our services are high quality and meeting the needs of our community. Our staff are passionate about the roles they fill and have the expertise to think innovatively and put forward new ideas to improve our services.

C&IOS is a large geographic area and we have some large challenges ahead to meet the needs both now and in the future for our patients, carers, families and those joining us as visitors throughout the year.

Pressures on resources is greater than ever and therefore it is essential for us work smarter, work creatively and work together.

We are looking for the right person to take on this role as Chair and lead us through this journey of transforming Health and Social Care in C&IOS.

**Phillip Confue**
*Chief Executive Officer*
*Cornwall Partnership NHS Foundation Trust*

**Barbara Vann**
*Chair*
*Cornwall Partnership NHS Foundation Trust*

**Kate Kennally**
*Chief Executive Officer*
*Cornwall Council*

**Julian German**
*Chair*
*Cornwall Council*

**Kate Shields**
*Chief Executive Officer*
*Royal Cornwall Hospitals Trust*

**Mairi McLean**
*Chair*
*Royal Cornwall Hospitals Trust*

**Jackie Pendleton**
*Chief Executive Officer*
*Kernow Clinical Commissioning Group*

**Iain Chorlton**
*Chair*
*Kernow Clinical Commissioning Group*
Applications should be made by submitting a full 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 for which you are applying.

All applications should be submitted through the Trust recruitment system or through NHSJobs via the links below:

https://www.jobs.nhs.uk/xi/vacancy/?vac_ref=915643857
http://jobs.cornwallft.nhs.uk/job/v1836121

The closing date for applications is 5th August 2019.

Interviews are scheduled to take place on Thursday 29th August 2019.

The final appointment will be made subject to satisfactory references, health clearance and fulfilment of the fit and proper person’s test.

Salary plus reasonable expenses, mutually agreed, according to experience.

For an informal conversation about the post, please contact:

**Barbara Vann**
Chair
Cornwall Partnership NHS Foundation Trust
b.vann@nhs.net
01208 834615

**Mari McLean**
Chair
Royal Cornwall Hospitals Trust
mairi.mclean1@nhs.net
01872 252263

**Julian German**
Chair
Cornwall Council
Julian.german@cornwallcouncillors.org.uk

**Iain Chorlton**
Chair
Kernow Clinical Commissioning Group
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Why we want to transform

47% is the expected increase in the number of people aged 75-84 between 2015 and 2025.

35% of community hospital bed days are being used by people who are fit to leave.

Around 60 people each day are staying in an acute hospital bed in Cornwall and don’t need to be there.

600 care worker vacancies across Cornwall and the Isles of Scilly.

Older people can lose 5% of their muscle strength per day of treatment in a hospital bed.

83% of admissions to community hospitals are from acute services, compared to 42% nationally.
Key Workstreams

- Prevention
- Children and Young People
- Integrated Community Services (including Mental Health and Primary Care)
- Planned Care
- Urgent and Emergency Care
Prevention Plans

- Influencing the wider determinants of health and wellbeing, focusing on housing and employment
- Promoting the best start in life
- Tackling lifestyle risks to health and wellbeing
- Delivering the national diabetes prevention programme
- Developing social prescribing and strengthening the resilience of the voluntary and community sector to support health and wellbeing

In Cornwall and the Isles of Scilly
Children and young people plans

Improving population health by focusing on early years

- Offer support to stop smoking to all pregnant mothers at 12 week scan
- Promote and support breast feeding
- Work across community settings on childhood obesity

Transforming maternity services

- Pilot women receiving continuity of the person caring for them during pregnancy, labour and postnatally
- Implementing neonatal transitional care beds and cots
- Improving access and facilities for community antenatal and postnatal care

Transforming care and support for children and young people’s mental health

- Clinical Associate Psychologists providing additional mental health support in schools
- Opening a Tier 4 adolescent mental health unit (Sowenna) in Cornwall to care for young people experiencing a mental health crisis
- Further improving our multi-agency response when young people experience a crisis
This includes:

- Improving access to GP services
- Integrated adult health and care teams aligned to primary care networks
- Commissioning and responding to a system diagnostic, building on the success of the Kemeneth programme
- Integrating and redesigning rehabilitation and re-enablement services
- Increasing social prescribing
- Enhanced support for care homes
- Improving diagnosis and diagnosis support for people with dementia and their carers
- Improving end of life care
- Expanding access to psychological therapy for people with physical long-term conditions
Planned Care - Primary actions to drive transformation

**Outpatients**

- Improve quality of referrals
- Transform Delivery;
- Promote self care

**Pathways / Care Models**

- Specific pathway programmes to improve early detection, prevent complications, offer effective intervention and after care
- Secondary care pathway changes
- Cornwall and Devon to work together, creating clinically led networks, and maximising specialist care available in the Peninsula

**RTT Delivery**

- Specialty based work programmes
- Effective demand and capacity planning – all phases
- Efficient booking, scheduling and tracking
- Good patient communication
- Planning for winter
- Offering urgent appointments to reduce admissions
- Provider co operation
Urgent and Emergency Care

Our urgent and emergency care programme is focused on improving our response in a crisis

• Implementing NHS 111 online, NHS 111 direct booking into GP services
• NHS 111/999 clinical validation of category 3 and 4 ambulance calls
• Establishing Urgent Treatment Centres and enhanced urgent care in other community locations
• Providing a high intensity user service to support people who make frequent calls to 999 and NHS 111 and attend emergency departments
• Enhancing CORE24 psychiatric liaison
Cornwall and the Isles of Scilly, when compared to other places, looks to have the benefit of a relatively simple Integrated Care System with fewer partners than other areas of the country, including a vibrant voluntary sector. We have made significant progress has been made on our journey towards an Integrated Care System. We enjoy close collaboration with Devon-based partners.

**Vision**

The people of Cornwall and the Isles of Scilly are central to our plans; improving their health and wellbeing is our purpose. The integration and improvement in the quality, reliability and safety of our system are central to our actions in the first place but we aspire to achieve services which are outstanding. The partners see our future system as dynamic, integrated and interdependent.

Continuing recent success as a self-managed team, the current Chairs, Council members and CEOs (the System Leadership Group) of the aspirant ICS of Cornwall and the Isles of Scilly, are seeking to recruit an independent Chair. The Chair’s role will assist the increasingly cohesive Leadership Group to give a strong, values – based lead to our network of organisations and ensure a culture of trust, honesty and mutual respect.

**Role Purpose**

The Chair of the Cornwall and Isles of Scilly Health and Care System (ICS) will provide independent, even-handed leadership. The person appointed will be instrumental in the design and development of future governance and accountability mechanisms for the system.

With the system leaders, the Independent Chair will co-ordinate the inspirational leadership and management of innovative change. Crucial to this role will be the development and implementation of the existing ICS strategy.

He or she will work with system leaders to integrate local and national government initiatives and communicate the outcomes widely throughout the county system and beyond.

The responsibilities and nature of the role may evolve as the implementation of the ICS progresses.
The Context

NHS England and NHS Improvement have, since February 2018 used the term ‘integrated care system’ (ICSs) to describe local health and care systems in which local authorities, commissioners (CCGs and NHS England) and NHS providers (trusts and foundation trusts), working closely with GP networks and other voluntary partners, agree to take shared responsibility for how they deploy their collective resources for the benefit of their local populations.

Since 2016, the Cornwall and Isles of Scilly partnership has been undertaking large scale transformation across the whole system. The Cornwall and Isles of Scilly Health and Care Partnership aspires to be one of the systems nationally that shows the maturity to be a self-assuring integrated care system (ICS).

In addition to this large scale system change, the Leadership Group from across key system partners is working to understand how a different governance system and way of working might facilitate change enabling a new model of health and care that is sustainable into the future.

The Leadership Group is focussing upon an emerging governance system in which the role of Non-Executive Directors is seen as crucial.

Stakeholder relations

- To promote and explain the objectives of the Cornwall and Isles of Scilly remit, actions and achievements to key stakeholders and the wider public, acting as the partnership’s ambassador.

- Ensure that there is good communication with neighbouring health and social care economies.

- Ensure the ICS works effectively, with good collaboration between its members, encouraging and supporting the development of ‘stakeholder-ship’ working to ensure the strategic objectives of the ICS are achieved on behalf of the stakeholders.

- To support the ICS Leadership Group to maintain good relationships with regulators and wider stakeholders including politicians, CQC, NHSI and NHSE.
Governance

The Chair will:

- Take responsibility for ensuring that proper governance and development arrangements are in place to assure the member organisations of the on-going capability and capacity to meet the ICS’s duties and responsibilities.

- Set the positive tone and style of the ICS behaviours and discussions, which support effective decision making, encourage open and constructive debate, and ensure that the ICS Leadership Group is held to account for agreed deliverables.

- Ensure that the Transformation Board receives high quality, accurate, concise, objective, timely and clear information and explanation that is appropriate for their respective duties, relevant to the decisions they have to make; and ensure good information flows in and between the ICS Leadership Group and other stakeholders as appropriate.

- Ensure the ICS acts according to the highest ethical standards of public service, probity and accountability; and that any conflicts are appropriately resolved.

- To safeguard the good name and values of the work of Cornwall and the Isles of Scilly.

- To ensure that the ICS Leadership Group and associated work streams have the appropriate range of skills, experience and knowledge in order to discharge responsibilities effectively.

- Provide assurance that the ICS Leadership Group operates co-operatively and that any conflicts of interest are appropriately managed.

- Ensure that the ICS Leadership Group addresses and incorporates best practice with regard to relevant legislation and guidance, including equality and diversity.

- To work with ICS Leadership Group members and other stakeholders to steer and contribute to the continuing development of the governance arrangements.
Leadership

Our Independent Chair will lead and chair the ICS Leadership Group consisting of:

- CEOs of Cornwall Council and the Council of the Isles of Scilly
- Council portfolio holders
- NHS provider CEOs
- GP Federation CEO
- CCG Accountable Officer,
- Chairs of all participant organisations
- Senior local authority officers
- GP representatives and
- Representative of the voluntary and community sector

The ICS Leadership Group is responsible for setting the overall strategy and vision for the Cornwall and Isles of Scilly footprint, directing, supporting and implementing the agreed plan.

Currently scrutiny is provided by the Transformation Board, held in public, which the person appointed will be expected to Chair.

The Chair will support the ICS to:

- Ensure that the interests of people and the communities are at the heart of all discussions and decisions.
- Ensure that the ICS Leadership Group is effective in all aspects of its role, and is appropriately focused on key responsibilities.
- Promote a culture of openness and transparency, including wider engagement as appropriate.
- Ensure that constructive relationships continue to exist between the members of the ICS Leadership Group, modelling expected, value-based behaviours.
- Ensure oversight of the ICS strategy and implementation in line with agreed system operating plans, which maintain a clear focus on outcomes expected and benefits for the people of Cornwall and the Isles of Scilly.
- In an environment where the quality of services is paramount, the independent chair will lead the discussion and the development of a unified accountability framework, including financial accountability.
- Ensure that high expectations of engagement by partners and the people of Cornwall and the Isles of Scilly are satisfied.
Person Specification

The person appointed will care passionately about diversity and equality and will have significant experience of promoting and achieving this. He or she will be experienced in change management in a leadership role.

They will adhere to and sustain the highest level of governance.

The successful candidate will have substantial board level experience, personal credibility within their own profession and will be familiar with the development of partnerships across large, complex organisations and/or systems, which operate in a regulated environment.

They will have the presence and interpersonal skills to carry out the role successfully, building and enhancing relationships within the ICS, in the Cornwall and Isles of Scilly community and with stakeholders. This includes politicians and the wider public sector community, both locally and nationally.

The Chairman will be working closely with the ICS Leadership Group, and with Non-Executives and community representatives.

The person appointed will relish the challenge of breaking new ground in a complex and evolving architecture.

They will have no direct involvement in the interests of any of the main parties of the partnership and therefore could not be perceived as closer to one than another.

They will command the respect necessary to establish a consensus and, when appropriate, be able to broker and sustain an agreement which entails compromises on the part of one or other of the stakeholders involved whilst maintaining a focus that promotes the health and wellbeing of our population.
**Personal qualities**

The establishment of good relationships across the Leadership Group is key to the success of this role. The person appointed should be able to demonstrate that patients, carers, community members and service users and the people of Cornwall and the Isles of Scilly come first.

The following qualities, by no means exclusive, may aid success:

- Self-effacing leadership
- Openness
- Approachability
- Demonstrable behaviours that model the ICS values
- Kindness and compassion
- Sense of humour
- ‘Can do’ attitude
- Optimism
- Tenacity
- Resilience

We believe that this opportunity comes at a time that is right for the people of Cornwall and the Isles of Scilly and that the potential for a collective vision that can truly transform the lives of those who live in this unique place has never been better.

Cornwall and the Isles of Scilly have a long history of embracing challenge and change. If you believe that you could help shape this vision, come and be part of our ever changing story.

We acknowledge that this role requires wisdom, patience and compassion; if you have all these the people of Cornwall deserve you!
“Health and care partners are committed to working ever closer together to deliver a high performing health and care system providing good quality, joined up and locally responsive services and support for local people as close as possible to where they live. The broader benefits of us working more closely together and better meeting the changing needs of our local population will be better health and wellbeing for the population, improved service quality provided by motivated and compassionate teams and financial stability.

While there is still much to do, we are proud of what we’ve achieved together to date and are confident of what we will achieve together going forward. We are determined to ensure services are joined up and planned around local populations rather than around the needs and interests of our individual organisations. We have been entrusted to take care of some of our most valued public services, and we feel a strong sense of obligation to ensure we deliver the transformation required to deliver more integrated and efficient health and care so that it is safe and secure for the next generation”

Shaping our Future Partners 2018