



**Norfolk and Waveney**  
Integrated Care Board



Non-Executive Member of the  
Board

Chair of the Patients and  
Communities Committee and  
Chair of the Quality and Safety  
Committee



# Introduction from the Chair

Dear Applicant

Thank you very much for your interest in becoming part of our new Integrated Care Board (ICB) and helping us improve the NHS across Norfolk and Waveney.

This is an exciting opportunity for the NHS to work in a very different way. In the past, the different parts of our local NHS, from GP surgeries, to our community nursing teams, mental health services and our three hospitals, all worked quite separately. Now we will all be working together to improve people's health and healthcare services, make sure no-one misses out, increase value for money and help the NHS help local people, communities and businesses become stronger and happier places to be. Together, we will put patients, families and communities first.



Our Integrated Care Board is made up of people from NHS and other organisations across our area, some of the executives that are responsible for supporting the day to day running of the health system, and four non-executives (including this new role).

We work closely with another new group called the Integrated Care Partnership (ICP). The ICP includes people from the county and district councils, as well as local charities, people who work in social care, public health and prevention and the NHS. This group sets the priorities for health and social care across our area.

Our ICB board is then responsible for making sure we work towards those priorities and tracks our progress. It also monitors our finances, makes sure we look after the people who work for us, and checks our overall performance to make sure we are making the very best of our funding and staff.

The ICB also has a number of committees, which monitor specific areas of our work in more detail. The person appointed to this role will chair the Patients and Communities Committee and our Quality and Safety Committee.

As a Non-executive Member of the Board, you will be jointly responsible with the other 15 Board members for the performance and finances of the NHS in Norfolk and Waveney. We're looking for someone who can bring their experience and understanding of the challenges faced in disadvantaged or marginalised communities where people often miss out on NHS and other public services. Your experience as a leader may be informal and community-based, rather than through a conventional executive or non-executive career. You may not even think of yourself as a leader – but please don't be put off. We know that having a wide range of backgrounds and perspectives on our Board will help us better serve our residents. We are looking for someone who can bring the broadest range of community perspectives.

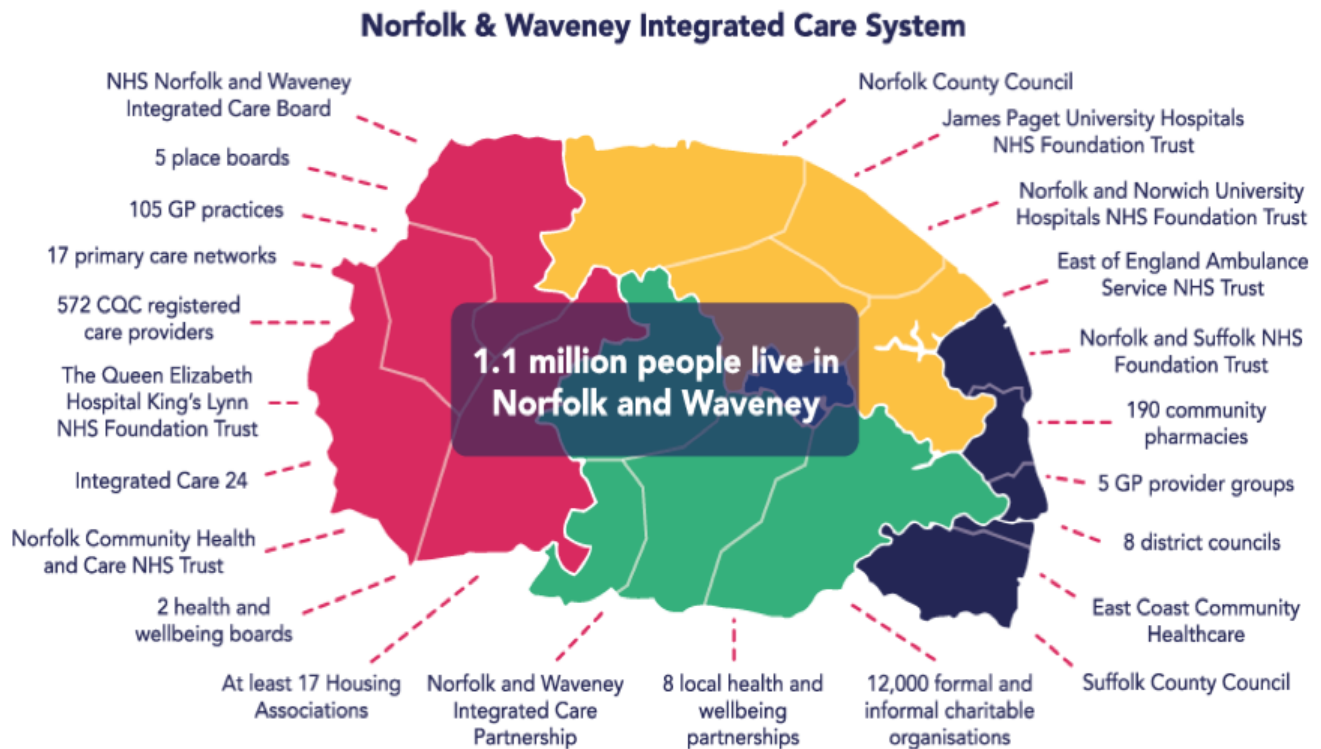
If you believe you have the experiences, connections and skills we are seeking, we very much look forward to hearing from you.

**The Rt Hon Patricia Hewitt, Chair, Norfolk & Waveney NHS**



# About the organisation

## What we cover



## Developing our Integrated Care System

The different parts of our health and care services in Norfolk and Waveney are shown in the picture above. There are a lot of different organisations and groups and that's why it's so important that we find a way of all working together on the same priorities. Over the past few years, many of these organisations have been working much more closely together, especially during the pandemic.

These changes have been made possible by different organisations – NHS hospitals, GPs, mental health and community health services, local councils, care homes and social workers, voluntary and community organisations and others – joining forces to agree and plan for local people's needs.

In December 2020, we became an Integrated Care System (ICS), and from 1 July 2022, as a result of the new Health and Care Act, the Integrated Care Partnership (ICP), the Integrated Care Board (ICB) came into being.

This is a new and exciting way of working, meaning we can work even more closely with local people and communities to make a positive difference to local people and help join up health and social care.

## Our Goals

- To make sure that people can live as healthy a life as possible. This means preventing illness where possible and tackling the root causes of poor health. We know the health and wellbeing of people living in some parts of Norfolk and Waveney is significantly poorer than in others – how healthy you are should not depend on where you live. This is something we must change.
- To make sure that you only have to tell your story once. Too often people have to explain to different health and care professionals what has happened in their lives, why they need help, the health conditions they have and which medication they are on. Services have to work better together.
- To make Norfolk and Waveney the best place to work in health and care. Having the best staff, and supporting them to work well together, will improve the working lives of our staff, and mean people get high quality, personalised and compassionate care.

## Norfolk and Waveney Integrated Care System





## How we're led



### **The Rt Hon Patricia Hewitt, Chair Designate, Norfolk & Waveney ICB**

The Rt Hon Patricia Hewitt is a former Secretary of State for Health and has been the Independent Chair of the Norfolk and Waveney Health and Care Partnership (ICS) for the last four years. She has worked closely with executive, non-executive and elected colleagues in the NHS, local government, social care and voluntary sector in helping to build an increasingly effective partnership across the system.



### **Tracey Bleakley, Chief Executive Designate, Norfolk and Waveney ICB**

Tracey was CEO of Hospice UK from 2016 until 2021. This is a national charity that works for those experiencing death, dying and bereavement and supports 200 hospices across the UK. Prior to this, Tracey was the Chief Executive of the Association of Police and Crime Commissioners and had also worked with the NHS in Wales. She took up her post as CEO of the Norfolk and Waveney NHS in January 2022.

## Find out more

Read more about us at <https://improvinglivesnw.org.uk/>



# Role Description

We want to appoint a fourth Non-executive Board Member to our board to help us stay connected to our people and communities, to make sure we keep our patients at the heart of every decision we make, and to design services that work for everyone. This person will also chair the Patients and Communities Committee and the Quality and Safety Committee

We are looking for someone who wants to make a difference to health and care across Norfolk and Waveney. We are keen to hear from people with a diverse range of skills, backgrounds and knowledge. You do not need to be a health expert or have previous experience of being on a Board, and we are happy to train you to chair meetings and participate in board meetings.

We're looking for someone who can bring their real experience and understanding of why some people feel the NHS is not for them, or struggle to access the care and support they need. Your experience as a leader may be informal and community-based, rather than through a conventional executive or non-executive career. You may not even think of yourself as a leader – but please don't be put off. We know that having a wide range of backgrounds and perspectives on our Board will help us better serve our residents. We are looking for someone who can bring the broadest range of community perspectives.

**The Patients and Communities Committee** is new and has been established to make sure we really meet the needs of our patients and communities – both now and in the future. The board will look at feedback and evidence from local people and groups and will consider what changes we need to make to health services so they can be accessed by everyone in a way that works for patients and their families. The Committee Chair will be supported by our Director of Patients and Communities, Mark Burgis.

## **The Chair's responsibilities are to:**

- Build and maintain relationships with patients, community groups, local charities and others including regular meetings with each to develop the agenda and prepare for each committee meeting.
- Work with the Director of Patients and Communities to decide on the agenda for each meeting.
- Make sure the committee discussions are open and safe, making sure everyone in the group has a chance to speak and keeping the conversation positive and focused on solving the issue or problem being discussed. Make sure the committee has a good range of perspectives and that everyone feels part of a team.
- Ensure that the information the committee is asked to consider is accurate, high quality, timely and clear, and that there is a good flow of information between the committee, the board and senior management.
- Consider how our system deals with complaints in a way that is sensitive to patients and families, but also means we can learn from our mistakes and constantly improve.
- Find ways the committee can work with colleagues in local government to share learning and work on problems together.
- Make sure everyone on the committee has the training and support they need to contribute well and make sure that they have the right information and skills to perform their roles.

**The Quality and Safety Committee** has been established help the ICB board continually improve health care and services and make sure they are designed around patients, families and community needs.

**The Committee's responsibilities include:**

- Assurance that there are processes in place to manage and improve quality across the system
- Make sure the ICB has processes in place for quality planning, control and improvement, to be assured that these processes operate effectively, and that timely action is taken to address areas of concern.

**Other Responsibilities**

The Non-Executive member would also be a member of the following Committees:

- Audit and Risk Committee;
- Remuneration, People and Culture Committee, and
- Finance Committee

**Skills and Attributes - what the person we are looking for will bring**

- Insight into and knowledge of Norfolk and Waveney's communities and patient groups, particularly those whose voices are not often listened to or who face racism and other forms of prejudice and discrimination.
- Experience of representing or advocating for individuals and communities would be an asset for this role.
- Excellent listening skills with an ability to pull people into conversations and make sure everyone gets an opportunity to speak and express their opinion.
- Ability to influence or change the views of others with different backgrounds and ideas.
- Experience of engaging with people from different organisations and backgrounds.
- Sound judgement and common sense.
- Someone who builds trust and confidence quickly.
- Ability to challenge the views of others in a positive way where necessary.
- Ability to represent and promote the ICB across different communities.
- You will understand the role of the ICB and the legal requirements of the non-executive director role (training to be provided where necessary).
- A genuine personal interest in patients and communities in the Norfolk and Waveney area.



# Terms of Appointment & How to Apply

## Time commitment

This role requires about 3 days per month.

## Remuneration

Up to £16,000 per annum (subject to Board consideration on appointment).

## Term

All appointments are for an initial term of 3 years.

## Conflict of interest

[CLICK HERE](#) to view the Governance Handbook which includes our policy on Conflicts of Interest.

## Equality, Diversity & Inclusion

To ensure diverse representation at all levels across the workforce and to understand the differing needs of our stakeholders, Norfolk and Waveney ICB is committed to equality, diversity and inclusion and to addressing any imbalance of opportunity or disadvantage that an individual with a protected characteristic could face. We would strongly encourage applications from candidates from under-represented backgrounds.

## We hope you will consider making an application.

To do so, please visit: <https://starfishsearch.com/jobs/norfolk-waveney-ned-chair/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- a short statement that sets out what is your motivation in applying, as well as your qualifications for this post.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application; you can email the form back to us when you apply and our team will collect it.

<b>Closing date:</b>	<b>23 September 2022</b>
<b>Preliminary interviews with Starfish:</b>	<b>w/c 3 October 2022</b>
<b>Informal stakeholder meetings:</b>	<b>late w/c 10 October 2022</b>
<b>Final interviews:</b>	<b>early w/c 17 October 2022</b>