

Candidate Briefing Document

Independent Chair

Kent and Medway Sustainability and
Transformation Partnership (STP)

December 2018

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Letter from the Chief Executive

Dear Candidate,

Independent Chair - Kent and Medway STP

Thank you for your interest in this role.

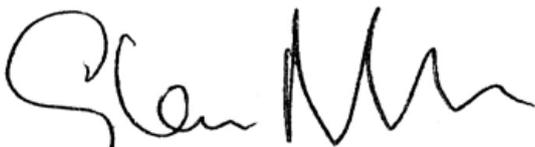
Our Sustainability and Transformation Partnership (STP) Plan, sets out our expectations to transform health and care services over the next five years to achieve the highest levels of health and well-being for decades to come. It will help us deliver the NHS long term plans, which set out the national vision and expectations for health and social care in the 21st Century and will have lasting benefits to the county's 1.8million resident population.

The Kent and Medway STP is work in progress. It describes what needs to be done to transform care: to bring about improved wellbeing and prevention of ill-health; to deliver the highest levels of quality, safety and clinical outcomes; to be able to attract and retain the best clinical and professional staff across all services; and to deliver value for money and financial balance.

We are looking for a leader: an exceptional individual to chair the STP Programme Board and the Non-Executive Directors Oversight Group; an individual with the zeal and vision to lead our Board, alongside the Chief Executive, and help us realise our ambitions.

If you have the skill, experience and appetite to lead a major complex transformational change programme across the totality of health and care in Kent and Medway, I would be delighted to meet you to discuss this role.

Yours sincerely



Glenn Douglas
Chief Executive
Kent and Medway Sustainability and Transformation Partnership

The Case for Change in Kent and Medway

Many more people are living longer – which is great – but they want and need a different kind of care which our current health and social care system isn't set up to provide. A number of the health problems people face in Kent and Medway are preventable, and we need to work together to prevent them.

In the next five years, the population of Kent and Medway is expected to grow by 90,000 from the current 1.8million and to carry on growing. As well as new housing in our existing communities, a new town is being built in Ebbsfleet. And although most people get good care most of the time, services are not always good enough, too many people wait too long for treatment, we can't recruit enough staff, and we're facing a big financial problem.

Data from 2017 highlights in Kent and Medway:

- 4,000 people die early as the result of diseases such as lung cancer, heart disease and type 2 diabetes, which are mostly preventable
- 240,000 people over 50 are living with long-term disability, largely as the result of long-term health conditions. Often these could be avoided or delayed if people were more active or made other lifestyle changes
- Around one in four people in our hospital beds at any given time could be at home or cared for elsewhere. (This varies depending on area.) For older people this impacts on their recovery - 10 days in hospital (acute or community) leads to the equivalent of 10 years' ageing in the muscles of people over 80.

To help people make the most of their lives, we want to:

- prevent ill health
- intervene earlier
- have excellent care wherever it is delivered.

Working like this will also enable us to make better use of staff and funds to secure the long-term future of health and care services.

The transformation plan will bring a profound shift in where and how we deliver care. It builds on conversations held with local people over several years about the care they want and need, and has the patient at its heart.

Our first priority is developing local care, so that the people of Kent and Medway, can get the care they need at home and in their community wherever possible, reducing the need to go to hospital. We are also looking at developments and improvements to prevention services (helping people to stay well), hospital care and mental health services.

As our population grows, and more people live with long-term conditions, the demands on our services are changing and increasing. Services are not necessarily designed for today's or future needs, and it is becoming harder to keep up with rising costs. What's more we aren't making the most of opportunities to improve health and wellbeing, prevent illness and support people to manage existing conditions and stay independent.

To read more about our Case for Change, please visit [Kent and Medway STP Case for Change](#)
The updated technical document is also available here: [Kent and Medway Case for Change Technical document March 2018](#) (Hard copies available on request)

Our vision for Kent and Medway:

Quality of life, quality of care

Our vision is for everyone in Kent and Medway to have a great quality of life by giving them high-quality care.

Our goals are to:



<ul style="list-style-type: none"> Encourage people to live well and independently, preventing ill health 	<ul style="list-style-type: none"> Deliver high-quality, joined-up health and social care to help people reach their life goals
<ul style="list-style-type: none"> Give people access to high-quality care and support in the right place, at the right time 	<ul style="list-style-type: none"> Empower people to manage their own health and care with confidence

We will achieve this by:



<ul style="list-style-type: none"> Transforming care: We will join up care so patients receive a better outcome and experience 	<ul style="list-style-type: none"> Working smarter: Together, we will unlock more time and money to deliver better care for patients
<ul style="list-style-type: none"> Commissioning consistently: We will lead the development of a strategic commissioner to pay for, design and deliver entire services across a population, where it makes sense to do so 	<ul style="list-style-type: none"> Enabling change: We will have the right workforce, buildings, digital technology and finance to support change to happen.

Our approach is:

We put people at our heart. We created five case studies, at different life stages and from different backgrounds, to help us develop and test our service design. Our approach is to describe what care looks like for them now and what it looks like in the future.

Whoever we are talking about, this means we:



Find out more at www.kentandmedway.nhs.uk/vision

STP Independent Chair Role Description

STP:	Kent and Medway Sustainability and Transformation Partnership
Hours per week:	Circa 1-2 days per week (to be agreed on appointment)
Remuneration:	Competitive salary

Role Purpose

The Independent Chair of the Kent and Medway Sustainability and Transformation Partnership (STP) will provide independent leadership of the Kent and Medway STP. The Chair will chair the STP Programme Board and lead the Non-Executive Group ensuring oversight of the delivery of the STP plan, any refresh of the STP strategy as and when appropriate and leading the development and implementation of the STP senior leadership succession planning framework.

The Independent Chair will be a key ambassador for the STP, working with the STP Chief Executive to engage with senior stakeholders and promote the STP, its strategy and its activities. The responsibilities and nature of the role may evolve as the implementation of the STP progresses through to 2020/21.

Background

Kent and Medway has a complex health and social care landscape, with a diverse and growing population, coupled with challenges around inequalities in care and financial and workforce sustainability. The NHS, social care, public health, and other statutory and voluntary services across Kent and Medway are working in partnership to transform health and social care services to meet the changing needs of local people, through our Kent and Medway STP programme.

The STP is seeking to deliver an integrated health and social care model that focuses on delivering high quality, outcome-focused, person-centred, coordinated care that is easy to access and enables people to stay well and live independently and for as long as possible in their home setting. We are now moving from the mobilisation phase of our programme into delivery; and have a hugely ambitious programme of work to support this. This programme of work covers four main themes: Care Transformation; System Transformation; Productivity; and Enablers.

In order to deliver such a plan across the whole of the STP footprint, strong, focused and experienced leadership is essential. As an ambassador and key strategic leader of the health and care system across Kent and Medway, the post holder will therefore need the suitably extensive experience, skill and drive at the highest level to bring together various organisations within a system which has limited history of working in this way.

Key Responsibilities:

Leadership

The chair will lead and chair the STP Programme Board consisting of:

- the STP Chief Executive (CEO)
- NHS provider CEOs
- Clinical Commissioning Group Accountable Officers,
- Elected council leaders and health and wellbeing board chairs from the two upper tier local authorities
- the STP Programme Director and members of the STP senior management team
- senior local authority officers; and
- Chair of the Patient and Public Participation Group.

The STP Programme Board is responsible for setting the overall strategy and vision for the Kent and Medway 'footprint' and supporting the implementation of the agreed plan.

The Chair will also lead and chair the Non-Executive Group, a sub-committee of the STP Programme Board, consisting of representatives from providers, commissioners and local authorities. The group is responsible for providing non-executive oversight; engaging non-executive directors and councillors into the STP programme. Specific responsibilities of the Group include:

- Providing oversight of the delivery of the STP plan and programme set up
- Leading the refresh of the STP strategy at the appropriate point
- Developing succession planning for the STP Chief Executive and STP more broadly
- Overseeing the appointment of the STP Chair

The Chair will as part of their leadership role support the STP Chief Executive to:

- Ensure that the interests of patients and the community are at the heart of all discussions and decisions.
- Ensure that the STP Programme Board is effective in all aspects of its role; and is appropriately focused on key responsibilities.
- Ensure that constructive relationships exist between the members of the STP Programme Board.
- Lead the Non-Executive Group to develop constructive, frank and open relationships with members of the STP Programme Board providing support, challenge and advice.
- Promote a culture of openness and transparency, including wider engagement as appropriate.
- Ensure oversight of the STP strategy and implementation in line with an agreed business plan, which maintains a clear focus on outcomes expected and benefits for the stakeholder organisations.
- Hold the stakeholder organisations to account regarding the deployment of resources

to support the STP.

- Ensure the Programme Board remains continuously able to discharge its duties and responsibilities as set out in the terms of reference.
- Represent and promote the interests of the STP at local, regional and national level

Stakeholder relations

- To promote and explain Kent and Medway's STP objectives, remit, actions and achievements to key stakeholders and the wider public, acting as the Programme's ambassador.
- Ensure that there is good communication with neighbouring health and social care economies.
- Ensure the STP works effectively, with good collaboration between its members, encouraging and supporting the development of 'stakeholder-ship' working to ensure the strategic objectives of the STP are achieved on behalf of the stakeholders.
- To support the STP Chief Executive and Programme Director to maintain good relationships with regulators and wider stakeholders including, politicians, NHS provider boards and CCG governing bodies.

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 STP's duties and responsibilities.
- Set the tone and style of the STP behaviours and discussions, which support effective decision making, encourage open and constructive debate, and ensure that the Programme Board are held to account for agreed deliverables.
- Ensure that the Non-Executive Group receives high quality, accurate, concise, objective, timely and clear information and explanation that is appropriate for their respective duties and relevant to the decisions they have to make; and ensure good information flows in and between the Programme Board and other stakeholders as appropriate.
- Chair the Kent and Medway STP Non-executive Group and other stakeholder meetings as required to provide and explain the committees work.
- Ensure that there are constructive relationships with all members of the STP Non-Executive Group and Programme Board and ensure that all members are able to make an effective contribution.
- To ensure the STP 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 Kent and Medway STP's work.
- To ensure that the STP Programme Board and associated work streams have the range of skills, experience and knowledge in order to discharge responsibilities effectively.
- Provide assurance that the Programme Board operates independently of its

stakeholder member organisations and that any conflicts of interest are appropriately managed.

- Ensure that the Programme Board addresses and incorporates best practice with regard to relevant legislation and guidance, including equality and diversity in its functioning.
- To work with Programme Board members and other stakeholders to steer and contribute to the development of the governance arrangements

Person Specification

The successful candidate will have substantial board level experience, personal credibility within their own profession and ideally, will be familiar with working with large, complex organisations, which operate in a regulated environment. The candidate will have the presence and interpersonal skills to carry out such a prominent role successfully, building and enhancing relationships within the STP Programme Board, in the Kent and Medway community and with stakeholders, including politicians and the wider public sector community, both locally and nationally. The Chair will be working closely with the STP Chief Executive and Programme Director.

Specifically, the successful candidate will have the following attributes:

Knowledge

- Knowledge and understanding of health and social care and the broader public sector.
- Extensive knowledge of establishing corporate / organisational structures and governance frameworks across multiple organisations.
- Understanding of complex public service systems of a similar scale to the Kent and Medway Health and Care system.

Experience

- Considerable experience of senior leadership role at board level, including experience as a Chair.
- Chairing complex professional meetings at a very senior level and ability to chair in an efficient and effective manner.
- Significant experience of working with formal committees to structure transactions.
- Experience of leading change processes involving restructuring or reconfiguring services or strategic assets for either public or private sector companies
- Experience in resolving transactional conflicts to deliver both high quality services and the highest value for money for stakeholders
- Working across agency and professional boundaries and collaborative and 'stakeholder-ship' working.
- Working with professionals and members of the public in order to improve services.
- Managing strategic change in a political context.
- Working with regulators and politicians.

Skills

- Leadership: proven ability to demonstrate presence and engage people by the way they communicate, behave and interact with others including politicians, members of the public, and clinical and professional leaders
- Outstanding communication skills at the highest levels: interpersonal, presenting, media relations, maintaining a positive public and professional profile.
- Ability to influence and persuade, articulating a balanced view and to encourage constructive debate. Also, confidence to question information and explanations supplied by others, who may be experts in their field, and where necessary to challenge this. Assertive, clear thinking and able to negotiate
- The ability to set direction through effective leadership by contributing to the strategy and aspirations of Kent and Medway, consistent with its values.
- Ability to generate and develop good working relations across Committee member organisations at Committee and senior management levels.
Problem solving skills: ability to identify issues and areas of risk, and lead stakeholders to effective resolution and decision.
- Chairing skills: ability to organise, coordinate and follow through on key decisions; manage competing or differing views, and positively challenge to achieve the desired outcome.
- Significant demonstrable skills in negotiating to assist in managing and resolving conflict to deliver successful outcomes.
- Ability to recognise discrimination in its many forms and promote Equal Opportunities policies within the operation of the Committee.
- Ability to ensure high standards of confidentiality in terms of sensitive cross-organisational matters.
- Self-motivating and able to operate outside of a single agency hierarchical structure.
- Politically and publicly astute - able to take an objective view, seeing issues from all perspectives and especially external and user perspectives

Qualifications/Training

- Educated to Masters Level or similar level experience
- Evidence of continuous professional development
- Business qualification desirable.

Attitude/Motivation

- Enthusiasm, commitment and a determination to carry forward a particularly complex and challenging agenda.
- Demonstrable commitment to improving the health, care and well-being of local populations.
- Ability to enthuse and gain the commitment of others.
- Commitment to principles of promoting equality and respecting diversity.

Eligibility Criteria – Exclusions

This is a high profile independent role. To avoid any conflict of interest and loss of integrity in the Kent and Medway STP programme, an individual shall not be eligible to hold the role of STP Chair if he/she:

- a) is an individual who provides or has provided within the last three years, any service or facility to any Kent and Medway health and social care organisation, or is an employee or member (including shareholder) of, or a partner, in any third party organisation which does so;
- b) is a Member of Parliament; Member of the European Parliament; Member of the London Assembly; Elected member or employee of a local authority in England and Wales, or of an equivalent body in Scotland or Northern Ireland;
- c) is a person who, within the period of five (5) years immediately preceding the date of the proposed appointment, has been convicted -
 - i) in the United Kingdom of any offence, or
 - ii) outside the United Kingdom of an offence which, if committed in any part of the United Kingdom, would constitute a criminal offence in that part,

and, in either case, the final outcome of the proceedings was a sentence of imprisonment (whether suspended or not) for a period of not less than three (3) months without the option of a fine;

- d) is a person who is subject to a bankruptcy restrictions order or an interim bankruptcy restrictions order under Schedule 4A to the Insolvency Act 1986, sections 56A to 56K of the Bankruptcy (Scotland) Act 1985 or Schedule 2A to the Insolvency (Northern Ireland) Order 1989 (which relate to bankruptcy restrictions orders and undertakings);
- e) is a person who, has been dismissed within the period of five (5) years immediately preceding the date of the proposed appointment, otherwise than because of redundancy, from contractual employment by any public sector organisation within the United Kingdom.
- f) is a health or social care professional or other professional person who has at any time been subject to an investigation or proceedings, by anybody which regulates or licenses the profession concerned (the "regulatory body"), in connection with the person's fitness to practise or alleged fraud, the final outcome of which was:
 - i) the person's suspension from a register held by the regulatory body, where that

- suspension has not been terminated;
- ii) the person's erasure from such a register, where the person has not been restored to the register;
 - iii) a decision by the regulatory body which had the effect of preventing the person from practising the profession in question, where that decision has not been superseded; or
 - iv) a decision by the regulatory body which had the effect of imposing conditions on the person's practice of the profession in question, where those conditions have not been lifted;
- g) is subject to:
- i) a disqualification order or disqualification undertaking under the Company Directors Disqualification Act 1986 or the Company Directors Disqualification (Northern Ireland) Order 2002;
 - ii) an order made under section 429(2) of the Insolvency Act 1986 (disabilities on revocation of administration order against an individual);
- h) has at any time been removed from the office of charity trustee for a charity or trustee for a charity by an order made by the Charity Commissioners for England and Wales, the Charity Commission, the Charity Commission for Northern Ireland or the High Court, on the grounds of misconduct or mismanagement in the administration of the charity for which the person was responsible, to which the person was privy, or which the person by their conduct contributed to or facilitated;
- i) has at any time been removed, or is suspended, from the management or control of anybody under:
- i) section 7 of the Law Reform (Miscellaneous Provisions) (Scotland) Act 1990 (powers of the Court of Session to deal with management of charities),
 - ii) section 34(5)(e) or (ea) of the Charities and Trustee Investment (Scotland) Act 2005 (powers of Court of Session to deal with the management of charities),
- j) is not eligible to work in the British Islands;
- k) is in the reasonable opinion of the Non-executive Director Oversight Group and the STP Programme Board (having taken professional advice as appropriate) becomes or is deemed to have developed mental or physical illness which prohibits or inhibits his/her

ability to undertake his/her role; or

- l) shall have behaved in a manner or exhibited conduct which in the opinion of the Non-executive Director Oversight Group and the STP Programme Board has or is likely to be detrimental to the honour and interest of the Kent and Medway STP and is likely to bring the STP into disrepute. This includes but is not limited to dishonesty, misrepresentation (either knowingly or fraudulently), defamation (being slander or libel), abuse of position, non-declaration of a known conflict of interest, seeking to lead or manipulate a decision of the STP in a manner that would ultimately be in favour of that individual whether financially or otherwise.

Remuneration:

Competitive salary, to be confirmed based on experience

Recruitment Process and Timeline

The following outline proposed recruitment process and timeline may be subject change based on recruitment panel availability

Action/Milestone	Date
Process open through national advert	XXX
Closing Date for applications	XXX
Shortlisting process	XXX
Shortlisted candidates to be asked to complete leadership questionnaire	XXX
Meeting with stakeholders and panel interview	XXX

The closing date for applications is **XXX**

How to Apply:

To apply please send: *(To be agreed with KCHFT HR department or other)*

- a) **A full CV** which demonstrates your ability to meet the criteria contained in the Role Description and Candidate Specification.

- b) **A supporting statement of no more than 2 pages (A4)** highlighting your motivations for applying, the aspects of the Role Description and work of the STP that particularly attract you to the post, how you will meet the challenges of the role and how you, as a member of the Board team, you will contribute to our future.
- c) **the declaration form** below to demonstrate that you have understood and **DO NOT** meet any of the disqualification criteria as set out above
- d) **details of two referees**
- e) **the equal opportunities form** (attached below).

Please send your CV and supporting documentation in word format only (not converted from .pdf)

Fit and Proper Person - Self-Declaration form

In November 2014 the Care Quality Commission (CQC) published guidance on the fit and proper person requirements for directors and non-executive directors and duty of candor which is in force for all NHS providers. Whilst the Kent and Medway STP is not a regulated body, it is a requirement of this role that the successful candidate is able to meet these standards. This guidance plays a major part in ensuring the accountability of directors of NHS bodies and outlines the requirements for robust recruitment and employment processes for senior appointments. As part of the assurance process, you are required to answer the following questions, sign, date and return.

Do you have the qualifications, competency, skills and experience which are necessary for the position for which you are applying?	Yes	No
Are you able by reason of health (after reasonable adjustments are made) of properly performing tasks which are intrinsic to the office or position for which you are applying	Yes	No
Have you been responsible for, been privy to, contributed to or facilitated any serious misconduct or mismanagement (whether lawful or not) in the course of carrying on a regulated activity or providing a service elsewhere which, if provided in England would be a regulated activity	Yes	No
Have you been subject of any of the following: <ul style="list-style-type: none"> undischarged bankruptcy or a being a person whose estate has had sequestration awarded in respect of it and who has not been discharged. subject of a bankruptcy restrictions order or an interim bankruptcy restrictions order or an order to like effect made in Scotland or Northern Ireland. a moratorium period under a debt relief order applies under Part VIIA (debt relief orders) of the Insolvency Act 1986. a composition or arrangement with, or granted a trust deed for, creditors and not been discharged in respect of it. 	Yes	No
om of any offence or been convicted elsewhere of any offence which, if committed in any part of the United Kingdom, would constitute an offence?	Yes	No

Have you been erased, removed or struck-off a register of professionals maintained by a regulator of health care or social work	Yes	No
Can you confirm that you DO NOT meet any other exclusion criteria as outlined in the 'Eligibility Criteria – Exclusions' section above	Yes	No

I hereby agree that the above is accurate.

Name (Print in CAPITALS)

Signed:

Date:

Please return to: *****

Equal Opportunities Monitoring Information

Completion of the monitoring form is voluntary, but the information is very useful as it allows us to monitor the effectiveness of equal opportunities in employment.

To do this we need to know:

Gender Female Male

Marital Status

Do you consider yourself to have a disability? Yes No

If yes, please give brief details:

Ethnic Origin

Please enter a code from the list below

- | | | |
|-----------------------------------|----------------------|--------------------------|
| A White British | F = Mixed | L = Asian Other |
| B White Irish | G = Mixed | M = Black |
| C White Other | H = Indian | N = Black African |
| D Mixed Caribbean | J = Pakistani | P = Black Other |
| E Mixed African | K = Banglades | R = Chinese |
| S = Any other Ethnic group | | |

(The information would normally be collected via NHS jobs where there is a very comprehensive list of ethnic origins to select from. If there is not an appropriate code, please can you specify S).

Country of Birth

Nationality

Religion

Sexual
Orientation

If you have previous NHS Experience, please state which NHS Organisation you were most recently employed by: