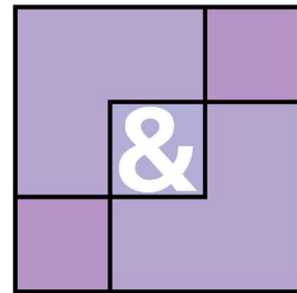


Candidate Information Pack

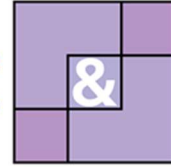
**Cheshire & Merseyside
Health & Care Partnership**



**Executive Director of Strategy & System
Development**

**Executive Director of Communications &
Engagement**

June 2020



Introduction from Alan Yates

In Cheshire & Merseyside Health & Care Partnership we want everyone to have a great start in life and get the support they need to stay healthy and live longer. We will tackle health inequalities and improve the lives of our poorest fastest. We believe we can do this best by working in partnership. Our aims are to improve the health and wellbeing of local people, shift from an illness based to a health & wellbeing model and to provide better joined up care, closer to home.

We are looking for senior staff who share these values and ambitions and have a profound understanding of how partnership can be a transformational approach to achieving those aims.

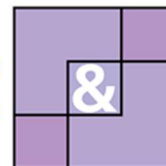
The Cheshire & Merseyside Health & Care Partnership covers a population of 2.4m people and is the third largest sub-regional footprint of its kind in the country. Our Partnership includes 9 local authorities and 9 coterminous Place-based Care Systems; the fundamental building blocks of the Partnership. There are 7 clinical commissioning groups, 19 NHS Trusts and 59 Primary Care networks.

The Partnership is making increasingly rapid progress towards being a community of interest, committed to fulfilling its potential. COVID-19 has seen the Partnership heavily involved in supporting Partners adapt and respond to the challenges of this emergency. We have seen very significant benefits and accelerated progress in joint working through this period and are determined to build on those gains. As well as progress on many fronts there remain substantial challenges around financial stability, acute sustainability and workforce supply into the future. In supporting service providers we have a strong emphasis on service safety, quality and public/client/patient-defined outcomes. Having the right leadership and governance at the system level will be one of the vital components in ensuring the successful implementation of our plans and the achievement of Integrated Care System (ICS) status by 2020-21.

We are seeking several senior staff who will be committed to delivering our vision and values; experienced leaders who will quickly gain credibility and influence with our wide range of stakeholders. Bringing a profound understanding of what supports the delivery of real transformational change in a complex/adaptive public sector environment, their record of working across organisational boundaries will enable their success in these important positions. With strong national or regional reputations; they will be politically astute and skilled ambassadors with exceptional strategic influencing, communication and leadership skills. Brokering difficult decisions and articulating the advantages of engagement and co-production; these are influential positions with unique opportunities to provide leadership to a wide range of stakeholders who are committed to improving the population's health and addressing inequality and contributing to unlocking the wider potential of our region.

We are building an exceptionally talented team; successful applicants will find themselves working with outstanding colleagues.

Alan Yates (Chair)



About Us

Who are we?

Our Partnership was established to confront the health and care challenges in Cheshire and Merseyside of population health, the quality of care, and increasing financial pressures.

The Partnership is not an organisation but a collection of organisations responsible for providing health and care services in Cheshire and Merseyside – the NHS, GPs, local councils and the community and voluntary sector – coming together to plan how best to deliver these services in future so that they meet the needs of local people, are high quality and are affordable.

Each year the Partnership agrees what are its priorities, how these will be delivered on and by whom. It has appointed a Board, made up of people from Partnership organisations, to make sure the work is done each year and to represent the views of organisations and communities.

The Partnership funds a small Executive team, working to the Board, to oversee the many programmes of work underway, facilitate the open and honest conversations that are necessary, help to build consensus and ensure that the business plan is delivered each year.

What have we achieved so far?

Our places

Organisations in our 9 places are working together to develop plans for to integrate care for the communities

£3.9m from a Transformation Fund has been allocated to places to deliver transformational change to how services are delivered

Delivering Care more efficiently

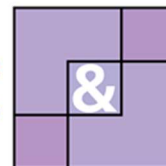
Until the Covid-19 pandemic hit us we were on track for actual and planned performance achieved as set out in the Financial Plan.

“CEP-Lite” developed to support places to achieve financial sustainability

Improving the quality of Care

Mental Health – we are committed to delivering the Mental Health Forward View including the investment standard

Cancer – we were (until the pandemic) achieving the 62 day waits standard; Cancer Alliance accredited with “trailblazer” status to accelerate transformation of cancer services. As part of our



£9m National Cancer Transformation fund programme, we are focusing on delivering the National Cancer Strategy

During the early stages of the pandemic we moved quickly to a single PTL for Cancer

Primary Care Networks established and working together well through the pandemic crisis with much innovation and digitalisation

Urgent & Emergency – developing a Cheshire and Merseyside approach to Winter Planning in the context of Covid -19 for winter 2020

Learning Disabilities – reduced hospital admissions across Cheshire and Merseyside

Maternity – first in the country to launch personal maternity care budgets (PMCBs), piloted in Liverpool and then across Cheshire and Merseyside. The first of its kind nationally, we have opened a ‘pop up’ birthing centre, based at Seacombe Children’s Centre in Wirral.

Improving the health of our population

We are implementing Make Every Contact Count to deliver the Prevention priorities of reduction in high blood pressure and reduction in harm from alcohol.

We have agreed a C&M population health framework and ‘how to’ guide

Created award winning ‘Beat the Scrum’ campaign

We are the North Region lead STP for the for PHE CVD Prevention programme and have 8 clinical ‘case for change’ pathways developed across C&M

We are now working hard to refresh our strategy across C&M as we address the impact on health inequalities from Covid-19

Meet the Partners

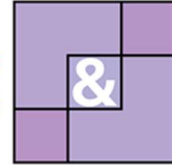
Our Partnership is made up of an Executive Board and Leads from all nine areas in the Cheshire and Merseyside footprint:

The Board

Alan Yates – Chair

Jackie Bene - Partnership Chief Officer

Bill Gregory – Interim Director of Finance



Kieran Murphy – Clinical Lead

Jan Ledward – Chief Officer, NHS Liverpool CCG

Sarah O’Brien – Chief Officer, NHS St Helens CCG

Clare Watson – Chief Officer, NHS South Cheshire, NHS Vale Royal, NHS Eastern

Dr Raj Kumar – GP lead

Simon Barber – Chief Executive, North West Boroughs Partnership NHS FT

Professor Steven Broomhead – Chief Executive, Warrington Borough Council

Kath O’Dwyer – Chief Executive, Cheshire East Council

Ben Wright – Director of Strategy

Dave Sweeney – Implementation Lead

Linda Buckley – Director of Strategic Transformation and Locality Lead (C&M)

Ann Bracegirdle – Acting Delivery and Improvement Director (C&M)

Professor Melanie Sirotkin – Centre Director, Public Health England

Gerald Meehan (GM) – C&M Health and Care Partnership Advisor

Warren Escadale, Chief Executive, Voluntary Sector North West (VSNW)

Place Leads

Mark Palethorpe – Cheshire East

Sarah O’Brien – St Helens

Jan Ledward – Liverpool

Dianne Johnson – Knowsley

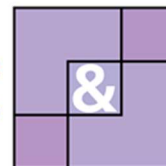
David Parr – Halton

Andy Davies – Warrington

Simon Banks – Healthy Wirral

Fiona Taylor – Sefton

Delyth Curtis – Cheshire West



Why do we need to change?

There have been significant improvements in the NHS and social care over the past 15 years in Cheshire and Merseyside. Survival from cancer and heart disease has increased, waits for some treatments are shorter and the quality of care is higher. More people are cared for in their homes and extra support has been provided to families with children. These gains have been achieved, despite global recession and austerity, thanks to efficiency improvements and the commitment of health and social care staff.

There are, however, major challenges ahead. 32% of the population live in the most deprived areas, with some of these people living shorter lives than in other parts of England.

We also have a higher than average number of people over 75. As the population ages, needs are changing, new treatment options are emerging and demand is rising. People are living longer, but not always healthier, lives. There are more frail elderly, more people with complex needs and more children, young people and adults with mental health challenges.

There is a rising burden of illness caused by smoking, drinking, obesity and similar public health threats. Fresh approaches are also needed to tackle mental health issues, teenage pregnancy and age related diseases like dementia and cancers.

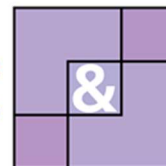
These developments have put the NHS and social care under increasing pressure. A growing number of people with multiple problems receive care that is fragmented, confusing, or leads to wasteful duplication. Many people are treated in hospital when their needs could be better met in primary care or the community. There is too little co-ordination between NHS services, local authority services and the voluntary sector to provide care which meets modern standards and reduces variations in quality.

We also spend millions of pounds dealing with illnesses caused by poverty, stress, air quality, debt, loneliness, smoking, drinking, unhealthy eating and physical inactivity.

The challenge is significant; if we do not start to act now to radically change the way we do things, by 2021 more people will be suffering from poor health.

And the NHS alone faces a growing financial deficit which, on present trends, will rise to £1 billion in Cheshire and Merseyside by 2020/21 if we do nothing and which cannot be resolved without changing fundamentally how we work. And local authorities too are facing considerable financial challenges to maintain services. This demonstrates why change is needed, both in the way services are delivered and in the way the public use them.

We know that by working more co-operatively across organisations, publicly funded and publicly run health services, together with care services can provide local people with the highest quality care whilst reducing repetition, waste and unnecessary cost.



Appendix A

Job Title:	Executive Director – Strategy & System Development
Pay:	Very Senior Manager
Working Days:	Full-time
Contract type:	Permanent
Employer:	The Cheshire and Merseyside Health and Care Partnership
Base:	Regatta Place, Brunswick Business Park, Summers Road, Liverpool L3 4BL
Accountable to:	The Cheshire and Merseyside Health and Care Partnership
Reports to:	Chief Officer, Cheshire and Merseyside Health and Care Partnership

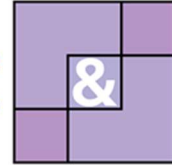
Introduction

The Cheshire and Merseyside Health and Care Partnership is a non-statutory body which operates in a complex environment and now amidst a global pandemic which will change our landscape irrevocably. Its constituent bodies have various forms of governance and different levels of sovereignty. The role involves developing the overarching strategy to improve health and care and reduce health inequalities as we adapt to, and emerge from, the Covid-19 pandemic. This role is to support partners in developing a roadmap to tackle the underlying determinants of health and inequality which will have undoubtedly widened as a consequence of the pandemic and is thus a vital part of system leadership to improve outcomes in all those areas.

Principle responsibilities

The Executive Lead for Strategy and System Development will develop and co-ordinate the delivery of the overarching 5 year strategy for the Cheshire and Merseyside Health and Care Partnership through collaboration with key stakeholders such that it is developed in an inclusive and owned way.

There is a strong emphasis in this role on working on not only with the NHS, Local Authorities and other local health and care organisations but reaching deep into communities in order to establish links with other key strategic planning and delivery processes linked to Cheshire and Merseyside public sector reform and economic growth.



A key underlying principle of this role is to support and develop the concept of subsidiarity within the Cheshire and Merseyside Health and Care system whilst developing collaborative working towards solutions across boroughs, neighbourhoods and partnerships.

Responsibilities in more detail

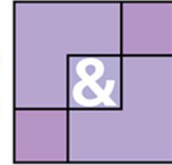
- To develop the Cheshire and Merseyside Health and Care Partnership's 5 year strategic plan, working with key partners and stakeholders and ensuring appropriate levels of input and involvement around our shared vision and purpose to establish integrated models of care and to contribute fully to the economic, societal, cultural and scientific regeneration across the conurbation as we emerge from the pandemic.
- To develop the resource for the Partnership of population health and intelligence and to ensure that localities are able to utilise this information in their planning and delivery models.
- To develop the links with the academic and innovation sector to promote a learning culture that encourages the use of initiative and innovation which support the Cheshire and Merseyside Health and Care Partnership values and culture and contribute to future successes.
- To lead and drive the consistency of health and social care delivery and access across Cheshire and Merseyside working with provider organisations to adopt new models of integrated care and supporting the transformation required within and between localities.
- To ensure better care professional ownership and engagement to support improved service quality, care model redesign and improve productivity.
- To embed patient and public involvement into the Cheshire and Merseyside Health and Care Partnership decision making and practice at all levels and to build networks at a locality level.
- To develop shared approaches to common infrastructure and operating approaches and thus develop with Partnership colleagues the programmes of work which will operate at scale to support the system's operational and financial delivery goals.
- To support the development and implementation of an evidence-based suite of preferred models of care to enhance outcomes and quality across healthcare, social care and the wider determinants of health.
- To support localities to develop and establish processes for delivering on the locality plans and establishing a mechanism for assuring the Cheshire and Merseyside Partnership Board.

Relationships

In this complicated and complex-adaptive environment the post-holder will be expected to develop and maintain excellent working relationships with individuals and across organisations based on shared purpose and values.

Specifically, good engaging and empowering relationships are needed with:

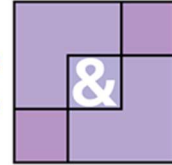
- NHSE/I – it is important that the Partnership and NHSE/I work harmoniously and on an agreed basis to ensure maximum benefit.
- Local Authorities and sub-regional collaborations – both officers and elected members



- CCGs – officers and Clinical Chairs given the flux in arrangements
- NHS Trusts and NHS Foundation Trusts
- Those working in primary care in practices and Primary Care Networks.
- The care professional community
- Public Health England
- Health Education England
- Higher Education Institutions
- Research and Innovation networks
- Organisations representing the public interest from Healthwatch to diagnostic group associations
- Those committed to working with and for health and care such as the voluntary sector the not-for-profits sector.
- Leaders of Place and programmes within the Partnership.
- Members of Parliament

Conclusion

The essence of the post is leadership of whole system strategic and sustainable transformation. The postholder will need to ensure that the majority of their effort and effect is on longer term substantial change, continuous improvement and building the necessary relationships across the Partnership to do so.

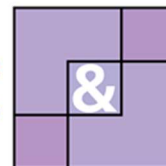


Person Specification – Strategy & System Development

The successful candidate will have substantial board-level experience, personal credibility within their own profession and will be familiar with working with large, complex organisations, which operate in a regulated environment. S/he will have a track record of successful delivery of transformation and change and can demonstrate conceptual thinking at the heart of this delivery. S/he will have the presence and interpersonal skills to carry out the role successfully, building and enhancing relationships within the Partnership, in the community served by the members of the Partnership and with stakeholders, including politicians and the wider community, both locally and nationally. The Seven Principles of Public Life should be reflected in their tone and the behaviours that they foster.

Specifically, the successful candidate will have the following attributes:

- Experienced executive director and have operated at a regional/national level in a strategic leadership and transformational role.
- Experience of working across complex systems.
- Knowledge and understanding of NHS, local government and broader public sector.
- Skilled ambassador, offering exceptional strategic influencing, communication and leadership skills.
- Have demonstrable experience of public engagement and be able to articulate the advantages of engagement and co-production.
- Politically astute, able to develop a positive working relationship with local political leaders.
- Able to understand, respond to and, where appropriate, reconcile the differing needs and perspectives of multiple stakeholders.
- Accustomed to high level of accountability within a highly regulated environment.
- Experience of working in or across different sectors where objectives may not be aligned.
- Exceptional communications skills in a variety of contexts.
- Able to appreciate the implications of national government policy and priorities for the NHS and local authorities.
- Strong commitment to public service, the NHS and its key principles. An interest in healthcare issues both locally and nationally, together with an appreciation of the issues facing health and social care in the Partnership at present and in the future.



Appendix B

Job Title:	Executive Director of Communications and Engagement
Pay:	VSM
Working Days:	Full-time (Part-time will be considered)
Contract Type:	Permanent
Employer:	The Cheshire and Merseyside Health and Care Partnership
Base:	Regatta Place, Brunswick Business Park, Summers Road, Liverpool L3 4BL
Accountable to:	The Cheshire and Merseyside Health and Care Partnership
Reports to:	Chief Officer, Cheshire and Mersey Health and Care Partnership

Introduction

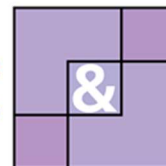
The Cheshire and Merseyside Health and Care Partnership is a non-statutory body which operates in a complex environment. Its constituent bodies have various forms of governance and different levels of sovereignty. Its principle role is to secure and enhance commitment amongst system partners to improve health and care, reduce health inequalities and so aims to support all partners in tackling the underlying determinants of health and inequality.

Principle responsibilities

This post is a full member of the Executive team and the role involves leading and driving the communications and engagement approach across the Cheshire and Merseyside system, ensuring that the function is able to work coherently to deliver its contribution to the Partnership's strategic objectives. The purpose of this post is to further increase positive awareness and understanding of the Partnership and its work among stakeholders and the public, in order to strengthen its ability to deliver the greatest and fastest possible improvement to the health and well-being of the people of Cheshire and Merseyside. This includes building a community among communications and engagement professionals, as well as ensuring that processes and governance are in place and functioning effectively at a system level.

Responsibilities in more detail

- As part of a small Executive team to lead the strategic development of the Partnership, in particular to lead the strategic development of the Partnership's communications and engagement functions, in terms of long-term planning, management, delivery and evaluation, and ensuring that activities support delivery across the Partnership's strategic objectives.
- To develop, implement and evaluate the communications and engagement strategy and policy



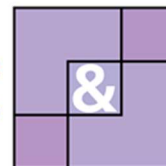
for the Partnership, enabling it to develop, build, and promote its reputation and brand across a full range of internal and external stakeholders. This will include all brand development and management, house style, internal communications and staff engagement, media relations, digital communications (website and social media), graphic design, event management, communications training and stakeholder communications and engagement.

- To provide visible and strategic leadership to the communications and engagement community within Cheshire and Merseyside and representing it at a national level in terms of the development and delivery of models integrated health and care.
- To manage relationships with wider regional and national partners such as the community and voluntary sector, media, patient groups and pressure groups, building a culture of codesign and collaboration beyond the statutory sector.
- To develop systems for collecting, evaluating and interpreting feedback from the public, the media, partners and insight and research work to inform short, medium and long- term strategies and plans.
- Where appropriate to support engagement with the public on matters related to improvement in their own health and well-being and also in matters related to strategic change – specifically enabling and supporting the different organisations to comply with all relevant guidance and legislation around engagement and consultation.
- To analyse, interpret and present highly complex information to identify options for appraisal, highlight issues, risks and proposed courses of actions to support Board level decision making.
- To directly manage the communications and engagement team which will include responsibility for supporting appraisals, development of staff, and recruitment. The postholder will be responsible for performance management and restructuring of teams where necessary.
- To co-ordinate requests issued to the Partnership under the Freedom of Information Act, and to ensure these are acted upon in a way which supports the Partnership.

Relationships

The postholder will represent the Partnership business at a very senior level, managing and leading relationships at multiple levels in many organisations. As one of the most senior strategic communications advisors in Cheshire and Merseyside it is expected that the postholder is able to provide leadership to the function at a regional and national level and to maintain an excellent personal reputation within the industry and publicly.

The postholder will operate autonomously to manage reputation and risk with regional and national stakeholders, including Council/Board members and communications leads for other



organisations, as well as regulators, trade unions and political representatives, the national, regional and local media.

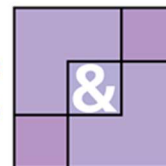
This is a high-profile role which would be expected to be well networked in Cheshire and Merseyside as well as nationally. The postholder will use their contacts and links to nurture and maintain robust new relationships across multiple organisations, ensuring optimum engagement with key system partners and securing appropriate buy in, support and understanding.

Specifically, good engaging and empowering relationships are needed with:

- NHSE/I – it is important that the Partnership and NHSE/I work harmoniously and on an agreed basis to ensure maximum benefit.
- Local Authorities and sub-regional collaborations – both officers and elected members
- CCGs – officers and Clinical Chairs particularly given the flux in arrangements
- NHS Trusts and NHS Foundation Trusts
- Those working in primary care in practices and Primary Care networks.
- The care professional community
- Public Health England
- Health Education England
- Higher Education Institutions
- Research and Innovation networks
- Organisations representing the public interest from Healthwatch to diagnostic group associations
- Those committed to working with and for health and care such as the voluntary sector the not-for-profits sector.
- Leaders of Place and programmes within the Partnership.
- Members of Parliament

Conclusion

The essence of the post is leadership of whole system communication and engagement. The postholder will need to ensure that the majority of their effort is on supporting effective communication across the Partnership and wider system to enable longer-term transformation and substantial change.



Person Specification – Communications & Engagement

The successful candidate will have substantial and senior level experience, personal credibility within their own profession and will be familiar with working with large, complex organisations, which operate in a regulated environment. S/he will have the presence and interpersonal skills to carry out the role successfully, building and enhancing relationships within the Partnership, in the community served by the members of the Partnership and with stakeholders, including politicians and the wider community, both locally and nationally. The Seven Principles of Public Life should be reflected in their tone and the behaviours that they foster.

Specifically, the successful candidate will have the following attributes:

- Experienced specialist in communications and have operated at a regional/national level in a strategic leadership and transformational role.
- Experience of working across complex systems and difficult situations.
- The postholder must be comfortable and experienced at being the link between journalists and the organisation in the most difficult circumstances.
- Personal style that balances soft skills to enable trust to be gained quickly and an ability to act with authority where needed.
- Knowledge and understanding of NHS, local government and broader public sector.
- Demonstrate a relevant track record in delivering results.
- Skilled ambassador, with exceptional strategic influencing, communication & leadership skills.
- Have demonstrable experience of public engagement and be able to articulate the advantages of engagement and co-production.
- Politically astute, able to develop a positive working relationship with local political leaders.
- Able to understand, respond to and, where appropriate, reconcile the differing needs and perspectives of multiple stakeholders.
- Accustomed to high level of accountability within a highly regulated environment.
- Experience of working in or across different sectors where objectives may not be aligned.
- Exceptional communications and influencing skills in a variety of contexts.
- Able to appreciate the implications of national government policy and priorities for the NHS and local authorities.
- Strong commitment to public service, the NHS and its key principles. An interest in healthcare issues both locally and nationally, together with an appreciation of the issues facing health and social care in the Partnership at present and in the future

In summary, The postholder must have outstanding experience and expertise in specialist communications methods, including crisis and issues management, as well as high levels of integrity, commitment and judgement, to engender confidence at Board level and throughout the Partnership in their advice and guidance. They must have gravitas, authority, confidence and highly developed interpersonal skills in addition to significant powers of tact and persuasion, as well as personal resilience.