

Director of Development
East and North Hertfordshire Health and Care Partnership
Job description and person specification

Job title:	Director of Development for East and North Hertfordshire HCP
Pay level:	Very Senior Management Pay
Tenure:	Substantive
Location(s):	Hybrid; multiple locations within ENH plus working from home
Accountable to:	Chief Executive co-lead(s) of the ENH HCP
Responsible for:	Partnership Development Team

Introduction

The East and North Hertfordshire Health and Care Partnership (ENH HCP) is comprised of nine partner organisations that commission and provide health, care, and wellbeing services in ENH. The partnership is one of three place-based partnerships in the Hertfordshire and West Essex Integrated Care System (HWE ICS), along with the Mental Health, Learning Disabilities, and Autism Collaborative (MHLDAC).

The partnership includes East and North Hertfordshire CCG, East and North Hertfordshire NHS Trust, Hertfordshire County Council, Hertfordshire Community NHS Trust, Hertfordshire Partnership NHS Foundation Trust, HUC, Healthwatch Hertfordshire, Primary Care Networks, and the East of England Ambulance Service Trust. The partnership will increasingly involve other organisations, such as those in the Voluntary, Community, Faith, and Social Enterprise (VCFSE) sector.

With the provisions of the Health and Care Bill due to be implemented in July 2022, there is a recognition of the need to deliver integrated services that improve the health and wellbeing of our population, improve the sustainability of our health and care system, and help us meet the ever-growing challenges in the aftermath of the COVID pandemic.

Job summary

The Director of Development will ensure the partnership is inclusive of partners that have a key role to play in improving the provision of health and care services in ENH. The post holder will ensure that collaboration is built on a jointly owned strategy, a shift towards population health-led service development, and a foundation of mutual respect, trust, and understanding.

The role will be responsible for the development, leadership, and management of the Partnership Development Team (PDT), a jointly funded development budget, and a range of high-impact transformation programmes.

Business objectives

The Director of Development will be primarily responsible for ensuring the partnership delivers against its third strategic objective, and coordinates, leads, and establishes widespread support of the delivery of its first and second strategic objectives:

- **Strategic objective one:** improve the health and wellbeing outcomes for our population
- **Strategic objective two:** transform health, care, and wellbeing services to meet needs
- **Strategic objective three:** establish an efficient, effective, and sustainable partnership

Key relationships

Key relationships include but are not limited to:

- System CEOs and AOs
- Chairs and Non-Executive Directors (or equivalent) from member organisations
- Provider Directors from across all sectors
- Directors of Development from other partnerships and collaboratives
- Clinical and professional leaders (e.g. chief nurses, medical directors, chief social workers)
- The Local Authority, including Public Health, Adult, and Children's Social Care
- Elected members
- The HWE Integrated Care Board
- External professional advisors
- Public, patients, and carers
- Regulators (e.g. CQC)

Key responsibilities

Key responsibilities for the role include the following:

- Lead on the development of the partnership's plans to ensure the HCP is an efficient, effective, and transformative 'organisation' that ultimately enables improvements in peoples' health, care, and wellbeing in East and North Hertfordshire.
- Work closely, develop proposals, and deliver presentations to and/or with the most senior stakeholders in the system, including chairs, chief executives, and executive directors, in the development of the partnership.
- Lead the development of the partnership strategy, 'enabling strategies' (e.g. out of hospital strategy), and other strategic documents, ensuring alignment with partners' strategies by working with partners' executive directors.
- Lead the development of any agreements (e.g. MoUs), arrangements (e.g. resource sharing), and/or contracts that support the delivery of partnership strategic objectives.
- Lead the establishment of appropriate groups, structures, and teams to facilitate the delivery of partnership objectives.
- To help ensure that the partnership embeds population health management techniques, maximises the perspectives of clinicians and professionals, and ensures co-production with patients, family members, and carers is embedded practice.
- Play a key role in supporting the development of primary care within 'place' to support the delivery of strategic transformation priorities.
- Lead on the development of appropriate assurance, oversight, and performance arrangements for the partnership.
- Lead the development of communications, co-production, and engagement with a wide range of stakeholders including professionals, patients, and other organisations.
- Role model positive system leadership behaviours including compassion, integrity, and transparency.
- To keep abreast of changes in policy, legislation, and best practice to inform the strategic development of the partnership.
- Act as an ambassador for the partnership in external forums, groups, and meetings as appropriate.

Stakeholder management

- Lead the development of strong relationships between key stakeholders within the partnership, wider HWE ICS, and beyond with a high degree of confidence, credibility, and integrity.
- Lead the development of appropriate mechanisms that enable colleagues from across the partnership to develop strong relationships, build networks, and exchange ideas, including face-to-face 'away days'.
- Lead the development of strong place-based relationships, address and help resolve stakeholder relationship problems within the partnership, and help embed a working culture built on mutual respect, trust, and understanding.

Communications, co-production, and engagement

- Lead the development of appropriate groups, meetings, and structures that facilitate excellent communications, co-production, and engagement with patients, professionals, and other stakeholders (e.g. Community Assembly).
- Lead the development of the partnership's communication strategy, working closely with deputy directors of communication (or equivalent) across partner organisations, to support the embedding of the partnership across 'place'.

Transformation

- Ensure the partnership agrees its transformation priorities, has a clear portfolio of transformation programmes, and has the appropriate resources in place to maximise successful delivery.
- Work with member organisations' transformation teams (or equivalent) to identify opportunities for developing joint approaches to transformation, sharing transformation roles, and/or developing joint processes where appropriate.
- Lead and be the Senior Responsible Owner (SRO) for a range of high-impact transformation priorities as directed by the Chief Executive co-leads of the partnership.
- Lead the development of key relationships with senior clinicians (e.g. clinical directors of specialties) in the delivery of transformation priorities.
- Ensure the partnership puts clinicians, professionals, and other frontline practitioners at the forefront of service transformation.
- Ensure all transformation programmes place tackling health inequalities at the heart of pathway and/or service redesign.
- Lead and/or support the development of funding bids from local, regional, and/or national funding streams to support transformation priorities.

People management

- Lead the development of a 'culture' of collaboration within the partnership through compassionate, decisive, and strong system leadership.

- Lead a range of senior 'virtual' teams, comprised of colleagues from constituent partner organisations, in the delivery of programmes of work (e.g. Virtual Transformation Team).
- Recruit, manage, and develop staff within the Partnership Development Team (PDT), ensuring the team enables the delivery of the partnership's development activities.
- Motivate, inspire, and lead by example through innovation and determination to successfully deliver with the resources available
- Ensure that all staff within the partnership are working within the scope of relevant policies and procedures;

Policy and partnership development

- Lead the development of the partnership's functions, including those that may be devolved from the Integrated Care Board (ICB), in co-ordination with other partnerships' directors, executive directors, and commissioners.
- Lead the management of a transition programme to ensure that any functions developed at 'place' are co-ordinated in an efficient, effective, and smooth manner.
- Lead the development of policies that enable effective 'corporate' governance within the partnership, ensuring this is aligned with the governance of partner organisations' governance processes.
- Lead the development of any appropriate 'formal' mandated structures (e.g. Quality Group) through developing proposals with Subject Matter Experts (SMEs), such as Chief Nurses.
- Lead the co-ordination of any national submissions as required by regional or national NHSEI teams.

Corporate leadership

- Lead the development of the Partnership Assurance Framework (PAF) which identifies, manages, and mitigates issues and risks to the partnership's strategic objectives.
- Lead the development of business cases, proposals, and reports for the monthly Partnership Board (PB) meetings, ensuring alignment with partner organisations' expectations, and under direction of the Chief Executive co-leads of the partnership.
- Attend any appropriate and/or relevant meetings within other organisations, partnerships, or ICB, ensuring key decisions and/or implications are fed-back to the Chief Executive co-leads.
- The post holder is expected to progress their professional development and maintain a good knowledge of emerging government policy, and regional and local health economy drivers;
- Lead the development, scoping, and chairing of partnership groups and meetings as required to deliver the partnership's business activities.

Financial management

- To lead the co-ordination of partner organisations' Chief Finance Officers (CFOs) or equivalent to develop a financial framework in ENH that supports

the investment and/or re-allocation of funding to drive population health-led service transformation programmes.

- To lead the effective management of the partnership's jointly funded budget, ensuring value for money on behalf of all contributing organisations.
- To lead the development of any local efficiency schemes that support the 'place' to be a more sustainable health and social care system.

PERSON SPECIFICATION

JOB DETAILS	
JOB TITLE:	Director of Development
SALARY:	VSM
LOCATION:	East and North Hertfordshire
ACCOUNTABLE TO:	Chief Executive Co-Leads

QUALIFICATIONS	
Essential	Desirable
<ul style="list-style-type: none"> • Master's degree in a relevant discipline or equivalent experience • Management qualification or completion of a recognised senior leadership development programme • Project management qualification in a recognised scheme (e.g. PRINCE2) 	<ul style="list-style-type: none"> • Higher professional qualification • Evidence of appropriate Continuing Professional Development (CPD)

EXPERIENCE	
Essential	Desirable
<ul style="list-style-type: none"> • Significant executive leadership in an NHS environment. • Experience of working in a multi-professional environment. • Significant experience of strategy development and delivery. • Experience of successfully driving change and transformational programmes • Experience of multi-agency partnership working and working constructively across organisational boundaries, building productive relationships. • Experience of financial management. • Experience of managing staff and staffing related issues. • A successful record of developing and maintaining a positive performance culture driving effective performance 	<ul style="list-style-type: none"> • Experience of working across a wide range of organisations in different sectors. • Knowledge of the local Hertfordshire environment.

and acting upon service evaluation. <ul style="list-style-type: none"> • Understanding of capital planning requirements and processes. 	
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PERSONAL SKILLS	
Essential	Desirable
<ul style="list-style-type: none"> • Demonstrates personal insight into his/her actions, experience and behaviours that illustrate awareness and appreciation of equality, diversity, and inclusion • Able to create/shape innovative strategic vision for the best possible long-term benefit of patients, and the organisation. • Proven ability to set out a clear strategic direction, inspire others and build credibility. • Exceptional communicator, able to create impact and demonstrate proactive customer relationship awareness. • Highly developed leadership, negotiation and influencing skills with the ability to motivate, challenge and engage individuals and teams. • Actively engages stakeholders in participative decision-making and empowers other leadership. • Proven ability to contribute to effective board working; can support and challenge. • Able to challenge behaviours, attitudes and culture which are a barrier to the improvement of the work environment and of quality services. • Ability to analyse and identify areas of greatest opportunity and priority for service improvement in line with strategic plans. • Proven ability to manage ambiguity and conflicting priorities. • Understanding of the dynamics within a business arena and balance against political environment. • Horizon scanning skills using a range of tools and techniques. 	

<ul style="list-style-type: none"> • Able to successfully engineer innovative and pragmatic solutions. • Demonstrates a commitment to the culture, vision, and values of the partnership. • Creative, innovative, leads by example, professional and inspiring. • Demonstrates mental and emotional resilience. • Commitment to the highest ethical and professional standards. • Ability to champion and embrace change, creativity, and innovation • Ability to motivate, coach, mentor, and support staff generally • IT literate, confident and competent with Microsoft Office for daily use, 	
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OTHER REQUIREMENTS	
Essential	Desirable
<ul style="list-style-type: none"> • Ability to regularly travel within East and North Hertfordshire and beyond. 	