Chair of CCG Governing Body – Role Description

The Role

Introduction

As a member of the Clinical Commissioning Groups (CCG) Governing Body (GB or Body), you will share responsibility as part of the GB team to ensure that the CCG exercises its functions effectively, efficiently, economically, with good governance and in accordance with the terms of the CCG’s Constitution as agreed by its member GP Practices. Each individual on the GB is there to bring their unique perspective, informed by their expertise and experience. This will support decisions made by the Body as a whole and will help ensure that:

- A culture is maintained that ensures the voice of the member GP Practices is heard and the interests of patients and the local community remain at the heart of discussions and decisions;
- The Governing Body and the wider CCG act in the best interests with regard to the health of the local population at all times;
- The CCG commissions the highest quality services with a view to securing the best possible outcomes for their patients within their resource allocation and maintains a consistent focus on quality, integration and innovation;
- Decisions are taken with regard to securing the best use of public money;
- The CCG, when exercising its functions, acts with a view to securing that health services are provided in a way which promotes the NHS Constitution, that it is there to improve our health and wellbeing, supporting us to keep mentally and physically well, to get better when we are ill and when we cannot fully recover, to stay as well as we can to the end of our lives;
- The CCG is responsive to the views of local people and promotes self-care and shared decision-making in all aspects of its business;
- Good governance remains central at all times.

Local Context

In April 2017, NHS City and Hackney CCG embarked on an exciting journey to develop and implement an integrated commissioning model for services commissioned by the CCG, social care and public health with our two partner Local Authorities (London Borough of Hackney and City of London Corporation). We have plans to pool as much of our budgets as possible and to use our collective commissioning levers to both improve outcomes and create an Accountable Care System (ACS) across City & Hackney.

We have established four work-streams, supported by enabler groups to lead service redesign, transformation and delivery of national requirements and to embed pathways and new models across our partner organisations ensuring the implementation of the necessary collective behaviours and actions.

Partners come together at the local Transformation Board (TB) to debate proposals and ensure we operate as a system, making recommendations to the Integrated Commissioning
Boards (ICBs). Whilst these remain advisory at present, as pooled funding increases they would take on delegated decision making from the statutory organisations although they would still remain accountable.

Against this backdrop of strategic integrated commissioning, “tactical” commissioning and service redesign is being taken forward by the work-streams with an increasing focus on modelling ACS behaviours.

Alongside this in November 2017, all seven North East London (NEL) CCGs agreed to the appointment of a shared single Accountable Officer and to commissioning some services at scale through a Joint Committee model to deliver the NEL Sustainable Transformation Plan (STP).

As Chair of the CCG and the GB, the postholder will play a key role in navigating these new arrangements and ensuring that what is put in place continues to maximise health gain and patient benefit as well as ensuring the ongoing effective discharge of the CCGs statutory responsibilities through the new model.

Specific Responsibilities of the CCG Chair

As well as sharing responsibility with the other members for all aspects of CCG Governing Body business, the Chair will have specific responsibility for:

- Leading the Governing Body, ensuring it remains continuously able to discharge its duties and responsibilities as set out in the CCGs Constitution;
- Building and developing the CCGs Governing Body and its individual members;
- Leading on accountability to Member Practices and the public;
- Ensuring that the CCG has proper constitutional and governance arrangements in place;
- Ensuring that, through the appropriate support, information and evidence, the Governing Body is able to discharge its duties;
- Guiding the Accountable Officer in discharging the responsibilities of the organisation;
- Acting as the senior clinical voice for the CCG in interactions with stakeholders, including NHS England (NHSE);
- Contributing to the building of a shared vision of the aims, values and culture of the organisation;
- Leading and influencing clinical and organisational change to enable the CCG to deliver commissioning responsibilities;
- Participating on behalf of the Governing Body in the Integrated Commissioning Boards (ICBs), and North East London (NEL) governance such as the Sustainable Transformation Plan (STP) Partnership Board, NEL Clinical Senate and NEL Joint Commissioners Committee, as well as wider bodies such as London CCG Chairs meetings.
The Chair will also have a key role in overseeing governance and particularly ensuring that the Governing Body and the wider CCG behaves with the utmost transparency and responsiveness at all times. They will ensure that:

- Public and patients views are heard and their expectations understood and, where appropriate, met;
- That the organisation is able to account to its local patients, stakeholders and NHSE;
- The CCG builds and maintains effective relationships, particularly with the individuals involved in overview and scrutiny from the relevant Local Authorities.
Chair of CCG Governing Body – Person Specification

Core Competencies

Leading a commissioning organisation

- Willingness to learn to understand the requirements of running a CCG, including responsibilities around governance, finance and performance management;
- Willing to learn to understand the statutory obligations of the CCG and to ensure that these are met;
- Ability to lead and develop an organisation which is flexible enough to adapt to changing political, organisational or financial priorities.

Understanding Patients

- Skills in listening to patients, carers and their families to understand the health needs of the local population and to determine priorities;
- Ability to keep the needs of patients, carers and their families at the centre of commissioning decisions;
- Ability to work closely with GPs and other clinicians, Local Authorities and Health and Wellbeing Boards (HWBs) to understand the broader health and social trends affecting commissioning decisions.

Creating the ‘Story’

- Ability to think conceptually and create clarity so as to create a compelling vision and to provide direction and focus for the CCG and the wider healthcare system;
- Ability to take the views and needs of diverse stakeholders into account when making strategic decisions;
- Ability to create a shared sense of ownership for what the CCG is setting out to achieve;
- Ability to work with high levels of complexity and ambiguity.

Personal Qualities

- Integrity and empathy;
- Resilience;
- Ability to challenge powerful groups or individuals to keep the interests of patients at the forefront of all decision making.

Leading Individuals and Teams

- Ability to provide leadership, direction and support to CCG staff and GP member practices;
- An understanding of how to create and develop an organisational culture appropriate for a CCG, where staff and GP members are motivated and empowered to deliver;
Core Attributes

- Demonstrate commitment to continuously improving outcomes, tackling health inequalities and delivering the best value for money for the taxpayer;
- Willingness to take responsibility for effective governance, accountability and stewardship of public money;
- Demonstrate commitment to clinical commissioning, the CCG and to the wider interests of health services;
- Be committed to ensuring that the Governing Body remains “in tune” with the member GP practices;
- Bring a sound understanding of, and a commitment to upholding, the NHS principles and values as set out in the NHS Constitution and to the Nolan Principles of Public Life along with an ability to reflect them in his/her leadership role and the culture of the CCG;
- Be committed to ensuring that the CCG values diversity and promotes equality and inclusivity in all aspects of its business;
- Consider social care principles and promote health and social care integration where this is in the best interests of patients.

Core Understanding and skills

- Capability to understand and analyse complex issues, drawing on the breadth of data that needs to inform CCG deliberations and decision-making, and the wisdom to ensure that it is used ethically to balance competing priorities and make difficult decisions;
- The confidence to question information and explanations supplied by others, who may be experts in their field;
- The ability to influence and persuade others articulating a balanced, not personal, view and to engage in constructive debate without being adversarial or losing respect and goodwill;
- The ability to take an objective view, seeing issues from all perspectives, especially external and user perspectives;
- The ability to recognise key influencers and the skills in engaging and involving them;
- The ability to communicate effectively, listening to others and actively sharing information;
- The ability to demonstrate how your skills and abilities can actively contribute to the work of the Governing Body and how this will enable you to participate effectively as a team member.
Core personal experience

- Previous experience of working in a collective decision-making group;
- A track record in securing or supporting improvements for patients or the wider public.

Specific attributes and competencies

- Ability to communicate complex and challenging issues clearly and effectively in public meetings;
- Have the skills and experience to plan and chair large meetings with multi-professional and/or multiple stakeholder involvement;
- Able to facilitate and encourage active engagement and appropriate challenge across the Governing Body.
Chair of CCG Governing Body – Further information

Election Process

The position of the CCG Chair is filled through an election process which includes a shortlisting and competency interview. For further information on the details of this process, please see the CCGs Constitution.

CCG Governing Body Membership

The membership of the CCG Governing Body is:
- 1 Chair, elected by GPs from the CCG’s member GP practices;
- 2 GPs elected from the Clinical Executive Committee, one of which will serve as the Clinical Vice Chair;
- 3 Lay Members, one of which will serve as the CCG Governing Body Vice Chair;
- 1 Secondary Care Consultant;
- 1 Registered Nurse;
- Accountable Officer;
- Chief Financial Officer.

Other Committee Memberships

The CCG Chair is also the Chair of our Finance and Performance Committee, which meets once per month for two hours to discuss local clinical and financial performance.

The CCG Chair is a member and Vice Chair of our Clinical Executive Committee. This Committee meets once a month for two hours to discuss the work of our clinical Programme Boards and our clinical services in the area.

The CCG Chair is a member of our GP Confederation Oversight Group. This Committee meets once every two months for two hours to discuss the work of our local GP Confederation.

The CCG Chair is a member of our Safeguarding Group. This Committee meets once a quarter for two hours to discuss commissioning for safeguarding and local safeguarding strategy.

The CCG Chair is an attendee at our Remuneration Committee, which meets as required. It has met four times in the last year, with each meeting lasting around two hours.

Tenure

A maximum of two terms of two years each, with the option for a one year extension if required. The successful applicant will be appointed by the CCG as an Office Holder on a Contract for Service basis that will apply to their role as CCG Chair only. If the successful applicant also undertakes other roles with the CCG, for instance as a Clinical Lead GP, those other roles will remain on a secondment basis.
Sessional Commitment

To be negotiated and confirmed, but it is expected that the Chair will undertake approximately sixteen sessions per month on CCG business, with remuneration per session of £300.

There will be an opportunity to consider the portfolios and responsibilities of the Clinical Vice Chair and the other GP elected onto the GB to ensure that the requirements of the role are effectively covered. Any proposal will be agreed amongst the three individuals, the outgoing CCG Chair and Chief Officer and recommended to the CCG Remuneration Committee for scrutiny and endorsement.

Disqualification Criteria

Regulations provide that some individuals will not be eligible to be appointed to CCG governing bodies. These include people in categories such as:

- Those not eligible to work in the UK;
- A person who is subject to a bankruptcy restriction order or an interim bankruptcy restriction order;
- A person who has in the last five years been dismissed from employment by a health service body otherwise than because of redundancy;
- A person who has received a prison sentence or suspended sentence of three months or more in the last five years;
- A person who has been dismissed by a former employer (within or outside the NHS) on the grounds of misconduct within the last 5 years;
- A health care professional whose registration is subject to conditions, or who is subject to proceedings before a fitness to practise committee of the relevant regulatory body, or who is the subject of an allegation or investigation which could lead to such proceedings;
- A person who is under a disqualification order under the Company Directors Disqualification Act 1986 or the Company Directors Disqualification (Northern Ireland) Order 2002, or an order made under section 429(2) of the Insolvency Act 1986 (disabilities on revocation of administration order against an individual);
- A person who has at any time been removed from the management or control of a charity.

In addition, people will not be eligible for Governing Body roles if they are:

- A serving civil servant within the Department of Health, or members / employees of the Care Quality Commission; or
- Serving, or intending to serve as a Chair or non-executive of another NHS body beyond the relevant CCG.