



APPENDIX 1

CHIEF OFFICER RESPONSIBILITIES – AS AGREED BY MORAY INTEGRATION JOINT BOARD (IJB) ON 10 NOVEMBER 2016

1. ROLE IN OPERATIONAL DELIVERY OF INTEGRATED HEALTH AND SOCIAL CARE SERVICES BY THE MORAY COUNCIL (TMC) AND NHS GRAMPIAN (NHSG)

Chief Executives of TMC/NHSG

The Chief Officer will meet jointly with the Chief Executives of TMC and GHB:

- quarterly to discuss the performance of delivery of integrated services against the IJB Strategic Plan, strategic decisions made and directions; and
- annually to undertake 3 way appraisal/objective setting.

In addition, the Chief Officer will meet with the NHSG Chief Executive quarterly to discuss the performance of community health services for under 18's and hosted health services.

TMC Corporate Management Team and NHSG Senior Leadership Team

In the interests of continued good partnership working and coherence in public sector leadership, the Chief Officer is a full member of TMC Corporate Management Team (CMT) and NHSG's Senior Leadership Team (SLT).

The Chief Officer will receive agendas and papers for all scheduled meetings of the CMT and SLT and will have an open invitation to attend each meeting or nominate a named deputy to attend on their behalf.

The TMC and SLT recognise that the Chief Officer is required to support the IJB as well as develop working relationships with the CMT and SLT. Attendance at meetings therefore will be dependent on managing those commitments.

TMC/committee and NHSG meetings, and briefings for members

The Chief Officer's primary reporting responsibility is to the IJB. However the Chief Officer will be available to attend meetings of TMC or NHSG where appropriate and to attend at least one meeting annually to present the IJB annual performance report. The Chief Officer will undertake briefings for members as appropriate, whether part of formal meetings or otherwise.

Heads of Integrated Services

The Heads of Integrated Services will report and provide information to the Chief Officer regarding those services to enable her to plan, monitor and ensure delivery of these in accordance with the IJB's objectives. In particular, the Heads of Integrated Services will develop annual operational plans and share these with the Chief Officer as well as cascading them throughout the integrated teams.

The Heads of Integrated Services shall be accountable to the Chief Officer for their actions in exercising powers given to them by their employing organisation in implementation of the IJB's directions for service delivery, and the Chief Officer will in turn be accountable to the Chief Executives of TMC/NHSG. Any required reporting regarding each organisation's implementation of directions will happen via routes decided by TMC/NHSG.

The Chief Officer will be involved in recruiting to the Heads of Integrated Services posts and involved in dealing with any disciplinary or grievance matters in relation to these posts in accordance with the relevant TMC/NHSG policies and procedures. The Heads of Integrated Services will otherwise be responsible for vacancy management, recruitment, retention and management in relation to the joint workforce in line with relevant TMC/NHSG policies and procedures and IJB directions; and working with the Workforce Forum and in drawing support from their respective organisations for recruitment, change management and training and development.

Joint Operational Management Team

The Joint Operational Management Team is where TMC/NHSG Heads of Service bring together all managers of integrated services from both TMC and NHSG. The Chief Officer will attend these meetings on an ad hoc basis as required to support the Heads of Service.

The Chief Officer will ensure that the vision, values and culture underpinning integrated service delivery are communicated to heads of service and that appropriate mechanisms are in place to support Heads of Integrated Services in organisational development and workforce planning to deliver the transformational agenda for health and social care services in line with the IJB's strategy and plans.

Joint TMC/NHSG Finance Team

The Chief Officer, together with Heads of Integrated Services, will have regular meetings with the Chief Finance Officer and her support team of accountants from both TMC/NHSG to consider budgets; to ensure all are informed of financial matters that will have a significant impact on services; and to take financial advice where necessary.

Relevant information and reports provided to the Chief Finance Officer of the IJB will be shared with the Chief Officer to enable the Chief Officer to plan, monitor and ensure delivery of integrated services in accordance with the IJB's objectives.

Audit and Assurance arrangements

The Chief Officer will ensure that appropriate internal controls for integrated services are operating in line with best practice principles by the TMC and NHSG. The Chief Officer and IJB Audit Committee Chair will have input into the preparations for inspection and audit activity within integrated services.

The IJB Audit Committee Chair will meet with the Chairs of TMC and NHSG audit committees to consider an annual audit plan for integrated services. The plan will be prepared by the Chief Internal Auditor, and include topics specific to the IJB and those relating to the work of the IJB drawn from the audit plans of TMC and NHSG respectively.

Integrated Services Programme Manager for integrated service assets and joint systems

The Chief Officer will direct the Programme Manager who in turn will liaise with relevant integrated service managers and TMC/NHSG Joint Finance Team in respect of day to day asset related matters. The Programme Manager will develop and share with the Chief Officer, a programme of work/change including any consolidation or relocating of operational teams. The Programme Manager, will link into the capital planning processes of TMC/NHSG in consultation with the Chief Officer in terms of future capital or asset requirements. This will ensure that priorities for the IJB can be considered and assessed by TMC and NHSG in terms of future investment.

The Chief Officer will also liaise with the Programme Manager in respect of opportunities for harmonising and integrating systems and information sharing.

Lead professionals

The Chief Officer will work alongside TMC Chief Social Work Officer, NHSG's Lead Allied Health Professional, and NHSG's Medical and Nursing Directors in assuring relevant standards, registration for staff and good governance, and will ensure that she and Heads of Integrated Services establish and maintain strong working relationships with those key individuals.

Complaints

The Chief Officer will have an overview of all complaints and responses regarding integrated services. These will be recorded and reported to her quarterly by TMC/NHSG complaints officers. For integrated services delivered by TMC, the Chief Officer will undertake the Director's review stage of the TMC Complaints process. The Chief Officer will also have sight of all recommendations regarding integrated services emanating from a Social Work Complaints Review Committee. The Chief Officer will discuss issues arising from complaints with TMC/NHSG Heads of Integrated Services and TMC Chief Social work Officer as appropriate and use these as a learning opportunity.

2. ROLE IN OPERATIONAL DELIVERY OF NHS COMMUNITY HEALTH SERVICES FOR UNDER 18'S

Head of Service

The Head of Service will report and provide information to the Chief Officer regarding these services to enable her to plan, monitor and ensure delivery of them in accordance with objectives. In particular, the Head of service will develop annual operational plans that embrace links with TMC Head of Integrated Children's services and the wider services within the NHS and share these with the Chief Officer as well as cascading them throughout the community health teams.

Meetings with Head of service will be a vehicle whereby the Chief Officer receives assurance that good governance arrangements are in place for service delivery and whereby the Chief Officer will have oversight of preparations for inspection and audit activity.

The Head of Service shall be accountable to the Chief Officer for their actions, and the Chief Officer will in turn be accountable to the Chief Executive of NHSG.

The Chief Officer will be involved in recruiting to the Head of Service post and involved in dealing with any disciplinary or grievance matters in relation to this post in accordance with the relevant NHSG policies and procedures. The Head of Service will otherwise be responsible for vacancy management; recruitment, retention and management in relation to the workforce in line with relevant NHSG policies and procedures and IJB directions; and working with the workforce on service redesign/implementing change and workforce planning.

Community Health Teams

The Chief Officer will attend meetings on an ad hoc basis as required to support the Head of Service.

NHSG Finance Team

The Chief Officer, together with the Head of Service, will have regular meetings with the NHSG Finance Team to consider budgets; to ensure all are informed of financial matters that will have a significant impact on services; and to take financial advice where necessary.

Complaints

The Chief Officer will have an overview of all complaints and responses regarding community health services. These will be recorded and reported to her quarterly by NHSG's complaints officer. The Chief Officer will discuss issues arising from complaints with the Head of service.

3. ROLE IN OPERATIONAL DELIVERY OF MIJB HOSTED HEALTH SERVICES

Head of Primary Care Contracts and Out of Hours Primary Care Services (GMED)

The Head of Service will report and provide information to the Chief Officer regarding hosted services to enable her to plan, monitor and ensure delivery of them in accordance with objectives. In particular, the Head of Service will develop annual operational plans and share these with the Chief Officer as well as cascading them throughout the hosted services teams.

Meetings with the Head of Service will be a vehicle whereby the Chief Officer receives assurance that good governance arrangements are in place for hosted service delivery across Grampian and whereby the Chief Officer will have oversight of preparations for inspection and audit activity.

The Head of Service shall be accountable to the Chief Officer for their actions, and the Chief Officer will in turn be accountable to the IJB.

The Chief Officer will be involved in recruiting to the Head of Service post and involved in dealing with any disciplinary or grievance matters in relation to this post in accordance with the relevant NHSG policies and procedures. The Head of Service will otherwise be responsible for vacancy management, recruitment, retention and management in relation to the workforce; and working with the Workforce Forum on service redesign/implementing change and workforce planning.

The Chief Officer, in relation to GMED services, will undertake a leadership role for ensuring integration with unscheduled care services provided by NHSG to provide a high level of continuity of care for patients across Grampian. In particular, the Chief Officer will direct the Improvement Programme jointly with the executive sponsor of the programme within NHSG.

NHSG Finance Team

The Chief Officer, together with the Head of Service, will have regular meetings with the Chief Finance Officer and her support team of accountants from both NHSG to consider budgets; to ensure all are informed of financial matters that will have a significant impact on services; and to take financial advice where necessary.

Other IJB's for whom services are hosted

The Chief Officer will provide information about hosted service delivery/operational changes to other IJB's via their respective Chief Officers and the Chief Officers will agree an annual programme of meetings for this purpose.

The Chief Officer will ensure that the Head of Service forges links with senior managers from within other IJB areas and attends Chief Officer meetings as appropriate.

At the scheduled meetings, information will also be shared about performance against targets. If agreed performance targets cannot be achieved all Chief Officers will be involved in, and agree the action to be taken to move towards achievement.

Information on current and emerging strategic planning issues, and the conduct of the planning process will be provided at least every six months within the agreed programme of meetings.

4. ROLE IN OPERATIONAL DELIVERY OF INTEGRATED HOSPITAL SERVICES

The Dr Grays Hospital Manager and the Clinical Director will report into the Chief Officer of the Health and Social Care Partnership. In line with good governance arrangements and Dr Grays will continue to provide assurance on performance via the existing acute sector mechanisms of NHS Grampian already established.

Quarterly Regular meetings will take place between the Chief Officer and General Hospital Manager Acute Services, and Dr Gray's Hospital Manager. The Dr Gray's Hospital Manager will also be a member of the Senior Management Team for cross system integration. At these meetings, regular updates will be provided to the Chief Officer on service delivery for integrated hospital services in line with the IJB's Strategic Plan and set aside budgets. **This arrangement will also be strengthened by the emerging clinical/practitioner alliance bringing services together to integrate where outcomes can be improved for people and efficiencies can be met.**

5. ROLE RE TRADE UNIONS, STAFF REPS AND PROFESSIONAL ORGANISATIONS FOR INTEGRATED WORKFORCE

The workforce group/forum will link to the Chief Officer via Heads of Service. To ensure a consistent approach to their continued involvement in the integration of health and social care the Chief Officer will agree work with Heads of Service for them to deliver on.

6. ROLE RE STRATEGIC PLANNING

The Strategic Planning and Commissioning Executive Group will be led by the Chief Officer and will report to the IJB via the Chief Officer with the aim of driving forward the IJB's Strategic Plan and translating this into an Implementation Plan.

The Chief Officer is responsible for overseeing the establishment of the IJB's risk strategy and profile and risk reporting framework.

7. ROLE RE TMC/NHSG NON-INTEGRATED HEALTH AND SOCIAL CARE SERVICES AND SERVICES HOSTED BY ANOTHER IJB

The Chief Officer will link with TMC/NHSG re non-integrated services to ensure consistency of planning and delivery and to avoid fragmentation of services where there are now split responsibilities. This will happen through the Chief Officers participation in TMC CMT and NHSG SLT.

Additionally, as the Chief Social Work Officer and the Director of Nursing will have a key role in the planning and delivery of non- integrated services, the Chief Officer shall communicate with them regarding the planning and delivery of integrated services to ensure that both integrated and non –integrated services are appropriately co-ordinated.

The Chief Officer will also ensure that Heads of integrated services maintain strong links with relevant managers of non-integrated services.

The Chief Officer will have strategic oversight of services hosted by another IJB by receiving information about hosted service delivery/operational changes from those IJB's via their Chief Officers and all Chief Officers will agree an annual programme of meetings for this purpose. Annual programmes will be agreed by the end of Jun in every year and cover the period from 1 August to 30th June in each year.

At the scheduled Chief Officer meetings, information will also be shared about performance against targets. If agreed performance targets cannot be achieved all Chief Officers will be involved in, and agree the action to be taken to move towards achievement. Information on current and emerging strategic planning issues and the conduct of the planning process will be provided at least every six months within the agreed programme of meetings.

8. ROLE - GENERAL

- IJB Strategy and policy development.
- To implement all decisions and strategies/policies of the IJB, including the issuing of all directions that are agreed by the IJB to TMC/NHSG as appropriate.

- To submit performance reports to each IJB meeting to enable the IJB to oversee and monitor operational delivery of integrated and hosted services against agreed outcomes/indicators and delegated budgets.
- To support the IJB to agree the IJB and committees annual work programme.
- In matters of urgency to act for the IJB in liaison with the Chair and Vice Chair of the IJB and thereafter report without delay to the next meeting of the IJB.
- To consult with the Chair and Vice Chair on matters of a controversial nature and either the Chair or Vice Chair may direct that a report be submitted to the IJB or appropriate committee for consideration.
- To update the IJB on national and local change that may affect the work of the IJB.
- Liaison with and be a point of contact for external local and national bodies as appropriate.
- Civil Contingencies and Business Continuity will be overseen by the Chief Officer with support from the Business Support Manager.
- To operate any complaints process that may be agreed by the IJB from time to time.
- To operate any processes that may be agreed by the IJB from time to time and approve responses on behalf of the IJB to any information requests such as freedom of information requests or subject access requests.
- To operate as required an integrated Senior Management Team.
- When exercising operational responsibilities to do so at all times in accordance with relevant laws, the Integration Scheme, IJB Strategies/policies/ agreements/decisions and within allocated resources and any applicable or agreed timescales.