**Leeds Teaching Hospitals NHS Trust**

**Clinical Leadership Fellow Job Description**

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| Job Title: | Leadership Fellow – Sustainability |
| Department: | Trust Corporate Medical CSU |
| Responsible to: | Dr Matt Powell, Clinical Lead for Sustainability  Consultant in Intensive Care Medicine and Anaesthesia |
| Accountable to: | Miss Elaine Robinson, Medical Director for Improvement  Dr Magnus Harrison, Chief Medical Officer |
| Duration: | 1 year out of programme opportunity/1 year secondment; There is no clinical component to this role. |
| Base: | St James’s Hospital, although some duties may be undertaken at Leeds General Infirmary. |
| Length of post: | 1 year |
| Contracted hours: | 37.5 - 40 hours per week, but this post could be offered on a less-than-full time basis. |

**Aims of the post:**

An opportunity exists for a Clinical Leadership Fellow (CLF) to develop their knowledge and

leadership skills by using a variety of approaches including Quality Improvement (QI) to lead successful change in a large trust with the goal of achieving ‘net zero’.

The CLF will develop themselves, personally and professionally, to become passionate future leaders and experts in quality improvement.

Some of the aims of the post are detailed below:

* Collaborate with key stakeholders, sharing best practice and reduce unwanted variation in patient treatment and care.
* To develop the professional skills and experience to become an effective clinical leader
* To analyse and improve the current delivery of patient cares and provide strategic direction to enhance patient experiences and outcomes.
* Through personal development and self-awareness, gain an understanding of the processes and drivers required for achieving sustainable change.

**Objectives**

* Lead project work in one of the Trust Value streams - Reduce, Re-use, Recycle.
* Complete training in Leeds Improvement Methodology and Carbon literacy
* Join the Lean2green Team:
  + Regular executive level meetings
  + Public Board meetings
  + Promote and support the Greener Care commitment.
  + Collaborate with Clinical Service Units sustainability teams
  + Trust conference events e.g. Waste Reduction Conference

The project will be based on the Trust’s commitment to ‘reduce our carbon footprint through greener care’. The fellow will lead on work to transform a patient care pathway towards more community-based care as part of our Neighbourhood Health Plan, aligning with the NHS ‘Fit for the Future: The 10 Year Health Plan for England’.

The Lean2green team have developed a ‘Greener Care Assessment Tool’ and supported examples of its use in outpatients, transition from secondary care to community care and surgical techniques.

The fellow will build on these examples and lead a pilot project to fully transform a care pathway from GP visit through referral, diagnosis, treatment and finally discharge. The care pathway will be a ‘greener’ alternative to current practice, and the financial and carbon savings will be used as evidence to upscale the methodology.

There is the potential to extend the scope of the project and facilitate collaboration at a multispecialty level.

**Background:**

Sustainability is of increasing importance within the NHS on a local and national scale. A new

NHS Sustainability board has been established, co-ordinating and supporting action across

the entire system, and the NHS Long Term Plan includes several commitments including

efforts to reduce single use plastics, minimise waste and water use and tackle climate change.

On a local level, Leeds Teaching Hospitals Trust has committed to reduce our carbon footprint

through greener care, bringing sustainability to the top of the agenda as one of the annual 7

commitments, giving staff clarity on the most important priorities for the year.

**Project information:**

The project supports the Trust’s goal to “reduce our carbon footprint through greener care.” The Future Leader will lead a pilot to redesign a patient care pathway towards more community-based care, aligned with the NHS Fit for the Future: The 10 Year Health Plan. Building on the Lean2green ‘Greener Care Assessment Tool’, used in areas such as secondary-to-community care transitions and surgical techniques, the project will transform a pathway from GP visit through referral, diagnosis, treatment, and discharge. The greener alternative will be evaluated for carbon and financial savings to support wider rollout.

Supported by the Medical Director for Partnerships and Integration, Clinical Sustainability Leads, improvement specialists and Sustainability teams, the project will run in phases:

* Q1 – identify pathway, engage stakeholders, redesign using Leeds Improvement Methodology;
* Q2 – pilot and carbon assessment;
* Q3 – PDSA cycles and reassessment;
* Q4 – reporting and scaling plans.

The CLF will undertake their project whilst learning and implementing improvement

methodology, using data to drive change and trialling small changes which can be scaled up

to lead to sustainable change. They will utilise Leeds Improvement Method concepts,

Improvement Tools, the philosophy of “those doing the work are best to make the change”,

and compassionate leadership to create a culture for continuous quality improvement. They

will also co-lead Improvement workshops such as Kaizen events.

They will attend weekly Lean2Green meetings and have opportunity to present at Senior

Leader and Board level meetings. They will be given specific training in Leeds Improvement

Method and Carbon Literacy.

The Future Leader’s time will be flexibly split between leadership development, project delivery, and personal development (e.g. PGCert).

**Leadership development:**

There will be a strong focus on developing leadership skills throughout the post in alignment with the nine domains identified by the Healthcare Leadership model. This post will shape the fellow to become a clinical leader and champion for change.

As a member of the corporate medical directorate there is scope to work with senior clinical and non-clinical leaders gaining insight into individual leadership journeys, governance, just culture, equality, diversity and inclusion. Also, the opportunity to gain understanding of the structure and leadership of a large teaching hospital by attending meetings of the medical directorate, board, governance, risk management, quality assurance and operations.

The LTHT cohort of fellows form a unique team as aspiring leaders and critical friends, where they can, in a safe space, learn to lead together across their professional backgrounds. The team environment facilitates peer learning opportunities and the development of high-level leadership skills. LTHT CLFs are encouraged to be curious, fail fast and be their authentic self. They are encouraged to write a leadership journal of reflections and insights into personal growth gained from mentoring, supervision and coaching which is provided by senior leaders, project supervisors, improvement specialists, the corporate medical general manager, and the medical director for improvement. Some executive leaders also provide career coaching.

LTHT fellows can also benefit from: undertaking the Leeds Improvement Method (LIM) course [Foundation and Intermediate] enabling the fellow to provide improvement training and coaching to others; contribute to improvement events and gain understanding into deep rooted problems and how improvement work is scaled up across a large organisation. Additionally, within this improvement domain they can: work with an award-winning quality partner volunteer programme which uses the patient voice to support improvement and tackle health inequalities; attend the LTHT AQUIRE (Audit, QUality, Innovation, Research and Education) conference which promotes collaboration between domains; participate in patient safety incident investigations and observe how improvement is generated and implemented from them, along with gaining experience in quality, risk and governance.

Role modelling and support from CLF alumni and the LTHT ‘chief’ registrars is an additional feature of the LTHT fellowship programme, and as a team of fellows they will have the opportunity to plan and host the Resident Doctor Awards - a celebration of excellence within our resident doctors, and to support corporate events such as World Patient Safety Day. In all aspects of the year, they will learn to work within the Leeds Way Values to become an inclusive, compassionate leader and role model for future CLFs and colleagues.

**Background to LTHT Fellows:**

Leeds Teaching Hospitals Trust has a record of hosting Leadership fellows since 2015 (over 40 in total), and is an exemplar trust for promoting the role to medical, nursing and allied healthcare professionals. They are supported in forming a unique team as aspiring leaders and critical friends, where they can, in a safe space learn to lead together across their professional backgrounds. Many LTHT CLFs have gone on to senior leadership roles with notable successes in patient safety and quality of care including:

* securing funding for 12 new consultant posts in Emergency General Surgery
* cultivating pre-operative optimisation pathways and reducing health inequalities across Leeds
* developing the HSJ award winning patient quality programme at LTHT
* a previous cohort of CLFs fronting a discussion with Dame Linda Pollard and Executives on building a collaborative and inclusive future in leadership for non-medical leaders

Quotes from our recent survey of CLF alumni at LTHT include:

*“The opportunity to connect with senior leaders beyond a "surface level" has been incredibly valuable. I've learned what truly matters to them, what has shaped their success in leadership, and gained their unique and honest reflections on current challenges in health leadership”.*

*“It has been the best thing I could have done for my career and I will always be grateful for this opportunity and those that have helped along the way.”*

*“This is without a doubt the best thing I have ever done NHS career wise, an amazing opportunity. It has allowed me to develop personally and professionally.”*

*“I knew I enjoyed leadership before it, but the fellowship really showed me how much influence we can all have as leaders, and how important it is to enable leadership in all clinical colleagues.”*

Leadership fellows work in a supportive environment and benefit from peer support alongside senior mentorship from the medical and nursing directorate. Fellows are encouraged to get involved in other projects across the trust to gain a wider leadership experience and develop skills such as use of improvement methodologies, developing trust-wide events, plan and chairing of effective meetings and observe the running of a hospital trust board.

**The Leeds Way values**

The post holder will work with colleagues to ensure the delivery of high-quality patient care by exemplifying and helping to embed the Leeds Way values throughout the Trust.

Our values are part of what make us different from other trusts, so we see this as a strength, as well as a responsibility. They have been developed by our staff and set out what they see as important to how we work. Our five values are:

* Patient-centred
* Collaborative
* Fair
* Accountable
* Empowered

All our actions and endeavours will be guided and evaluated through these values.

**CONDITIONS OF SERVICE**

This post is covered by the Hospital Medical and Dental Staff (England and Wales) Terms and Conditions of Service or Agenda for Change.

The post holder is required to be fully registered with the appropriate professional body.

Standards of Conduct and Behaviour

You are required to work to the standards set out by the appropriate professional body.

Your general conduct at work should comply with the standards set out in the Trust’s document on Appraisal, in particular the section on Core Behaviours.

Leave Arrangements

All leave should be applied for in accordance with the Trust’s Leave Policy, normally giving six weeks’ notice of any leave, other than in exceptional circumstances.

Training

During the course of your employment, you agree to undergo whatever training the Trust deems necessary. This may include, but is not limited to, induction training, professional development and safe working practices. Funding of such training will be in accordance with the Trust’s Staff Development Policy.

Health & Safety

The Trust has a responsibility to provide a safe working environment for all staff. As an employee/supervisor/manager you are responsible for your own safety and that of others. This will require you to comply with the Trust arrangements for Health & Safety and Risk Management. As a supervisor/manager, you will be responsible for ensuring your teamwork in a safe manner and are competent to do so.

Equality & Diversity

The post holder must comply with all policies and procedures designed to ensure equality of employment and that services are delivered in ways that meet the individual needs of patients and their families. No person whether they are staff, patient or visitor should receive less favourable treatment because of their gender, ethnic origin, age, disability, sexual orientation, religion etc.

The Trust's Equality and Diversity Policy ensures that barriers to employment for disadvantaged groups are identified and removed, and that no person is treated less favourably on the grounds of their race, ethnic group, religion, impairment, age, gender, sexual orientation or mental health status. Reasonable adjustments will be made for disabled applicants and post holders where required.

Smoking Policy

The Leeds Teaching Hospitals NHS Trust recognises the serious hazards to health caused by smoking and has adopted a strict no smoking policy. Under the terms of our No Smoking Policy, staff, visitors and patients will not be permitted to smoke at any time or in any part of Trust property, whether inside or outside the hospital buildings.

Rehabilitation of Offenders Act & DBS Disclosure

This position involves access to patients during the normal course of duties and is therefore subject to the Rehabilitation of Offenders Act (Exceptions Order) 1975. As such you must reveal any information which you may have concerning convictions which would otherwise be considered as ‘spent’.

An offer of appointment to this post would be subject to the express condition that the Leeds Teaching Hospitals Trust receives a satisfactory Disclosure and Barring Service (DBS, formerly CRB) Disclosure which will check the existence and the content of any criminal record received.

The Trust has the right to withdraw an offer or employment if not satisfied of a candidate's suitability for this position by reason of criminal record or antecedents, especially in cases where no declaration of criminal proceedings has been made on a candidate’s application form or DBS Form. The Trust reserves the right to determine this issue at its sole discretion. If you are successful in being short listed for this position you will be asked to complete a criminal disclosure form to be handed to a representative at interview. Furthermore, if appointed to this post you will be asked to complete a 'DBS Disclosure Application Form' which will be submitted to the DBS.

Leeds Teaching Hospitals NHS Trust has a Policy Statement on the Recruitment of Ex-offenders which is available on request.

Infection Control

The post holder must comply at all times with the Leeds Teaching Hospitals NHS Trust Infection Control policies, in particular by practicing Universal Infection Control Precautions. Hand hygiene must be performed before and after contact with patients and their environment.

Patient and Public Involvement

The Trust has a statutory duty to involve patients and public in evaluating and planning services. All staff have a responsibility to listen to the views of patients and to contribute to service improvements based on patient feedback.

Respect for Patient Confidentiality

The post holder should respect patient confidentiality at all times and not divulge patient information unless sanctioned by the requirements of the role.