



Leeds Teaching Hospitals NHS Trust

Clinical Leadership Fellow

Job Description

Job Title:	Leadership Fellow- Frailty Improvement Strategy
Department:	Trust Corporate Medical CSU
Responsible to:	Dr Sean Ninan, Consultant Geriatrician and Clinical Lead for Dementia and Delirium
Accountable to:	Miss Elaine Robinson, Medical Director for Improvement Mr Stuart Haines, General Manager Corporate Medical Directorate
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 on frailty improvement strategy at LTHT.

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:

The fellow will help deliver a trust-wide frailty improvement strategy with measurable outcomes.

Specific projects include:

- All patients ≥ 65 will be assessed using the Clinical Frailty Scale and 4AT delirium test, triggering actions such as delirium care plans, deconditioning prevention, RESPECT conversations and person-centred care.
- Patients with CFS 1–6 will be supported to mobilise via a novel, intuitive scoring system and care plan.
- A “realistic medicine” campaign for severe frailty will promote shared decision-making and reduce unwanted or low-benefit interventions.

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

Background:

Grounded in NICE, GIRFT and BGS best practice, the work aligns with the forthcoming Modern Service Framework for frailty and dementia.

Project information:

The fellow will lead change across specialties and sites at LTHT, join local and national frailty steering groups, and contribute to the award-shortlisted Leeds Frailty Education Programme with international reach.

This post offers the chance to lead high-impact change in frailty care across Leeds Teaching Hospitals NHS Trust, and pioneer class leading frailty care to showcase to the rest of the NHS, just in time for the Modern Service Framework for frailty due in the NHS 10 year plan.

The fellow will help deliver a trust-wide strategy ensuring every patient aged 65+ is assessed using the Clinical Frailty Scale and 4AT delirium test, triggering actions such as delirium care plans, prevention of deconditioning, RESPECT conversations, and person-centred care. They will embed an innovative mobility scoring system for those with CFS 1–6 and drive a “realistic medicine” campaign to support shared decision-making and reduce low-benefit interventions for severe frailty.

Working across three sites and multiple specialties, the fellow will join LTHT and city-wide frailty steering groups, contribute to national projects, and support the award-shortlisted Leeds Frailty Education Programme. Supervision will be provided by senior clinical leaders with a proven record of delivery, ensuring mentorship, regular feedback, and opportunities to design and lead original projects.

They will be mentored by the LTHT frailty improvement lead, and work closely with senior clinical leaders, with scope to design and deliver their own projects, building leadership, education and quality improvement expertise with demonstrable system-wide impact.

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.