**Leeds Teaching Hospitals NHS Trust**

**Clinical Leadership Fellow**

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| Job Title: | Leadership Fellow - Safety and Quality in Maternity Services  |
| Department: | Trust Corporate Medical CSU |
| Responsible to: | Mrs Susan Gibson: Lead Director of Midwifery  |
| Accountable to: | Dr Alison Cracknell: Associate Medical Director for Quality ImprovementDr Phil Wood: 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 or job share. |

**Job Description**

**Aims of the post:**

The aim of this project is to bring together resources available within LTHT to provide improvements to maternity services as an on-going response to the Ockenden Report (March 2022).

**Objectives (SMART)**

* Utilise different data sets, such as the NHS Resolution claims scorecard and local incident data, to identify and develop an initiative relating to the safer maternity care agenda in alignment with the National Maternity Transformation Programme
* Use Quality Improvement Methodology to facilitate and demonstrate improvement in local patient safety priorities e.g. Post-partum Haemorrhage
* Use qualitative and quantitative assessment methods to assess the impact of improvement initiatives
* Inspire shared purpose among staff when proposing and implementing change
* Use the regional networks, such as the LMS to share these changes and create a stronger patient safety culture across the network
* Present your findings and publish an academic paper related to your improvement.

**Background:**

Better Births (2016), the national maternity review, sets a clear vision for maternity transformation across England. This vision is for a safer, professional, more personalised, kinder and family friendly maternity service; where women can access information to make informed decisions about their care based on their own health, psychological needs and social circumstances. To deliver this vision Better Births called for staff to be appropriately supported, organisations to be well led, and for effective team working within an innovative and continuously learning environment. Further to this, the ambition to halve the number of stillbirths, neonatal and maternal deaths and brain injuries has been brought forward to 2025.

The Long Term Plan for the NHS (2019) reinforces and develops the ambitions of Better Births. Supported by the NHS People Plan we need to grow our workforce, train our people, and work together differently to deliver patient care for the future, particularly learning from the COVID 19 pandemic. Maternity services are currently experiencing an unprecedented period of sustained national, regional and internal scrutiny post the publication of the Independent Review of Maternity Services at the Shrewsbury and Telford Hospital NHS Trust (Ockenden, March 2022).

The publication of the revised perinatal surveillance model (2020) also recommended a new approach to the external review and oversight of quality and safety in acute provider maternity units with a quality surveillance role for the Local Maternity Service. Integrated Care System NHS bodies will also have statutory duties to act with a view to securing continuous improvement in quality. They will have arrangements for ensuring the fundamental standards of quality are delivered, including to manage quality and safety risks and to address inequalities and variation; and to promote continual improvement in the quality of services, in a way that makes a real difference to the people using them (Integrated Care Systems: design framework, 2021).

‘The maternity clinical dashboard is a tool to monitor the implementation of principles of clinical governance on the ground’ RCOG (2014). It is used to benchmark activity and monitor performance against the standards agreed locally for the maternity unit on a monthly basis, enabling early identification of deviation from agreed goals and initiating a timely and appropriate action to be taken to improve clinical care. Robust processes for collecting, evaluation and analysis of safety and quality measures in maternity services must be well developed and quality assured with clear understanding of outcome data, benchmarking against peers, evaluation and analysis identifying areas for improvement. Local maternity clinical dashboards collect significant data with an increased focus on developing data to understand deprivation and health inequalities.

Specific clinical outcome parameters i.e. major obstetric haemorrhage, blood transfusion, admission to intensive care unit, failed instrumental rate and third / fourth degree perineal tears are monitored to understand the scale of the clinical problem, the adequacy of current management processes and help to plan for resources, training and review of guidelines. By using quality improvement methodology, sustained and embedded improvements to outcomes can be achieved through clear supportive leadership, engagement with key stakeholders including service users and dissemination of improvement on a local and wider platform.

Better Births (2016) recommended a nationally agreed set of indicators should be developed to help local maternity systems track, benchmark and improve the quality of maternity services. NHS England and NHS Improvement, in partnership with NHS Digital, have produced a national maternity services dashboard (2021). The national dashboard enables clinical teams to compare their performance with peers on a series of Clinical Quality improvement metric (CQIMS) and National Maternity Indicators (NMI’s) for the purpose of identifying areas that may require local clinical quality improvement.

The CQIM’s are sourced from the maternity services dataset (MSD)) and are published monthly. NMI’s are published annually and drawn from external data sources i.e. National Maternity & Perinatal Audit, MBRRACE-UK, CQC Maternity Survey, NHS Staff survey and the GMC survey. These indicators have been selected to provide a holistic picture of the performance of maternity services and cover five different domains including mortality, morbidity, choice and continuity of carer, clinical care and health promotion, organisational culture and user experience.

**Project information:**

Aligned to the National Maternity Transformation programme, the Clinical Leadership Fellow will be involved in identifying, continuing and developing initiatives relating to the safer maternity care agenda.  This Fellow would be involved in existing quality improvement work around local patient safety priorities, for example post-partum haemorrhage, and will also contribute to identifying and developing new quality improvement projects.   This will support the on-going assurance of safety and quality of maternity services at Leeds Teaching Hospital Trust, and in sustaining improvements in patient safety and culture within the service.

The fellow will be a key part of the services on-going response to the Independent Review of Maternity Services at the Shrewsbury and Telford Hospital NHS Trust (Ockenden, March 2022). The ‘Ockenden Report’ asks Trusts to respond to 15 actions, and the fellow will work within the service on various projects related to these 15 actions, with a focus on learning and improving.  The fellow will be working on innovative solutions to improving patient safety, enhancing the patient experience, tackling health inequalities and nurturing a positive and supportive patient safety culture for patients and staff.

This post enables close liaison and collaboration with the quality and safety team, senior management team, the corporate quality improvement team, Leeds Clinical Commissioning Group, the West Yorkshire & Harrogate Local Maternity System, the Clinical Network and a variety of stakeholders as part of the Integrated Care Board.

Areas for fellow involvement include:

* Working with the senior maternity team to identify opportunities to further develop the medical and midwifery engagement in maternity transformation, quality and safety.
* Work with service users to identify opportunities to enhance engagement with and empowerment of women to ensure that service user feedback is embedded in practice and transformation.
* Development of compassionate leadership skills to enhance staff engagement with quality improvement.
* Identifying and sharing best practice across the Trust and wider networks to improve outcomes for women and their babies
* Provision of specialist research/clinical input and knowledge into other areas deemed appropriate by the senior maternity team.
* Successfully lead and manage projects, apply recognised tools for improvement and measure the progress and outcomes of improvement work using objective methods.

**Leadership development:**

This post offers flexibility in accommodating the interests and skills of the CLF. They will be supported to develop and implement their own projects that improve quality, leadership, education and safety within the maternity service. They will lead an area of improvement, oversee a steering group in this area, lead the engagement of clinical teams, work collaboratively with service users and ensure long term sustainability of improvements made.

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. As a team of fellows, there will be the opportunity to plan and host the Junior Doctor Awards, a celebration of the excellence within our junior doctors and support corporate events such as AHP day and World Patient safety day. The team environment will facilitate peer learning opportunities and the development of individual and group leadership skills to a high level.

Further opportunities of the post include:

* As a member of the Corporate Directorate there is scope to work with senior clinical and non-clinical leaders gaining insight into individual leadership journeys, governance, management structure and function, just culture and equality, diversity and inclusion.
* Benefit from the peer-support of FLP alumni within LTHT, the Chief Registrar and the Junior Doctor Body.
* Produce a report of the year’s activities and development, including reflections and insights into personal growth gained from mentoring, supervision and coaching.
* Be supported in setting and achieving goals by regular supervisory meetings.
* Complete the Future Leaders Programme curriculum.
* Undertake a fully funded academic component, such as a Postgraduate Certificate or leadership qualification.
* Ensure the delivery of high-quality patient care by exemplifying and helping to embed the Leeds Way values throughout the Trust

**Background to LTHT Fellows:**

Leeds Teaching Hospitals Trust has a record of hosting Leadership fellows since 2015 (over 35 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
* the last 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:

*“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.