**Leeds Teaching Hospitals NHS Trust**

**Clinical Leadership Fellow**

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| Job Title: | Leadership Fellow - Delivering surgical recovery & reducing unplanned admissions |
| Department: | Trust Corporate Medical CSU |
| Responsible to: | Sophie Blow, Clinical Operational Lead for Perioperative Optimisation |
| Accountable to: | Dr Alison Cracknell: Associate Medical Director for Quality Improvement  Dr 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:**

An opportunity exists for a Clinical Leadership Fellow (CLF) to develop their knowledge and skills of working as part of an integrated healthcare team with members of Leeds Teaching Hospitals, the Integrated Care Board, Leeds Community Hospitals and third sector colleagues.

The goal for the year, to use Quality Improvement (QI) methodology to lead successful change in a large healthcare organisation in order to prevent increases in unplanned admissions as a result of deconditioning due to extended waits for planned care. This supports the Trust’s plan to the best for integrated care.

The CLF will develop themselves, personally and professionally, to become passionate future healthcare leaders.

**Objectives (SMART):**

* To become a Leader for change and QI in order to improve patient experience of planned care.
* Support the Integrated Care Board (ICB) Planned Care board to include improvement science in all its projects to improve integrated working across the healthcare systems in Leeds for patients on planned care pathways.
* Engage with innovators and senior leaders in the ICB for Planned Care to understand barriers and to support development and implementation of solutions e.g. sharing data analysis across healthcare partners, and supporting better communication across the integrated care system e.g. understand if/how the new patient hub at LTHT can be a resource for primary care colleagues to understand patients waiting for planned care.
* Learn the art and science of Quality Improvement methodology and use this to engage with surgical teams reviewing acute attendances as a result of extended waiting times for planned care.

**Background:**

During the COVID recovery phase, large healthcare organisations are facing huge operational challenges coping with increased demand and delayed presentations, alongside managing significant backlogs and waiting lists. This is compounded by reduced capacity as direct and indirect consequences of COVID. A significant challenge in planned care is ensuring extended waiting times and access to planned care does not result in increased unplanned admissions. How this can be resolved, in a manner of equity and equality, in a safe and effective manner is key to reducing backlogs through the prevention of unplanned admissions (from deterioration and/or deconditioning) and loss of available beds as a direct result.

**Project information:**

The CLF will be immersed in the many factors driving patient flow at organisational level and across the Integrated Care System (ICS) and will work to understand barriers and develop solutions to deliver effective, safe patient care. This supports the Trust’s plan to be the best for integrated care and the Health and Care Act 2022 to restore elective services inclusively. They will work collaboratively with LTHT, ICB, community partners and 3rd sector colleagues to help provide joined up care for our patients and improve communication eg can the new Patient Hub at LTHT be a resource for primary care colleagues to understand patients waiting for planned care.

The CLF will be working on the Trusts strategic operational plan for planned care focusing specifically on reducing unplanned admissions as a result of extended waiting times enabling systems thinking.

The CLF can support the development of Shape Up 4 Surgery, be part of the Trusts Planned Care Board and contribute to the development of pathways to support patients to ‘wait well’.

There is an opportunity for the CLF to support work at ICB level looking at the health inequalities prevalent in the local communities that impact the outcomes of planned surgical care.

The CLF will use leadership skills to engage teams across the Trust and external partners within the ICS to develop and test interventions, and measure impact on acute attendances and elective surgical waiting times and patient outcomes.

The CLF will be able to have the opportunity develop their knowledge and skills in QI methodology to provide QI training and coaching to other members of staff.

There is also an opportunity for the CLF to work directly with patient partners and see first-hand the benefits this brings to improving patient flow.

**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 support the delivery of the surgical recovery plan, with a focus on reducing unplanned admissions. 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.