**Leeds Teaching Hospitals NHS Trust**

**Clinical Leadership Fellow**

**Job Description**

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| Job Title: | Leadership Fellow-Design & Implement Team Training Package |
| Department: | Trust Corporate Medical CSU |
| Responsible to: | Mr Sunjay Jain: Consultant Urologist |
| Accountable to: | Dr Alison Cracknell: Associate Medical Director  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. |

**Aims of the post**

The aim of this project is to bring together the resources available in LTHT to design an effective team training package with benefits to patient care and staff wellbeing.

**Objectives (SMART)**

1. Design a training programme on team training that is applicable to teams in a variety of areas.
2. A key objective would be to ensure the training impacts both team effectiveness and also staff wellbeing
3. By 12 months successfully deliver at least one of these sessions
4. Develop skills in organising training in various formats and leading a programme of change.
5. Use quantitative and qualitative assessment methods to assess the impact of the training
6. Present the findings and also write and publish an academic paper.

**The potential project(s) the fellow will be working on:**

Background

Teamwork is the key to effective performance in healthcare and well performing teams lead to improved patient outcomes and less adverse events [1]. The importance of training in teamwork is recognised by the NMC (as one of its seven platforms for proficiency) and also by the GMC. The Long-term NHS Plan from 2019 has as one of its key aims: We will do more to develop and embed cultures of compassion, inclusion, and collaboration across the NHS. Improving workplace culture and teamwork is also central to the NHS people plan for 2020/2021. The COVID-19 pandemic has further highlighted the importance of good team working in improving outcomes and producing significant benefits for staff wellbeing.

Previous work within LTHT has demonstrated the value of teamwork training [2]. There is evidence of a desire for this kind of training by all staff groups.

This post is focussed around developing and delivering training in teamwork to staff at LTHT. There are excellent resources within the trust and individuals with the skills to deliver elements of this training to a high standard but currently they tend to work within their own areas / departments. The successful applicant would lead on developing a trust-wide training package suitable for all members of staff. This will offer numerous opportunities for personal and leadership development.

**Plan for Project**

Building on the work done so far, the plan is for the successful applicant to develop the teamwork training. Specific elements will include:

- Develop a half day training package that can deliver effective teamwork training. This will involve a multimodal approach including simulation, group discussion and focussed presentation(s). There may be an element of preparatory work for those attending

- Assess the effectiveness of the training using both quantitative and qualitative methods

- Create a clear manual for session delivery, which can be used by a team leader to independently deliver a training package for their team

- Oversee and assess delivery of a session to demonstrate that the manual works

Once the project is complete, it is envisaged that individual areas and departments will hold their own training sessions, ideally twice a year and that this training will become embedded in the culture of the CSU.

1.Neily J et al, Association between implementation of a medical team training program and surgical mortality, JAMA (2010): 304: 1693-1700

2.Spence H et al. Training non-technical skills in ward rounds to improve team performance, J Surg Ed (2020) 77; 921-930

**Specific QI Post Duties and Description**

As well as providing leadership skills this project will also equip the fellow with multiple transferable skills that will benefit their future career including opportunities below.

* There will be weekly meetings with supervisor to assess progress. The supervisor has extensive experience in designing training courses which the fellow will benefit from
* The teaching sessions will involve close working with the medical education department at LTHT. The fellow will learn how to design and undertake simulated scenarios to aid training. They will also gain skills in debriefing from skilled educators, with opportunities for formal debriefing training also.
* Teamwork is one of several non-technical skills that are essential for clinical practice and the fellow would be able to develop these. Attendance at a non-technical skills course would be encouraged.
* Provide regular updates on the progress of the projects undertaken to senior leaders
* Successfully lead, manage and measure the progress and outcomes of work.

**Background to LTHT Fellows:**

Leeds Teaching Hospitals Trust has a record of hosting Leadership fellows since 2015, and is an exemplar trust for promoting the role to both medical and allied healthcare professionals, supporting them to form a unique group as aspiring leaders and critical friends, where they can in a safe space learn to lead together across their professional backgrounds. LTHT provides a strong supportive structure around the hosting of fellows and many going on to more senior leadership roles and making huge impacts on service delivery. Previous successes include progression into the position of Chief Registrar for the trust, securing funding for 12 new consultant posts in one department, making huge cost savings by improving pre-operative optimisation pathways and reducing health inequalities across Leeds.

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.

**General Duties and Description:**

In addition to the above description, Leadership Fellows in LTHT have a degree of flexibility in working on projects aligned with their personal interests and skills.

* Work in a well-supported team of Leadership Fellows and benefit from peer learning opportunities to develop individual and group leadership skills to a high level
* As a team you will plan and host the Junior Doctor Awards, a celebration of the excellence within our junior doctors and support corporate events such as World Patient safety day.
* As a member of the Corporate Medical Directorate opportunities include working with senior clinical and non-clinical leaders, to understand how the managerial structure in a large Teaching Hospital Trust and benefit from the peer-support of past and present Leadership Fellows, the Chief Registrar and the Junior Doctor Body.
* Meet weekly with a named Educational Supervisor, and monthly with a named Leadership Supervisor to set and review progress towards personal goals.
* Produce a report of the year’s activities, outcomes and development. This may include reflections on responses in assessment tools, such as 360 feedback, and insights into personal development, gained from mentoring, supervision and coaching.
* Optional participation in the Lean for Leaders programme.
* Organise and participate fully in peer learning within LTHT, with local and regional Leadership Fellows and with Improvement Academy Fellows
* Formally relate activity to the NHS Leadership Academy Healthcare Leadership Model and the published standards of the Faculty of Medical Leadership and Management (FMLM)
* Complete the Future Leaders Programme curriculum.
* The Fellow will also be expected to undertake a fully funded academic component, such as a Postgraduate Certificate with a leadership or medical education component.

**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.

**LEEDS TEACHING HOSPITALS NHS TRUST**

**PERSON SPECIFICATION**

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| **Entry Criteria – Specialty Trainees, and Specialty and Associate Specialist (SAS) Doctors** | |
| **Essential Criteria (at post start date)** | **When evaluated** |
| Medical Specialty Trainee: ST3+ or GPST2+  Dental Specialty Trainee: StR  Public Health Registrars: ST3+  Specialty and Associate Specialist (SAS) Doctors  Full GMC, GDC or UKPHR registration as applicable and current licence  Have a satisfactory ARCP outcome  Have Head of School approval for a year Out of Programme  Must not have existing experience in a senior / significant leadership role | Application Form /  By the post start date |

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| **Entry Criteria – Other healthcare professionals\*** | |
| **Essential Criteria** | **When evaluated** |
| AfC Band 6 (or higher) NHS Healthcare Professional including: Nurses, Pharmacists, Biomedical Scientists / Healthcare Scientists, and Allied Health Professionals.  Full registration and good standing with appropriate professional body  Have agreement from their current employer to undertake a secondment  Must not have experience in a senior / significant leadership role | Application Form /  By the post start date |

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| **Selection Criteria** | | |
| **Essential Criteria** | **Desirable Criteria** | **When evaluated** |
| **Knowledge and achievements** | | |
| Knowledge of audit tools and research methodologies.  Demonstration of leadership development within your area.  Evidence of leadership self-awareness. | Knowledge of leadership competencies.  Understanding leadership and local NHS structure. | Application form / Interview |
| **Skills and abilities** | | |
| All applicants to have demonstrable skills in written and spoken English adequate to enable effective communication with patients and colleagues.    Excellent communication skills, able to establish and maintain credibility with colleagues and persuade and influence where necessary.  Good organisational skills, able to demonstrate flexibility, maintain a strategic perspective, analyse complex issues and identify potential solutions. |  | Application form / Interview |
| **Research** | | |
| Evidence of active participation in audit, research or QI project. | Involvement in an audit, research or improvement project delivery with visible results  Peer reviewed presentations and publications | Application form / Interview |
| **Teaching** | | |
| Experience of teaching in the workplace and or training environment. | Successful completion of educational programmes in quality, safety, simulation or leadership | Application form / Interview |
| **Personal Attributes** | | |
| Exhibits the positive values in their behaviour; of being patient centred, fair, collaborative, accountable and empowering people (which are aligned to the Leeds Way).  Cultural awareness with sound understanding of and positive approach to diversity.  Professional Integrity.  Demonstrates probity (displays honesty, integrity, aware of ethical dilemmas, respects confidentiality).  Capacity to take responsibility for own actions.  Demonstration of commitment to leadership as part of a future career. |  | Application form / Interview / References |