

Leadership Fellow – Yorkshire & Humber Improvement Academy

Job Description

Out of Programme Experience (OOPE)/Secondment

Job Title:	Leadership Fellow – Yorkshire & Humber Improvement Academy
Responsible to:	Michael McCooe – Clinical Director, Improvement Academy
Accountable to:	John Wright – Director, Bradford Institute for Health Research
Duration:	12 months Fixed Term Opportunity. There is no clinical component to this role however the successful applicant may arrange weekend work should they wish to.
Job Band	Doctors – Existing Pay Grade (no out of hours banding) Other health professionals – Existing Pay Grade.
Base:	Improvement Academy, Bradford Institute for Health Research Bradford Teaching Hospitals NHS Foundation Trust
Contracted hours:	37.5 hours per week

The Yorkshire and Humber Improvement Academy is offering unique fellowships in clinical leadership with a strong emphasis on patient safety and quality improvement. We are seeking a number of exceptional fellows from different professional backgrounds to undertake this year-long attachment and to develop the skills and knowledge that will help them become the clinical leaders of the future. These fellowship roles are part of Health Education Yorkshire and the Humber's Future Leaders Programme.

Improvement Academy Leadership programme

The Leadership programme will offer one year OOPes or secondment to specialist trainees or Allied Health Professionals and qualified nurses/midwives respectively.

Criteria for specialist trainees

Applicants must have attained a successful ARCP at CT2/ST3 or GPST2+ level prior to taking up appointment to one of these posts, which are expected to start in August 2020. Please see person specification for full entry criteria.

Criteria for other healthcare professionals

Applicants will be NHS Healthcare Professionals, with full registration and in good standing with the appropriate professional body, working at AfC Band 6 or above. Please see person specification for full entry criteria.

The programme aims and objectives are:

1. To develop leadership skills, evidenced through competencies in nine leadership domains as described by the Healthcare Leadership Model
2. To adopt leadership roles in regional improvement programmes
3. To build a strong theoretical foundation in subjects such as human factors, error theory, quality improvement and behaviour change theory
4. To develop an in-depth understanding of the healthcare economy in Yorkshire and Humber
5. To apply novel clinical insights into Connected Bradford health data sets
6. Support the NIHR Yorkshire & Humber Applied Research Collaboration themes (Urgent & Emergency care, Healthy childhood, Older people and frailty, Mental health and physical multi-morbidity) to demonstrate impact on clinical practice
7. To develop key networks, regionally and nationally
8. To shadow and learn from successful senior clinicians and leaders
9. To gain the confidence and knowledge to become a successful healthcare leader

Setting

The Improvement Academy, based at Bradford Teaching Hospitals NHS Foundation Trust, is a leading national centre in patient safety and quality improvement. Working closely with the

Patient Safety Translational Research Centre, the Yorkshire and Humber ARC and NHS Trusts across the region, the team has developed international-caliber training, research and improvement programmes to improve safety and quality of healthcare.

The Yorkshire and Humber Improvement Academy will be offering an exciting range of project opportunities to Leadership Fellows in 2019-20. All of our projects have regional (or national) relevance and impact as well as continual patient focus. Fellows will be supported to provide clinical leadership for all Improvement Academy projects and are encouraged to identify novel work streams for which they can receive support.

Project opportunities in 2020-21 will include:

1. **Achieving Reliable Care for Safety** (regional): partnering with Trusts across the region on understanding and improving patient flow, by developing and implementing changes to reduce avoidable delays in delivering inpatient care and learning from early adopter sites in Yorkshire and Humber.
2. **NIHR Yorkshire and Humber Applied Research Collaboration (ARC)**: working with and learning from inspirational health services academics to drive implementation of evidence-based practices into front-line care. The ARC is supported by all hospitals and universities in the region and offers an excellent opportunity to build leadership and networking skills.
3. **Patient Safety Collaborative** (regional linked to national PSC programme in England): working alongside programme managers and senior clinicians on PSC programmes such as management of the deteriorating patient, maternal/neonatal health and culture in the NHS.
4. **Caring for Care-givers** (regional and national): building on the NHS People Plan through the co-ordination of a regional/national project that supports clinicians involved in error. This work is undertaken in collaboration with the Yorkshire Quality and Safety Research group and national agencies.
5. **Patient experience coaches' network** (regional): using evidence-based tools and coaching skills to deliver improvements in patient experience across Yorkshire and Humber.
6. **Digital Innovation** (regional): leading aspects of the regional collaboration on health datasets to create a digital platform which will harness the potential of big data to influence how we deliver care for our population.
7. **Learning from Deaths** (regional): leading the regional Mortality Review Programme across 13 acute trusts and 5 mental health trusts, driving improvement in emergent patient safety themes.
8. **Quality Improvement (QI) Training** (regional and national): developing QI expertise under the tutelage of national experts with a view to adaptation and spread of established improvement training programmes.

Further details of the above programmes are available on the Improvement Academy website <http://www.improvementacademy.org/>.

Fellows will also get involved in *masterclasses* to expose them to leading edge thinking, *training* to ensure that healthcare workers in our region have access to improvement knowledge and skills and *roundtable discussions* where organisations can learn from each other's experience.

There is no compulsory clinical component to the fellowship but if the fellow wishes to maintain clinical skills an opportunity to undertake clinical work within their specialty can be negotiated with Bradford Teaching Hospitals Foundation Trust. The structure of this will be agreed on an individual/specialty basis.

Improvement Academy leadership training

Fellows will develop competencies in nine leadership domains as described by the Healthcare Leadership Model:

1. Inspiring shared purpose - valuing a service ethos, holding to principles and values under pressure
2. Leading with care - understanding the unique qualities and needs of a team, support emotional wellbeing
3. Evaluating information - measuring quality and safety of services, using information to generate new ideas and make effective plans for improvement or change, making evidence-based decisions
4. Connecting our service - understanding how health and social care services fit together
5. Sharing the vision - creating clear direction, inspiring confidence for the future
6. Engaging the team - fostering creative participation, stretching the team for excellence and innovation
7. Holding to account - setting clear expectations, managing and supporting performance
8. Developing capability - building capability to enable people to meet future challenges
9. Influencing for results - using interpersonal and organisational understanding to persuade and build collaboration

Workplace learning will form the core basis for the attachment. During induction fellows will meet with key Improvement Academy staff and Bradford Teaching Hospitals Trust executive board members. They will be expected to work on key Improvement Academy projects during the year but also have the opportunity to select additional project work of interest relevant to the post.

Formal professional development will take place through training courses and workshops, involving multidisciplinary teams collaborating across primary and secondary care, making use of improvement methodologies to achieve improvements in patient safety, quality and patient experience. A strong theoretical foundation will be provided to cover relevant subjects such as human factors, organisational factors, error theory, quality improvement and behavioural change theory. In addition, fellows are encouraged to undertake a PGCert in Healthcare Leadership, Medical Education or Patient Safety.

Academic and research experience will be gained from active involvement in the evaluation of applied patient safety programmes. Experience in promoting patient involvement will be gained through working with our patient networks and fellows will be encouraged to publish papers in leading peer-reviewed and professional publications.

Fellows will link with other fellows as part of a regional network developed and supported by Health Education Yorkshire and the Humber.

Supervision

Supervision will be undertaken by Dr Michael McCooe, Professor John Wright and Beverley Slater who will provide end of placement assessments and formative feedback based on the leadership domains. They will also undertake regular appraisal meetings, provide feedback and support the fellow in their workplace activities, offer mentoring and guidance.

Application

We are looking for exceptional specialist trainees at ST3/GPST2 and above, nurses/midwives and allied health professionals who have demonstrated an interest and commitment to patient safety and clinical leadership. We are seeking candidates with the drive and motivation to become the medical leaders of the future.