**Leeds Teaching Hospitals NHS Trust**

**Clinical Leadership Fellow**

**Job Description**

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| Job Title: | Leadership Fellow – Improvement of the Acute Surgical Service |
| Department: | Trust Corporate Medical CSU |
| Responsible to: | Miss Nasira Amtul: Consultant surgeon  Professor Giles Toogood: Professor of surgery |
| 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 University 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**

An opportunity has arisen for a Clinical Leadership Fellow (CLF) to work alongside our multidisciplinary acute surgical team on an exciting project looking at improving the delivery of acute surgical services within general surgery and urology and its application across the wider trust.

LTHT is the busiest general surgical unit in the UK and delivers the highest number of laparotomies (NELA, 2018/19).

Strong evidence exists that delaying surgery for unwell patients is detrimental both in terms of the patient’s outcome and the immediate and longer term costs to the NHS and society in general (RCS, 2014).

There is a positive move nationally towards delivering Same Day Emergency Care (SDEC) for patients who would otherwise be admitted to hospital. This project would build on improvement work already in place to create ambulatory emergency care services across general surgery. This would lead to a reduction in hospital admissions and improve the patient journey and experience.

The NHS Long Term Plan has goals to improve the number of acute patients seen and discharged on the same day from 20% currently, to 33%.

The Surgical Assessment Unit (SAU) is a vital part of acute care within the Trust with a high turnover of patients and year on year increasing workload. For this reason, it has been chosen as an area for improvement as part of the Leeds Improvement Method and has become one of the ‘Value Streams’ within the Trust.

There is increasing pressure on the workforce because of the impact of COVID-19 and new ways of team working must be embraced to create a culture of inclusivity (People Plan, 2020/21).

The aims of this post would be to improve patient flow across acute surgery and urology, optimise admission processes and create innovative surgical pathways including virtual monitoring, with the outputs of improving patient experience and reducing waste.

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

* Streamlining acute surgical and urological admissions

Currently patients are referred from several areas including the emergency department and primary care. Part of the CLF’s role would be to look in depth at the admissions into SAU and establish whether other services would be beneficial for those patients and the sustainability of setting these up.

* Improving patient flow

This would involve analysing in depth the current patient journey by process. This will involve liaising with the SAU ward staff, the medical staff, the advanced nurse practitioners and the theatre teams, as well as the other surgical wards. Ultimately the aim would be to improve waiting times and create a seamless journey for the patient to diagnosis and treatment, be that medical or surgical.

* Paperless and Electronic Systems

Moving towards a complete electronic system for all departments to partake and create a virtual ward so that patients can be managed in a safe yet remote manner by helping to upgrade the current technology and facilitate digitally enabled care.

* COVID-19 Recovery Planning

Following the COVID-19 pandemic, it is anticipated that patients will experience an increase in waiting times. This role will assist in creating pathways for the COVID-19 Recovery Plan within surgery. By offering definitive management at their index presentation, this will benefit the patients and significantly reduce costs for the Trust.

* Sustainable surgery

Working with the wider trust group to deliver sustainable surgical solutions as we work towards net zero targets using the acute surgical service as a trial area.

The CLF will undertake these changes through the Leeds Improvement method, learning the lean principles and understanding the work Leeds is undertaking with Virginia Mason. They will also learn Quality Improvement (QI) methodology, using plan-do-study-act (PDSA) cycles, statistical process control (SPC) charts and using data to drive change. The CLF will learn how to trial small changes and then scale these up to lead to significant and sustainable change. This will be supported by in house teaching and coaching.

**Specific QI Post Duties and Description**

The Leadership Fellow will also have opportunities to:

* Develop a comprehensive understanding of how quality improvement data and tools, such as PDSA cycles, statistical process and run charts, lead to successful and sustained change, alongside understanding value and waste reduction
* Support, coach and empower frontline teams to lead improvement.
* Successfully lead and manage projects, apply recognised tools for improvement and measure the progress and outcomes of improvement work using objective methods.
* Collaborate with other frontline and senior level staff delivering improvements within patient pathways across the trust.
* Become competent in the application of Leeds Improvement Method, the Trust’s approach to Quality Improvement and service redesign.
* Ensure that patient safety and experience is central to any improvement work, and can be demonstrated by the end of any project.
* Provide regular updates on the progress of projects undertaken to senior leaders

**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 |