**Leeds Teaching Hospitals NHS Trust**

**Clinical Leadership Fellow**

**Job Description**

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| Job Title: | Leadership Fellow - Developing Leeds Improvement Method  Leading sustained organisational quality improvement developing the Leeds Improvement Method, Quality Partners & QI network |
| Department: | Trust Corporate Medical CSU |
| Responsible to: | Dr Alison Cracknell – Associate Medical Director for Quality Improvement |
| Accountable to: | Dr Phil Wood, Chief Medical Officer |
| Duration: | 1 year out of programme opportunity/1 year secondment; There is no clinical component to this role however the successful applicant may arrange on-call work should they wish to |
| 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-fulltime basis or job share. |

**Aims of the post**

The successful fellow will become a leader of Quality Improvement across the LTHT; developing the skills and capability to teach, mentor, coach and lead continuous improvement at local and organisational level; alongside developing and embedding the Leeds Improvement Method Strategy. You will develop links with the senior executive team to align continuous improvement with Trust priorities and Leeds Way Values. You will use Improvement methodologies to develop yourself and train others to ensure continued delivery of high-quality patient-centred care across the Trust.

**Background to Leeds Improvement Method**

Leeds Improvement Method has evolved from earlier partnership work with the Virginia Mason Institute as well as quality improvement methodology. The Leeds Improvement Method focuses on improving quality, safety and experience for patients and staff, through the use of a variety of improvement tools, training methods and leadership strategies underpinned by respectful behaviours. The approach incorporates developing all our staff with the skills and capability to deliver meaningful changes in their services; delivering improvements, increasing value and reducing waste. The development of the Leeds Improvement method strategy from 2021 will align and embed our approaches to improvement and continue to develop LTHT as an organisation recognised for outstanding leadership in improvement.

**Quality Improvement at Leeds Teaching Hospitals:**

* LTHT Quality Improvement Strategy up to 2021 has recently been produced. The successful candidate will work with the Associate Medical Director to update this strategy, combining two methodologies of Leeds Improvement Method and Quality Improvement. The document will be discussed and finalised alongside the Trust Corporate Medical Directorate team.
* LTHT has a variety of Quality Improvement Collaboratives which focus on key areas for improvement such as reducing falls, pressure ulcers, sepsis. Each collaborative consists of a diverse team including ward staff, patients, and management who meet together to target the key area (e.g. falls). By implementing Quality Improvement methodology, the improvements are tracked and scaled up to new areas. The successful fellow will support these projects, leading change in a particular area and chairing meetings, from setup of early collaboratives, to scale up and sustainability of successful interventions across the Trust.
* Patient Partners are part of LTHT’s method of supporting patient involvement in the planning of their care. The Trust has recruited 8 members of the public as Patients Partners, to work with the Quality Improvement team to provide the patient perspective. The fellow will work with these Patient Partners to ensure they feel supported in their role. This will include recruitment and training of the Patient Partners in QI methodology, supporting them to attend meetings, supporting the ward staff to engage with the Patient Partners and embedding this patient involvement across the Trust.

**Objectives:**

* To work with the Associate Medical Director in QI and the Kaizen Promotion Office to develop and embed the LTHT Leeds Improvement Method Strategy.
* This will bring together and align Trust improvement methodologies to make QI and sustainable change accessible to all Trust employees.
* To develop sufficient knowledge and skills in Quality Improvement (QI) methodology to be able to provide QI training and coaching to others after approximately 6 months in post.
* To use acquired QI skills and knowledge to undertake a QI project in the Fellow’s chosen area and lead successful change in order to present this at conference or publish the results.
* To complete a Postgraduate Certificate fulfilling the Future Leaders Programme for academic study, incorporating a leadership module.
* There are widespread opportunities to contribute to the current QI collaboratives across a variety of areas within the Trust (including: sepsis, reducing blood stream infection, improving timely discharge, achieving reliable care for safety, timely administration of medication, reducing falls, reducing avoidable deterioration).

To support these collaboratives to sustain improvements and to make further positive changes through the COVID-19 pandemic and recovery period. Demonstrating these changes with support to present and publish the results.

* To develop early links with the Trust Corporate Medical Directorate team. This will provide opportunities to develop a network of leadership support and enable personal development through reflective observation.
* To engage with academic resources of the Future Leaders Programme and collaborate with other FLP fellows to meet personal learning needs and develop own leadership qualities.
* To develop the current QI training to incorporate Leeds Improvement Methodology.
* To expand the QI Network, to organise and facilitate 3 monthly network events. To build on this, supporting a diverse network in line with the NHS People Plan.
* To form close links with Patient Partners supporting patient involvement in all aspects of LTHT Quality Improvement projects. This is in-line with national priorities of patients being involved in the planning of their care, and LTHT is a leading organisation in involving patients in improvement work. There is scope to link with other organisations and involve communities across Leeds.

**Specific QI Post Duties and Description**

The Leadership Fellow will be expected 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, using small scale change methods via QI coaching.
* Successfully lead and manage projects, apply recognised tools for improvement and measure the progress and outcomes of improvement work using objective methods.
* Develop and support strategies for scaling-up these smaller improvements throughout the trust, for large scale impact.
* Collaborate with other frontline and senior level staff who are delivering improvement projects within the trust.
* Participate in, and chair, some of the faculties that oversee these improvement projects.
* 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 any projects undertaken.
* Develop professional relationships with key partners (e.g. Y&H Improvement Academy and Leeds Health and NHS Improvement).
* Formally relate activity to the NHS Leadership Academy’s Healthcare Leadership Model, and the published standards of the Faculty of Medical Leadership and Management (FMLM).

**Background to LTHT Fellows:**

LTHT has a strong reputation for delivering outstanding leadership having hosted over 30 Fellows. Previous achievements as a team have included the development of a junior doctor body/forum, and Fellows taking key roles in the West Yorkshire Association of Acute Trusts COVID-19 response. Leadership Fellows recently worked on nationally recognised patient safety projects and, through the Patient Partners initiative, have enabled patient involvement in all aspects of their care. LTHT Leadership Fellow alumni have developed their careers and progressed into senior roles, such as Chief Registrar, Clinical Service Management and project leads. LTHT fellows continue to contribute to patient safety work which has won National awards for reducing morbidity and mortality. As a group in a large organisation, the fellows are supported to lead together, grow as leaders, and become critical friends to each other from across professional boundaries.

Quote from previous LTHT Leadership Fellow: “Being a leadership fellow at Leeds Teaching Hospitals was an absolute privilege. They really invest in you, teaching you the skills needed to become a future leader. The executive team's open-door policy meant I was able to observe different leadership styles, and see how change is created in England's largest sole provider of NHS England commissioned care. I learned to lead with a variety of health professionals, created critical friends and was given the opportunity to develop skills in leadership, quality improvement and develop interests of my own. I couldn't recommend a better organisation to learn leadership and teamwork in action.”

**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 |