**Leeds Teaching Hospitals NHS Trust**

**Clinical Leadership Fellow**

**Job Description**

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| Job Title: | Clinical Leadership Fellow in Acute Oncology: Creating a sustainable Acute oncology admissions unit in a large Teaching Hospital |
| Department: | Trust Corporate Medical CSU |
| Responsible to: | Dr Alison Young, Lead Clinician Medical Oncology |
| Accountable to: | Dr Yvette Oade, 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: | Bexley Wing, St James’s Hospital. |
| 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. |

**Leeds Teaching Hospitals Vision**

Leeds Teaching Hospitals are striving to build a culture of continuous improvement across the organisation; to treat every patient as an individual, deliver the best outcomes, the best possible experience, and one which is free from avoidable harm to all patients. To do this, the Trust have been working in partnership with Virginia Mason, alongside using Quality Improvement Methodology, to develop the Leeds Improvement Method to identify priorities and work together to ensure sustainable solutions and improvements. The overall vision for Leeds Teaching Hospitals is to be the best for specialist and integrated care.

**Aims of the post**

An opportunity has arisen for a Clinical Leadership Fellow (CLF) to work alongside our multidisciplinary acute oncology team looking at our Acute Oncology Admissions Unit (JONA); specifically patient flow throughout JONA and the Oncology bed base department. JONA is an important area within the Trust with a high turnover of patients and increasing workload year on year. This is specifically highlighted in our admissions through JONA which have gone from 1280 per annum in 2012 to 5964 per annum in 2018.

Patients treated within non-surgical oncology at St James’s hospital have direct access to JONA via the oncology bleep holder for acute assessment +/- admission to oncology. Year on year the number of patients attending JONA is increasing via multiple different routes (GP, patient self-referral, CNSs, admissions from outpatient clinics) and this post will offer the opportunity to review this important area within Oncology.

**Primary areas of focus within JONA for the CLF would be:**

* Analysis of the sources of referral to JONA. Currently patients are referred from several areas including patient self-referral, outpatient clinics, CNS referral, primary care and less commonly the emergency department. Part of the CLF’s role would be to look in depth at the sources of admissions into JONA and establish whether alternative services such as “hot clinics” would be beneficial for those patients and the sustainability of setting those up and whether we can standardize the referral process to JONA.
* Review equivalent acute oncology assessment units in other trusts within the NHS that have an excellent record of managing acute oncology admissions to recognise practices that could be replicated at LTHT
* Improving patient flow within the department and the discharge/admission process. This would involve analysing in depth the current patient journey and understanding the steps in the patients journey. This will involve liaising with the JONA ward staff, the medical staff, the advanced nurse practitioners and clinical support workers. The aim would be to improve waiting times by creating a seamless journey for the patient from assessment to diagnosis and treatment, and either admission or discharge.
* Identify barriers that delay patient transfer to the ward or discharge from the assessment unit and suggest steps that could be implemented
* Review and, where appropriate lead implementation of improvements to pathways, for common oncological emergencies including, neutropenic sepsis, metastatic spinal cord compression or VTE.
* To collaborate with other acute and ambulatory care units in the hospital, such as the Surgical Assessment Unit and Childrens’ Assessment and Treatment Unit and share good practices.

The CLF will undertake these changes through working alongside JONA staff and medical staff within both Medical and Clinical Oncology. The CLF will also have the opportunity to review F&F feedback from JONA to help optimise the patient experience through JONA.

**Post Duties and Description**

The CLF will be expected to:

• Work within JONA to develop sustainable alternative patient pathways.

• Use small scale changes to understand how patient flow and waiting times within the department can be improved.

• To understand limiting factors for patient flow through JONA and trial changes to see if this can improve flow.

• Learn how quality improvement tools, such as PDSA cycles and SPC charts, lead to successful and sustained change.

• Support, coach and empower frontline teams to lead for improvement, using small scale change methods.

• Develop skills and knowledge in using data for improvement

• Understand how small scale changes can be scaled up in a large Teaching Hospital and lead to sustainable change.

• Learn how to implement successful change across a whole organisation, keeping the principles of frontline ownership and empowerment, without a top down approach.

• Become competent in the application of the Leeds Improvement Method, the Trust’s approach to quality improvement and service redesign. They can achieve this through their active participation in the Lean for Leaders programme, and by practising these techniques in their project.

• Develop professional relationships with key partners (eg Y&H Improvement Academy and Leeds Health and Social Care Academy)

• Successfully lead and manage projects, apply recognised tools for improvement and measure the progress and outcomes of improvement work using objective methods.

• Provide regular updates on the progress of projects undertaken

• Ensure that patient safety and experience is central to any improvement work and can be demonstrated at the end of any project.

• Collaborate with other frontline and senior level staff, who are delivering improvement projects in the Trust

• Demonstrate improved outcomes for patients as a result of the work undertaken

• Work as part of the Trust corporate medical directorate and help to deliver its aims

• Organise and participate fully in peer learning within LTHT, with local and regional CLFs 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)

• 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.

**General Duties and Description of a Clinical Leadership Fellowship Post in LTHT**

As a member of the Corporate Medical Directorate, the CLF will have opportunities to work with, and learn from, a wide range of senior clinical and non-clinical leaders, who will support you to develop and implement your own projects that improve quality, leadership, medical/clinical engagement and management in the trust and wider community. The Fellow will have the opportunity to understand how the managerial structure in a large Teaching Hospital Trust is utilised to develop change culture. They will additionally benefit from the peer-support of past and present CLFs, the Chief Registrar and the Junior Doctor Body (which is a formal part of the trust’s medical engagement structure).

The Fellow will work alongside other CLFs on a number of collaborative projects including editing the ‘Doctors’ Digest’, a quarterly educational newsletter for junior doctors within the trust. They will plan and host the Junior Doctor Awards, a celebration of the excellence within our junior doctors.

The Fellow will be supported in setting and achieving their own goals, attending weekly Educational Supervisor and monthly Leadership Supervisor meetings. They will be expected to demonstrate how their role within a hospital specialty fits in the wider NHS structure, including commissioning, healthcare monitoring and regulation and patient advocacy. Within this, also develop self-awareness, and time management skills outside of your previous job plan experiences.

There is a wide range of educational and developmental opportunities provided by the Future Leaders Programme, which is a mandatory component of the year. The Fellow will also be expected to undertake a fully-funded academic component, such as a Postgraduate Certificate, with a leadership component. The knowledge and skills they learn will help them become an effective leader in the context of a changing healthcare system. This is a unique opportunity to hone and develop their leadership skills, whilst influencing system-wide health care delivery in one of the most vibrant, forward thinking city-regions in the UK.

Other optional opportunities include:

* Participating in the ‘Walk in my Shoes’ programme, to spend meaningful periods of time learning from Chief Medical Officer, Executive team and CSU General Managers.
* Gaining insight into trust governance, leadership and structure and how their role is emerging within the trust.
* Empowering and collaborating with frontline clinical teams to achieve tangible improvements.
* Investigating serious clinical incidents, and supporting our colleagues through difficult times.
* Organising leadership events, as well as connecting with the University of Leeds to support leadership development in our most junior colleagues.
* Redesigning new Clinical Leadership Fellow posts.
* Gaining a deeper understanding of achieving behaviour change within a large healthcare organisation.
* Participate in the Lean for Leaders programme.

**Personal Development**

There will be a strong focus on developing leadership skills throughout the post and the fellow will be supported both on a professional and personal level by senior leaders within the trust including; the Chief Medical Officer, Associate Medical Director for QI and the Quality Directorate. There will be opportunities to work alongside senior medical leaders to understand their roles and leadership styles. Through collaboration with staff, our patients, and learning opportunities the fellow will be encouraged to develop their own leadership skills.

**Evidence from previous Fellows;**

LTHT has a proven track record in recognising and nurturing the talent of CLFs and over the past 5 years has successfully hosted over 25 CLFs. Previous highly successful outputs include the development of a junior doctor body/forum which has fostered and maintained vital links between junior doctors and senior Trust leaders. CLFs have also worked on nationally recognised patient safety collaboratives and led QI teams to reduce cardiac arrest calls across the trust by half. LTHT actively encourages CLF alumni build on the skills they develop as CLFs and this enable their careers to progress in new directions- for example developing and leading new clinical services, establishing Trust-wide patient safety initiatives and developing Trust wide morbidity and mortality processes- none of these outcomes would have been achieved if it hadn’t been for the Trust CLF programme.

**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. These documents are available on the Medical Staffing Intranet site.

The post holder is required to be fully registered with the General Medical Council (GMC) or the Nursing Medical Council or appropriate allied health professional regulating authority and hold a licence to practice.

Standards of Conduct and Behaviour

You are required to work to the standards set out by the General Medical Council in Good Medical Practice. This includes protecting patients when you believe that a doctor’s or other colleague’s conduct, performance or health is a threat to them. If, after establishing the facts, it is necessary, you must follow the Trust’s procedures in this matter and inform your Clinical Director or Medical Director in the first instance.

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 team work 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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| **POST: Clinical Leadership Fellow** | | | |
| **REQUIREMENTS** | **ESSENTIAL** | **DESIRABLE** | **METHOD OF ASSESSMENT** |
| **ELIGIBILITY/QUALIFICATIONS** | Eligible for full registration with the GMC at time of appointment and hold a current licence to practise  Eligibility to work in the UK.  To be currently working in a Trust within Heath Education Yorkshire and Humber  In specialty training at ST3 level or above, or GPVTS year 3  **Or**  Registration with the NMC or equivalent at time of appointment  Eligibility to work in the UK.  To be in substantive employment within LTHT  Currently in a B7 post | Higher degree or higher-based degree (including an intercalated degree)  Distinction, prizes or honours during postgraduate training | Application form  Pre-Employment check |
| **FITNESS TO PRACTISE** | Is up to date and fit to practise safely |  | Application form  References |
| **LANGUAGE SKILLS** | All applicants to have demonstrable skills in written and spoken English adequate to enable effective communication about medical topics with patients and colleagues demonstrated by one of the following:   * That applicants have undertaken undergraduate medical training in English;   or   * have achieved the following scores in the academic International English Language Testing System (IELTS) in a single sitting within 24 months at time of application – Overall 7, Speaking 7, Reading 7, Writing 7.   If applicants believe they have adequate communication skills but do not fit into one of these examples they must provide supporting evidence. |  | Application form  Interview/Selection centre |
| **CLINICAL EXPERIENCE** | Have evidence of achievement of foundation competences from a UKFPO affiliated Foundation Programme or equivalent by time of appointment in line with GMC standards/Good Medical Practice  **And**  Evidence of achievement of CT/ST1/GPST1 and CT/ST2/GPST2 competences in any specialty by the commencement of the post  The above routes must be supported by evidence of satisfactory ARCP outcome  **Or**  Have evidence of:  • working in a Band 7 or above level post in an acute healthcare setting  • involvement in quality improvement or change projects  • required elements for re-validation  • Insight and understanding of the management of patient pathways in clinical specialities  **Or** equivalent, including work overseas. | Well-presented log book or professional portfolio  Experience of multiple care settings | ARCP and eportfolio evidence  Application form  Interview/Selection centre |
| **HEALTH** | Meets professional health requirements |  | Pre-employment health screening |
| **LEADERSHIP** | Demonstration of commitment to leadership as part of a future career.  Evidence of leadership self-awareness | Knowledge of leadership competencies  and demonstration of their attainment | Application form  Interview |
| **TEACHING** | Experienced in teaching in the workplace and or training environment. | Successful completion of educational programmes in quality, safety, simulation or leadership | Application form  Interview  References |
| **RESEARCH/AUDIT** | Evidence of active participation in QI project.  Knowledge of audit tools, databases and research methodologies | Involvement in a clinical or improvement project delivery with visible results  Peer reviewed presentations and publications | Application form  Interview  References |
| **PROBITY** | Professional Integrity  Demonstrates probity (displays honesty, integrity, aware of ethical dilemmas, respects confidentiality)  Capacity to take responsibility for own actions |  | Application form  Interview / Selection  centre  References |
| **SKILLS AND BEHAVIOURS** | A positive and proactive response to service users based on a commitment to patient safety, high standards of service and continuous improvement.  Cultural awareness with sound understanding of and positive approach to diversity.  Excellent communication skills, able to establish and maintain credibility with medical 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.  Accept responsibility and accountability for own actions and decisions.  Exhibits the positive values in their behaviour; of being patient centred, fair, collaborative, accountable and empowering people (which are aligned to the Leeds Way) |  | Application form  Interview  References |