**Leeds Teaching Hospitals NHS Trust**

**Clinical Leadership Fellow**

**Job Description**

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| Job Title: | Clinical Leadership Fellow; Quality Improvement - Leading sustained organisational quality improvement using the Leeds Improvement Method, Quality Partners & creation of a QI network.(Post 1 of 2) |
| Department: | Trust Corporate Medical CSU |
| Responsible to: | Dr Alison Cracknell – Associate Medical Director for Quality Improvement and Consultant Geriatrician  |
| 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: | 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. |

**Quality Improvement at Leeds Teaching Hospitals**

The ambition is for Leeds Teaching Hospitals 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.

The Trust aims to achieve this ambition by

* Supporting staff and patients to lead their own improvements
* Working in partnership with Virginia Mason, alongside Trust-wide quality improvement programmes, using the co-ordinated approach of the Leeds Improvement Method
* Embedding a culture of continuous improvement through ‘*The Leeds Way*’ values.

**Aims of the post**

An opportunity exists for a Clinical Leadership Fellow (CLF) to develop their knowledge and skills of using Quality Improvement (QI) methodology to lead successful change in a large healthcare organisation. The CLF should appreciate the trust’s grass-roots approach, keeping the principles of frontline ownership and empowerment. They will develop themselves, personally and professionally, to become passionate future healthcare leaders.

**The post involves:**

**1)** **Leadership in QI**

Through collaboration with the QI faculties, staff and our patients, the fellow will be encouraged to develop their own leadership skills. They will be supported both on a professional and personal level by senior leaders within the trust including: the Chief Medical Officer; the Associate Medical Director for QI and other members of the Quality Directorate. Opportunities exist to work alongside senior medical leaders to understand their roles and leadership styles. The Fellow will be invited to be a member of the trust’s QI Steering Group, which oversees QI projects within the trust, and will have the opportunity to shape the future of the Trust’s forthcoming QI strategy. The Fellow will have opportunity to see how QI methodology and lean principles have been developed into the Leeds Improvement Method, how improvement priorities are identified, methodological approach agreed and the capability to take forward determined.

**2)** **Supporting frontline staff to engage with QI programmes**

The Fellow will have the opportunity to be at the forefront of implementation of the trust’s QI Strategy, and become familiar with the use of the Leeds Improvement Method. Their role will be to support some of the larger scale projects at differing stages within the trust (from setup phase, small scale tests of change, running a collaborative, to scale up and sustainability of successful interventions across the trust). They will observe embedded changes already achieved e.g. safety huddles, reducing avoidable deterioration, and improving the care of patients with Parkinson’s Disease; and become involved in current projects such as reducing blood stream infections, falls, sepsis and improving peri-operative care.

**3) Quality Improvement methods**

The Fellow will develop an in-depth knowledge of how to use QI methodsin healthcare**,** including how to objectively measure, interpret and present data to enable change. They will use that data effectively from small scale projects to scale up trust wide collaboratives.

Using these principles, the successful applicant will be supportedto develop a QI project within their area of interest, to improve services and patient care. They will be expected to lead this project from its setup, to planning for scale-up and sustainability.

**4) Using Quality Partners in QI**

Successful involvement of patients in QI is imperative to the trust, to ensure we are making the patient centred improvements important to our service users. This has been recognised across the NHS as a challenge. Following a successful bid from NHS Citizen the trust has now developed an infrastructure that supports patient involvement in QI. The Fellow will have the opportunity to work closely with our Quality Partners, supporting them to contribute to value streams of Leeds Improvement Method and QI collaboratives. A key focus will involve training of the Partners in QI methodology, to enable them to understand the data and any improvement.

The Fellow will continue to lead and embed this process across LTHT, working with groups of patients to determine the requirements for peer support, to ensure sustainability of patient engagement in current and future QI projects.

**5) Teaching and coaching for QI**

The Fellow will support the multi-professional QI teaching faculty withinLTHT to shape, and deliver, the future of QI training in the trust. Coaching others to set-up and lead their own QI projects will be expected. The successful applicant will be able to further develop the content and strategy for delivering training to multi-disciplinary staff and work towards a strategy to include more rotational medical staff, liaising with the Junior Doctor Body and other professional groups to maintain up-to-date links and resources. They will join the teaching faculty and develop their own teaching skills.

**6) Quality Improvement Network**

To maintain a culture of sustainability at LTHT a QI Network is being created with a launch event in spring 2020. The Fellow will be involved in developing a database of network partners, and maintaining it in a timely fashion. Opportunities include the involvement in organising future events, and building on previous QI Network engagement events. This gives you the opportunity to develop the profile of QI across the organisation, and support grass root staff to develop their own QI projects.

**7) Other Opportunities**

There is also significant opportunity to develop expertise and bring clinical engagement to the Kaisen Promotion Team, which support and oversee the Leeds Improvement Method, through the Trust’s partnership with Virginia Mason.

There will be further opportunities to develop skills and knowledge in the spread, and adaption, of improvement innovations across the Yorkshire region, with support from external partners including the Yorkshire and Humber Improvement Academy and NHS Improvement.

**Post Duties and Description**

The CLF 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.
* Support, coach and empower frontline teams to lead improvement, using small scale change methods via QI surgeries.
* 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.
* Work as part of LTHT’s Corporate Medical Directorate, and help to deliver its aims.
* Develop professional relationships with key partners (e.g. Y&H Improvement Academy and Leeds Health and NHS Improvement).
* Complete the Future Leaders Programme curriculum.
* 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).
* 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.

**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 HumberIn 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 B6 or 7 post | Higher degree or higher-based degree (including an intercalated degree)Distinction, prizes or honours during postgraduate training | Application formPre-Employment check |
| **FITNESS TO PRACTISE** | Is up to date and fit to practise safely |  | Application formReferences |
| **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 formInterview/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 6 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 portfolioExperience of multiple care settings | ARCP and eportfolio evidenceApplication formInterview/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 formInterview |
| **TEACHING** | Experienced in teaching in the workplace and or training environment. | Successful completion of educational programmes in quality, safety, simulation or leadership | Application formInterview 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 resultsPeer reviewed presentations and publications | Application formInterview References |
| **PROBITY** | Professional IntegrityDemonstrates probity (displays honesty, integrity, aware of ethical dilemmas, respects confidentiality)Capacity to take responsibility for own actions |  | Application formInterview / SelectioncentreReferences |
| **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 formInterview References |