**Leeds Teaching Hospitals NHS Trust**

**Clinical Leadership Fellow**

**Job Description**

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| Job Title: | Leadership Fellow in Future Workforce Development |
| Department: | Trust Corporate Medical CSU |
| Responsible to: | Dr Hamish McLure: Medical Director (Professional Standards and Workforce Development) Dr Ali Cracknell: Associate Medical Director (QI)  |
| 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 |
| Base: | 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. |

**Background**

In 2015, the House of Commons Public Accounts Committee estimated a gap of at least 50,000 NHS staff [1]. The Care Quality Commission stated that staff shortages represent a risk to patient safety, and the Health Foundation, King’s Fund and Nuffield Trust jointly published a document in March 2019 which opens with the statement ‘Staffing is the make or break issue for the NHS in England’ [2,3]. In the context of increasing media attention on medical workforce, in January 2019 the UK Government published the *NHS Long Term Plan* which recognised that ‘over the past decade, workforce growth had not kept up with need’. The plan has many laudable aims around improving the working lives of staff and increasing numbers of medical students, nurses, midwives and GPs, but little mention of addressing the shortages of hospital specialists. Later in June 2019, NHSE published the *Interim NHS Peoples Plan* which described the need to increase numbers of GPs and psychiatrists, but again, other hospital specialties weren’t mentioned. The demands of the COVID pandemic required massive change in working practices with senior medical staff returning to resident work, staff being sought to cover Nightingale Hospitals and to look after NHS patients in private hospitals. Some staff fell ill with the infection, some sadly died and many were forced to shield. To make up numbers, retired staff were asked to return to clinical practice. The shortage of staff has never felt more palpable and the need to understand workforce issues has never been more important.

Leeds Teaching Hospitals NHS Trust is a large organisation with a constant requirement for workforce recruitment as new services develop and seniors retire. The longer term solution to the workforce crisis is likely to involve a mixture of more medical staff, more and new roles such as ACPs and physicians associates, and different ways of working that reduce our reliance on medical staff. However, these will take time to evolve. In the meantime, we need to look at reasons why healthcare staff choose to leave their jobs. Some retire, others move on to different jobs. In both cases there may be opportunities to influence their decision and entice them to remain in role.

**Aim of the project**

The aim of this project is to understand why healthcare professionals choose to leave the NHS and explore options to encourage them to stay.

1. House of Commons Committee of Public Accounts. Managing the supply of NHS Clinical Staff in England. 40th report of session 2015- 16 https://publications.parliament.uk/pa/cm201516/cmselect/cmpubacc/731/731.pdf
2. Care Quality Commission. The State of Care in NHS Acute Hospitals 2014-2016 https://www.cqc.org.uk/sites/default/files/20170302b\_stateofhospitals\_web.pdf
3. Closing the gap - Key areas for action on the health and care workforce. The Health Foundation, The King’s Fund & Nuffield Trust March 2019 https://www.nuffieldtrust.org.uk/files/2019-03/1553101044\_heaj6918-workforce-briefing-190320-web.pdf
4. The NHS Long Term Plan 2019 (<https://www.longtermplan.nhs.uk>)

**Project plan**

**Phase 1 - Retrospectively review LTHT data on healthcare professionals who have left the organisation**

The first phase of this project is to review workforce data for doctors, nurses, physician associates and advanced care practitioners, looking at staff retention, recruitment rates, and numbers of colleagues leaving the individual departments. Where data are available (eg exit interviews), explore reasons why colleagues choose to leave.

**Phase 2 - Survey colleagues who have confirmed that they’re leaving**

In order to better understand the reasons why colleagues leave, the CSUs will be asked to provide names of individuals (doctors, nurses, physician associates and advanced care practitioners) who are known to be leaving. These individuals will be asked to participate in a structured discussion around why they’re leaving and whether there are changes that might have encouraged them to stay.

**Phase 3 - Analysis**

The final phase of the project is to compare Departments with varying retention rates to see if there are lessons which can be learned around improving retention.

**Specific Post Duties and Description**

* Work with the Medical Director and the Associate Medical Director for Workforce to plan the survey, analyse the results and determine actions.
* Analyse data and use modelling methods to understand potential local workforce shortages
* Provide regular updates on the progress of the projects undertaken to senior leaders
* Successfully lead, manage and measure the progress and outcomes of work.
* Ensure that patient safety and patient and staff experience are central to any improvement work, and can be demonstrated.
* Work as part of the Trust corporate medical directorate and help to deliver its aims

**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: StRPublic Health Registrars: ST3+Specialty and Associate Specialist (SAS) DoctorsFull GMC, GDC or UKPHR registration as applicable and current licenceHave a satisfactory ARCP outcome Have Head of School approval for a year Out of ProgrammeMust 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 bodyHave agreement from their current employer to undertake a secondmentMust 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 resultsPeer 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 |