

Post Title	South East London Musculoskeletal (MSK) Clinical Lead		
Band/Salary Scale	Dependent on contractual arrangement		
Hours	0.2 WTE		
Base	Mainly remote working, but may be required to attend meetings at sites across South East London as necessary		
Closing Date	6pm, Monday 22 nd May 2023		
Interview Date	w/c 30 May and w/c 5 June		
Recruiting Manager	Emma James, MSK Project Manager	Contact Details	Emma.james@selondonics.nhs.uk

CONTEXT

Organisational context

The South East London Integrated Care System (ICS) brings together the health and care partners that serve our vibrant and highly diverse populations living in the London boroughs of Bexley, Bromley, Greenwich, Lambeth, Lewisham and Southwark - our Places which we collectively refer to as South East London (SEL).

The mission of the ICS is to help people in SEL to live the healthiest possible lives. Further information on the Integrated Care Strategic Priorities for 2023-28 can be found here: [Integrated Care Strategic Priorities for 2023-28 \(selondonics.org\)](https://selondonics.org)

A key part of this new organisation and its success will be the involvement and development of its clinical and care professional (CCP) leadership resource, all of whom will be expected to model behaviour that is fully aligned with these priorities.

We have been working collaboratively as a system to identify how we can embed a more comprehensive and diverse model of CCP leadership across the system in a decentralised but coherent way, which ensures we have the appropriate capacity and capability we need to effectively contribute to systems leadership, improves the experience and outcomes for people living in SEL, enables us to achieve our ambitions as an ICS, and endures beyond any future NHS reorganisation.

We have engaged extensively with local leaders in SEL, mapped existing programmes and CCP leadership capacity, reviewed the evidence, and taken inspiration from other parts of London, the UK, and internationally to co-develop a proposal that is functionally driven, aligned with NHS England guidance for ICSs on supporting CCP system leadership, and underpinned by a set of shared design principles that will create the conditions for CCP system leaders to develop the capabilities to make system leadership a truly impactful, rewarding and joyful experience – for them and our system.

Our vision for CCP system leadership is for a vibrant community of leaders working across boundaries all over SEL, with CCP expertise at the centre of how decisions are made and enacted across the system in the interests of our patients and population. We want to support an environment where CCP system leaders have the capabilities, opportunity and motivation to make system leadership a truly impactful, rewarding and joyful experience for them and our system.

We have developed a series of design principles that will ensure the CCP system leadership is fully integrated with executive and managerial leadership in our ICS operating model, system governance, structures and networks as a core required function of the SEL Integrated Care Board.

It is designed to support delivery of a clear, purposeful and motivational ICS strategy to improve health outcomes for the population of SEL and is focused on key functions and programmes of work that have a clear benefit of being addressed at system level and what leaders can collectively contribute to the broader system. It is essential that our CCP leadership group is inclusive and reflective of the diversity, breadth and depth of our system across care settings, place, organisations, professional groups and networks and the population we serve. It is further designed to support the development of skills, behaviours, tools and relationships required to maintain a community of innovative and impactful system leaders working effectively across spatial, organisational and professional boundaries. Through all of this we will be able to support, develop and sustain a culture of learning underpinned by psychological safety in all aspects of this work.

It is not essential that you have experience of leadership at system level. We will be providing development support for all of those with the skills and appetite to step into leadership roles at borough and ICS level and are keen to ensure a more diverse range of clinical and care professionals able to participate in system leadership roles – better reflecting our ambitions around integration and the multidisciplinary nature of care, as well as the diversity of the communities we serve.

The development support on offer will be through the SEL System Leadership Collaborative, which is being designed specifically to increase our pipeline for these key roles in SEL. Principally we are looking for health and care professionals with the energy, ability and enthusiasm to drive improvements in care across organisational boundaries, and improve outcomes and tackle inequalities in our population across SEL through closer collaboration.

National and regional context

NHS England, Regions, GIRFT and a range of other national teams and stakeholders are working together with local systems to deliver ambitious MSK improvements in patient outcomes, quality and capacity. This is to support MSK recovery and transformation and to enable ICSs to deliver the best possible outcomes for people by employing locally tailored, digitally enabled optimal MSK pathways and innovative workforce models.

Regionally there is a MSK Health Improvement Network that was formed with the following mission:

- To support ICBs to deliver the vision of using a regional network of primary, community and secondary care colleagues, academic science network colleagues, people with lived experience, public health consultants, third sector colleagues, commissioning, and operational leads.
- To support ICBs and providers to deliver the vision of using quality improvement methodology informed by national and local data, embedding co-production and the principles of personalised care to improve access, outcomes and experience of services, whilst reducing health inequalities for people with MSK health problems.
- To highlight the value (health gain and experiences) of improving MSK health.

A sub-group of the MSK Health Improvement Network is the Community MSK Recovery group, this group is to steer work that takes place across the region, to support Community MSK services in delivering the outcomes recommended in the national [Community MSK Improvement Framework](#) that was published on the 10th January 2023.

Local context

The SEL MSK Programme was established in February 2022. The Programme brings together stakeholders from across the SEL MSK pathway including primary care, MSK services, secondary care, the ICB, the voluntary sector and people with lived experience of MSK conditions.

The purpose of the programme is to bring together stakeholders from across the MSK pathway to work collaboratively to transform MSK services. The focus of the programme is to ensure that services are integrated with clear, efficient, and effective pathways that enable people with MSK conditions to receive high quality, personalised care.

There are three workstreams focusing on: (1) supporting patients; (2) improving pathways; and (3) MSK First Contact Practitioner (FCP) and workforce. These workstreams are working alongside the SEL Community MSK Lived Experience group.

Job purpose

This post is designed to provide clinical support and leadership for the SEL MSK Programme. The postholder will work closely with the SEL MSK Project Manager and members of the MSK Programme.

The postholder will play a key role in ensuring that all voices in the MSK pathway are heard and represented in the development, design and implementation of initiatives and new models of care. They will have strong interpersonal and relationship management skills, and will be able to work effectively with clinical and managerial colleagues across the system.

The postholder will support in the development and implementation of initiatives such as:

- Referral optimisation – ensuring that MSK triage pathways are effectively utilised
- Where applicable, the development of clinical guidelines and referral forms
- Supporting patients whilst they are waiting
- Exploring opportunities for expanding and enhancing MSK provision
- Ensuring that every outpatient appointment is value adding
- Ensure the use of digital enablers while considering digital exclusion

Key Aspects to the Role

- To provide overarching professional and clinical leadership and expertise to the SEL MSK Programme.
- Supporting the delivery of the actions and recommendations of the MSK Health Improvement Network.
- Be accountable for the development and delivery of MSK recovery and transformation within the ICS by providing strong, effective leadership and facilitation

to enable the transformation process to progress and operationalise the delivery of the SEL MSK Programme.

- To facilitate learning specifically in relation to the needs of the improvement programme and to link and network at local, regional and national levels, across a number of geographical areas in relation to the recovery and transformation.
- Deliver effective stakeholder engagement and develop effective collaborative working and partnership opportunities to support recovery and transformation.

Communications and Relationships

- Interpersonal, communication and negotiation skills are required in order to effectively engage a wide range of internal and external stakeholders, at commissioner and provider levels, in order to facilitate the achievement of the SEL ICB strategic priorities.
- To act as a champion for people with lived experiences, ensuring they are integral members of the SEL MSK Programme.
- To undertake stakeholder mapping and engagement and develop collaborations for quality improvement across whole health communities, for the realisation of equitable access to quality care and the achievement of best lifelong MSK health outcomes for patients.
- To work with other structures, for example, Academic Health Science Networks, aligning innovation, education, informatics and quality improvement.
- To work with national level bodies ensuring alignment of policy and service transformation for patients.

Staff Management and Leadership

- To model a collaborative and influencing style of working, negotiating with others to achieve the best outcomes. Embedding this approach across the SEL MSK Programme.
- To create and maintain a network structure that supports widespread multidisciplinary involvement and co-production.
- To foster a learning system approach set up locally with support as required from regional/national teams with a robust regular review/ lessons learned mechanism set up throughout the programme.

Policy and Service Development

- To ensure quality improvement programmes, particularly large-scale change projects, benefit from the best clinical and lived experience expertise available and are co-produced.
- To maintain credibility with all key players within the community, fostering a culture of collaboration for the delivery of equitable, high-quality care. At times this could include acting as an 'honest broker' reconciling conflicting views and interests.
- To understand, communicate and support the implementation of clinical policy relating to the SEL MSK Programme activities.
- To promote a culture of innovation, learning and sharing of best practice across the SEL MSK Programme.

- To undertake MSK baselining to ensure the ICS has evidence-based understanding of local population health priorities and agree data and outcome requirements for evaluation of the MSK programme.

Risk and governance

- To establish the necessary governance arrangements and reporting to support the SEL MSK programme, networking arrangements and delivery of the integrated MSK framework activities.
- Ensure the development, implementation and review of systematic quality improvement within an agreed quality framework leading to the delivery of a safe, effective, patient centred service.
- Ensure that any clinical governance issues are raised and responded to as per ICS policy and procedure and thereafter to monitor within the network that any such concerns are adequately addressed.

Equality and Diversity

- Act in ways that support equality and value diversity.
- Help to develop and maintain an organisational culture that supports equality and diversity.

PERSON SPECIFICATION

The essential and desirable criteria for this role are outlined below:

Criteria	Essential	Desirable
Knowledge and experience		
Registered with the appropriate relevant body (e.g. GMC, NMC, GPHC, HCPC or other professional body registration)	<input checked="" type="checkbox"/>	
Work in an organisation or system that has impacted on care delivery in SEL	<input checked="" type="checkbox"/>	
Experience of working in a range of care settings delivering MSK services		<input checked="" type="checkbox"/>
Previous experience of working in a collective decision-making group	<input checked="" type="checkbox"/>	
Experience of informing and leading quality improvements to improve outcomes for patients	<input checked="" type="checkbox"/>	
A general understanding of health and an appreciation of the broad social, political, and economic trends influencing it	<input checked="" type="checkbox"/>	
An awareness and understanding of the regional MSK Health Improvement Network	<input checked="" type="checkbox"/>	

Experience of co-production, working with people with lived experience of MSK conditions		<input checked="" type="checkbox"/>
Skills and abilities		
The ability to recognise key influencers and the skills in engaging them in order to implement quality improvements	<input checked="" type="checkbox"/>	
Able to facilitate and encourage active engagement from a range of stakeholders	<input checked="" type="checkbox"/>	
Ability to communicate effectively across services and professional groups	<input checked="" type="checkbox"/>	
Ability to identify barriers and find solutions to support and promote best-practice	<input checked="" type="checkbox"/>	
Ability to influence others	<input checked="" type="checkbox"/>	
Ability to lead and work effectively within a team	<input checked="" type="checkbox"/>	
Ensures professional values and ethics are upheld	<input checked="" type="checkbox"/>	
Enquiring, critical approach to work	<input checked="" type="checkbox"/>	