

## Role Description

<b>Role title:</b>	South East London Clinical and Care Professional Quality Lead
<b>Base:</b>	NHS SEL ICB, 160 Tooley Street, SE1 2TZ
<b>Accountable to:</b>	Chief Nurse
<b>Reporting to:</b>	Director of Quality
<b>Commitment:</b>	4 sessions (of 4 hours) per week
<b>Remuneration:</b>	dependent on contractual arrangement
<b>Tenure:</b>	until 31 March 2024

## 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 resident in the London boroughs of Bexley, Bromley, Greenwich, Lambeth, Lewisham and Southwark - our Places - which we collectively refer to as South East London (SEL).

Our vision for the ICS is a highly performing, sustainable system that looks after its staff, responds to its communities and takes action to reduce the inequalities they experience. As a new organisation we have developed system strategic priorities [Integrated Care Strategic Priorities for 2023-28 \(selondonics.org\)](https://selondonics.org) that outlines the way in which we seek to operate and the steps we will take to realise the full potential of our partnership.

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 principles.

We have been working collaboratively as a system to identify how we can embed a more comprehensive and diverse model of clinical and care professional 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 over the last year, 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 clinical and care professional system leadership, and underpinned by a set of shared design principles that will create the conditions for clinical and care professional 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 clinical and care professional system leadership is for a vibrant community of leaders working across boundaries all over South East London, with clinical and care professional 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 clinical and care professional 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 south east London 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 C&CP 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.

This 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.

## **Job Purpose**

This role will provide expert and pragmatic advice, leadership, and management necessary to support the ICB's statutory duty of commissioning safe and high quality services but also work with the Directors of Quality, Chief Nurse, and Joint Medical Director to lead change across the system to improve quality and patient safety. The postholder will work closely with the Directors of Quality, Chief Nurse, Chief Pharmacist and Joint Medical Directors to provide clinical leadership for improved quality and safety across the ICS.

## **Main responsibilities**

In collaboration with the Directors of Quality, support the work of the Quality and Nursing Directorate as well as the wider ICB in driving forward quality improvement by:

- Developing the workplan for the System Quality Group including task and finish groups as appropriate.
- Establish a mortality sub-group to ensure learning from all reviews and reports are shared and quality improvement programmes developed at Local Care Partnership or SEL wide levels; this will include Child Death Overview Panel reports, LeDeR reports, Medical Examiner reports (community deaths), regulation 28 Preventing



Future Deaths from coroner's offices, trends and themes from Patient Safety Incident Plans in SEL as well as safeguarding reviews.

- Supporting the implementation of the National Patient Safety Strategy in south-east London by acting as a professional lead for the Patient Safety Specialist and to be a part of the implementation steering group to ensure the ICB and ICS can derive maximum benefit from the strategy.
- Act as a convener for borough based CCPL Quality leads and support cross system learning as well as shared learning and development.
- Work with the Chief Nurse and Directors of Quality on areas and issues which may arise from national reviews.

### **Contacts and relationships**

- Connect with and build trust with colleagues across the system including those representing patients and develop strong networks to improve patient safety.
- Actively look for opportunities to learn from both within and outside of our system including national reports.

### **Clinical/service decision making**

- Lead the Themes and Concerns Panel which is responsible for identifying themes and concerns regarding quality of care arising from the triangulation of data and information with a view to developing a process for addressing the concern or escalation as appropriate via the Chief Nurse.
- Support the borough Quality CCPLs in their roles.

### **Service Delivery and Outcomes**

- Ensure that the patient voice is heard when considering quality and safety themes.
- Identify areas to test and share new and innovative ideas to improve quality of care for our patients.
- Work as a team member both within the ICB and its Local Care Partnerships but also across the wider Integrated Care System and region/national as appropriate.
- Keep up to date with relevant policies and procedures.

### **Creativity and innovation**

- Encourage and test new ways of working together, collaborating and learning from each other to achieve our collective ambition to improve the health and wellbeing of our population.
- Seek out and embrace different ideas, perspectives and challenges - being able to adapt and change course by continually learning from others around them.
- Takes an innovative and creative approach to solving problems.
- Use motivational skills to encourage collaborative working to improve services and performance where there may be resistance to change.
- Acts as a positive role model for innovation and a facilitator for change.



## **Planning and Organising**

- Develops practical and realistic plans to achieve outcomes/objectives.
- Considers the wider implications with regards to skills, resources in achieving plans/ outcomes/objectives.
- Ensures appropriate resources and levels of capability to deliver priorities.
- Takes responsibility for delivery of plans, outcomes and objectives which may involve coordinating and organising others.

## **Communication**

- Present and facilitate meetings as required, including larger workshops.
- Actively contribute to a culture of positive communication.
- Engages with stakeholders with wide range of stakeholders to and training internally to staff and externally to partners/ agencies, where appropriate.

## **Financial Management**

- Effectively manage resources within your control.

## **Personal development**

- Continually develop own clinical knowledge and practise with respect to service speciality.
- Maintain professional registration (e.g. GMC, NMC, etc.).

## **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

Requirement	Essential	Desirable
<b>Education and qualifications:</b> <ul style="list-style-type: none"> <li>Registered with the appropriate relevant body (e.g., NMC, GMC and/or pharmacist registration)</li> <li>Evidence of continuing professional development after qualifying</li> </ul>	X X	
<b>Experience and abilities:</b> <ul style="list-style-type: none"> <li>Provided leadership in a team that has impacted on care delivery</li> <li>Previous experience of working in a collective decision-making group</li> <li>Experience of providing leadership to a project</li> <li>Experience of informing and leading quality improvements to improve outcomes for patients</li> <li>Experience of working effectively in matrix-team/ organisation</li> <li>Trained or practiced in SEL, for at least 1 year</li> <li>Experience of translating best-practice to inform quality improvement</li> <li>Experience of providing peer to peer support to reduce variation of care</li> </ul>	X X X X X X X	X
<b>Core skills and understanding</b> <ul style="list-style-type: none"> <li>A high-level of understanding of health and an appreciation of the broad social, political and economic trends influencing it</li> <li>The ability to recognise key influencers and the skills in engaging them in order to implement quality improvements</li> <li>Able to engage effectively with a wide range of stakeholders</li> <li>Excellent presentational skills</li> <li>Able to facilitate and encourage active engagement</li> <li>An excellent communicator across care services via all communication channels</li> <li>Able to identify and agree priorities and project goals and remain focussed on these</li> <li>Able to identify barriers and find solutions to support best practice</li> <li>Able to influence others</li> <li>Able to plan and chair meetings with multi-professional colleagues</li> <li>A good understanding and keenness to explore innovative methods of working and communicating</li> </ul>	X X X X X X X X X X	
<b>Personal qualities</b> <ul style="list-style-type: none"> <li>Ability to both lead and produce work within a team</li> <li>Ensures professional values and ethics are upheld</li> <li>Enquiring, critical approach to work</li> <li>Values and considers the views of team members and stakeholders</li> </ul>	X X X X	

