

# **Darzi Fellow in Clinical Leadership**

## **with a focus on reducing avoidable emergency attendances and admissions**

**Emergency Department**

**Northwick Park Hospital**

**Job Description**



# Darzi Fellowship in Clinical Leadership 2024

## with a focus on reducing avoidable emergency attendances and admissions

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### Job Description

<b>Employer:</b>	<b>London North West University Healthcare (LNWH) NHS Trust</b>
<b>Department:</b>	<b>Emergency Department</b>
<b>Location:</b>	<b>Northwick Park Hospital – this will be the base site but the project is pan-Trust and will also include occasional time spent at Ealing and Central Middlesex Hospitals</b>
<b>Accountable to:</b>	<b>Norrita Labastide, DDO for Emergency &amp; Ambulatory Care Dr Chris Nordstrom, Divisional Medical Director for Emergency &amp; Ambulatory Care James Biggin-Lamming; Director of Strategy and Transformation</b>
<b>Job Type:</b>	<b>Full-Time, Fixed Term</b>
<b>Job Title:</b>	<b>Darzi Fellow in Clinical Leadership</b>
<b>Req Grade:</b>	<b>ST4-8, CT3+, SAS, GPST3/4, Band 7/8a or equivalent</b>
<b>Salary:</b>	<b>Secondment/ Employment at current grade</b>
<b>Specialty:</b>	<b>Various including Emergency Department, Acute Medicine, Older People Medicine, Frailty, Public Health</b>
<b>Staff Group:</b>	<b>Clinical (All)</b>

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### Purpose of the Post

#### The Darzi Fellowship:

The Darzi Fellowship Clinical Leadership Programme is designed to build the training and development of senior clinical leaders. It entails a 12-month Fellowship Challenge alongside a PGCert Leadership in Health (Darzi) over the course of the 2024/25 academic year. The programme offers Fellows a unique opportunity to develop the knowledge and skills necessary for their future roles as clinical leaders. It creates opportunities to work with medical directors (or equivalent) and lead the development of service changes and quality. We welcome applications from experienced and dedicated clinicians who have a proved interest in education and multi-disciplinary learning. The Darzi Fellowship is considered a prestigious post and is highly recommended for aspiring clinical leaders.

**Fellowship Challenge:**

You will support the Trust innovate and expand interventions, partnerships and system wide ways of working that help reduce and prevent the total number of emergency attendances and admissions at LNWH.

Northwick Park Hospital is one of the busiest EDs in the country and gets more ambulances per day than any other London hospital. Ealing Hospital is busy and provides a vital emergency service in the heart of North West London. Our patients and our staff tell us, and our analysis of our data demonstrates that we have people who seek emergency care every day who did not need to. We want to change how we are working to improve the quality of care, reduce waiting times and help our resources to be targeted at those who need help most.

The appointed Fellow will be based within LNWH Trust in the Emergency Department. They will also have support from the local Trust Transformation Team and links to local community partner teams.

This challenge will require cross-sector scoping work to build up a picture of the current system, identify what works and discover what needs to be improved to provide a high-quality service for patients. The Fellow will need to work in collaboration with patients, their families, colleagues at LNWH and other partners who have experience of emergency care and what causes people to seek support.

The Fellow will be an important member of teams across the Trust addressing challenges with the pathway, including: Emergency Departments at Northwick Park and Ealing Hospitals; Urgent Treatment Centres at Northwick, Ealing and Central Middlesex Hospitals; Same Day Emergency Care units; acute admission units; and partners in the community including primary care, London Ambulance Service, mental health, community health, social care and the voluntary sector. Their work will take them far beyond these clinical specialties and partners, to meet stakeholders from across the breadth of the health and care system.

The fellow will scope, design and aim to deliver interventions that improve outcomes and experience of care, making sure it is appropriate and sustainable within the context of the Trust, its partner organisations and local service user populations. It is an area that can directly impact health inequalities.

This truly is a challenging problem, it is highly contextual, multi-stakeholder, and has no single definitive solution. Nonetheless, the fellow will be working within a context of national quality standards and guidelines (including NICE).

There will be the opportunity to work clinical sessions in the emergency department a maximum of one day a week. This will provide important, first-hand exposure to the local medical environment and processes which patients experience.

Applications are welcomed from medical and clinical professionals as set out in the person specification. The post may be of particular interest to trainees or professionals from, or with an interest in, emergency medicine.

## About the Trust

**London North West University Healthcare (LNWH) NHS Trust** is one of the largest integrated care Trusts in the country bringing together hospital and community services across the boroughs of Brent, Harrow and Ealing. Our over 8,000 staff, including 1300 doctors and 4000 nurses, serve a diverse population of approximately 1.1 million people.

The Trust was established in October 2014 following the merger of The North West London Hospitals NHS Trust and Ealing Hospital NHS Trust and has an annual budget of over £800 million. Our emergency departments are sited at Northwick Park and Ealing Hospitals.



This is a pivotal time for the Trust as we pursue a transformational programme of activity to improve the way healthcare is delivered across the acute and community settings in North West London.

We are a research active Trust with more than 5,000 patients taking part in clinical trials in 2018 and we play a vital role in the education and training of doctors, nurses and other healthcare professionals.

We are a leading provider in undergraduate and postgraduate medical training and education. Our medical undergraduates come primarily from Imperial College School of Medicine.

As well as delivering community services across the three London boroughs, we provide services at:

- Northwick Park Hospital
- Ealing Hospital
- Central Middlesex Hospital
- St Mark's Hospital

## Post Description

**The Fellowship includes a portfolio of change leadership components:**

### **1. The Fellowship Challenge:**

This Challenge, as outlined above, is a live piece of change work that supports the Fellow in testing out new ideas and practices and applying their learning in systems change. Here, the system of interest is patients who seek emergency care at LNWH and with links its partner organisations in North West London.

The Fellowship Challenge will:

- Involve System Change
- Be complex
- Involve Multiple Stakeholders
- Benefit from a collaborative relationship with Citizens
- Enable the Fellow to Lead Complex, cross-sector change

### **2. Supporting capacity building within the organisation for clinical leadership:**

Working with the relevant departments within the organisation, the Fellow will contribute to the leadership and organisational skills development for trainee doctors and other healthcare professionals within the organisation.

**The Fellowship Also Includes:**

### **3. Clinical commitment:**

Where the Fellow requires this for their future career, post holders may continue to undertake a limited amount of clinical work commensurate with their level of experience and appropriate to their training status. The extent and nature of this work is to be negotiated locally, driven by the Fellow and will include appropriate and clearly identified clinical supervision. The clinical component of the post will *not* exceed an average of three sessions per week and in order to assist with orientation to the new role, Fellows will not be expected to undertake clinical duties in the first twelve weeks of taking up their post.

Here, there will be the opportunity to deliver a maximum of two clinical sessions (one day) per week within the emergency departments. This will provide first-hand experience of the realities of working within the system that patients experience. There will be no on-call requirement.

### **4. Other organisational opportunities**

The organisation will provide a number of other developmental opportunities e.g. attendance at board meetings, working with multi-professional teams, project management experience, and exposure to organisation financial management.

In addition the organisation is required to work with London South Bank University to run an immersion week locally into all facets of the health and social care system locally. A template schedule for this will be provided, and it will take place in the first month of the formal programme.

## **5. Support programme**

The post will be supported by an academic programme of learning - the PGCert Leadership in Health (Darzi) awarded by the London South Bank University. This is a Masters Level taught programme which will include support through action learning sets and opportunities for coaching and mentoring. Collaborative working and knowledge sharing is encouraged, a dedicated learning environment will be provided.

## **6. Other national and regional opportunities**

In addition to participation in the support programme provided, the post holder is expected to attend national and regional events appropriate to the role.

## Main Duties and Responsibilities

The post holder will be expected to undertake the following duties:

- To provide clinical leadership for agreed projects
- To liaise and engage with the organisation and other sector colleagues as appropriate
- Provide timely and effective clinical advice and leadership working with managers and staff in relation to the agreed Fellowship Challenge
- Provide written reports on Challenge progress, including risks and issues
- Attend all educational modules, development opportunities and undertake self-managed study hours associated with the Fellowship
- Attend the relevant coaching and learning sets
- Participate in all aspects of the Fellowship scheme and its evaluation
- Contribute to capacity building through leadership and organisational skills development for trainee doctors and other healthcare professionals within the organisation based on their learning in the Fellowship.
- Act as an ambassador for the Fellowship scheme and promote medical leadership
- Undertake a maximum of one day a week (two sessions) of clinical work in the haematology and/or emergency department.

The duties and responsibilities outlined above are not intended to be exhaustive, may vary over time and are subject to management review and amendment.

## Appraisal

The Nominated Sponsors will supervise the Fellow including setting objectives and agreeing a personal development plan. These will be regularly reviewed. Where possible, Fellows' development needs will be met through the organisation in conjunction with opportunities provided by the bespoke support programme.

## General

### Confidentiality

The post holder is required not to disclose such information, particularly that relating to patients and staff. All employees are subject to the Data Protection Act 1998 and must not only maintain strict confidentiality in respect of patient and staff records, but the accuracy and integrity of the information contained within. The post holder must not at any time use personal data held by the organisation for any unauthorised purpose or disclosure such as data to a third party. Fellows must not make any disclosure to any unauthorised person or use any confidential information relating to the business affairs of the organisations, unless expressly authorised to do so by the organisation.

### Health and safety

The post holder must co-operate with management in discharging responsibilities under the Health and Safety at Work Act 1974 and take reasonable care for his or her own health and safety, and that of others. The post holder must also ensure the agreed safety procedures are carried out to maintain a safe environment for patients, employees and visitors.

### Equal opportunities

The post holder is required at all times to carry out responsibilities with due regard to the organisation's Equal Opportunities Policy and to ensure that staff receive equal treatment throughout their employment with the organisation.

### Risk management

All staff have a responsibility to report all clinical and non-clinical accidents or incidents promptly and when requested to, co-operate with any investigation undertaken.

### Conflict of interests

The post holder may not, without the consent of the organisation engage in any outside employment and in accordance with the organisation's Conflict of Interest Policy must declare to their manager all private interests, which could potentially result in personal gain as a consequence of the employment position in the organisation. Interests that might appear to be in conflict should also be declared. In addition the NHS Code of Conduct and Standards of Business conduct for NHS Staff (HSG 93/5) required the post holder to declare all situations where the Fellow or a close relative or associate has a controlling interest in a business (such as a private company, public organisation or other NHS voluntary organisation), or in any activity which may compete for any NHS contracts to supply goods or services to the organisation. The post holder must therefore register such interests with the organisation, either on appointment or subsequently whenever such interests are gained. Fellows should not engage in such interests without the written consent of the organisation, which will not be unreasonably withheld. It is the Fellow's responsibility to ensure that they are not placed in a position, which may give rise to a conflict between their private patient's interest and their NHS duties.



# Darzi Fellowship in Clinical Leadership 2022

## with a focus on reducing avoidable emergency attendances and admissions

### Darzi Fellow Person Specification

*A = Application / I = Interview / R = References*

Requirements	Essential / Desirable	A	I	R
<b>Qualifications</b>				
Full registration with relevant professional body, e.g. GMC, GDC, NMC, HPC, GPC, HPCP	E	✓		
Undergraduate Degree	E	✓		
Minimum training level or experience of: ST4-6, CT3+, SAS, GPST3/4, Band 7/8a or equivalent, from a recognised specialty school training programme	E	✓		
Satisfactory progression through training, as evidenced by satisfactory outcomes in relevant specialty examination, e.g. RITA, ARCP, Prep CPD/Practice	E	✓		
Where applicable, (e.g. for medical trainees) meets 'out of programme experience' (OOPE) requirements or other required permission	E	✓	✓	
Higher degree or management qualification	D	✓		
<b>Experience and Achievements</b>				
Previous co-ordination or management or leadership experience either at undergraduate or postgraduate level, within or without health care	E	✓	✓	
Evidence of clinical excellence e.g. prizes, presentations papers	D	✓		

Knowledge				
Some knowledge of organisational development or management or leadership development theory, principles or programmes	E	✓	✓	
Understanding of current issues and challenges within health care delivery across the wider NHS	E	✓	✓	
Some understanding of quality improvement/safety improvement/ clinical governance principles application within clinical settings	E	✓	✓	
Skills and Abilities				
Teaching and training	E	✓	✓	✓
Critical appraisal skills	D	✓	✓	✓
Ability to develop educational programmes	D	✓	✓	
Development of evaluations / audit protocols / grant applications	D	✓	✓	
Ability to work with, and lead others, across professions	E	✓	✓	✓
Personal Qualities				
Good communication skills	E	✓	✓	✓
Understands self and impact of behaviour on others	E	✓	✓	✓
Evidence of continual personal learning and development	E	✓	✓	