

Job Description

1. Job Details	
Job Title:	Academy Lead
Job ID:	116-215
Pay Band:	8A
Reports to (Title):	ICS Medical Director
Accountable to (Title):	ICB NHS Cancer Programme Director
Location / Base:	Bridge House Sleaford
Working hours:	37.5

2. Job Purpose
<p>The post holder will work as a member of the NHS Lincolnshire ICB Clinical & Care Directorate Support Team.</p> <p>The purpose of the Clinical & Care Directorate (C&CD) is to lead clinical and care professional excellence at all levels in the Lincolnshire system, integrate care by bringing together appropriate expertise, coordinating care delivery, informed by best practice, underpinned by population health and research, and driven by data.</p> <p>The C&CD is made up of clinical and care professional leaders from a diversity of backgrounds who are involved in decision-making throughout the ICS. Members of the C&CD have a mandate from their organisation to make decisions regarding clinical pathways and re-design to ensure that clinicians and care professionals drive decision making.</p> <p>The C&CD Delivery and Academy Lead will support all aspects of the development of the C&CD coordinating and delivering programme(s) of work to develop clinical and care professional leadership in the ICS.</p> <p>LACE will act as an enabler to support clinicians and integrated care partners to deliver high quality outcomes by reducing unwarranted variation. It will adopt and spread innovation and best practice and work beyond organisational boundaries to liberate solutions to improve patient outcomes. It will be a patient centred, system-based resource, led by clinicians and care professionals, with the aim of achieving the best outcomes for Lincolnshire citizens.</p>

The postholder will support all aspects of the development of LACE including development of system-wide improvement methodology, pathway re-design and improvement activity. The postholder will develop and implement work programmes for the C&CD helping to identify priorities and advise LACE members regarding best practice and methodology.

This will include all aspects of planning and delivery associated with the Strategic Board (the strategic arm of the C&CD), and Lincolnshire Academy of Clinical Excellence (LACE).

The post holder will be responsible for all aspects of a defined programme(s) including the delivery of a substantial programme of work, ensuring the development of the work programmes for the Strategic Board and LACE, planning, and delivering implementation, and ensuring that the objectives of the C&CD are met. They will manage the C&CD support team.

The postholder will lead a team of quality facilitators across the ICS coordinating and allocating resource and expertise to LACE activities as required.

3. Local Context

NHS Lincolnshire ICB are working closely together to improve health and health services by commissioning services on behalf of the ICB populations, whilst contributing to wider improvements for the population of Lincolnshire.

The ICB has four key objectives –

1. Constitutional Standards and Quality Assurance

Achieve overall improvement in the Improvement and Assessment Framework and in particular key constitutional standards performance at year end.

2. QIPP and Financial Duties

Deliver in-year financial plan including delivery of agreed QIPP programme and achieve ongoing sustainability of financial position.

3. STP

Ensure ICB makes full contribution to continued development and implementation of STP, with particular local emphasis on the development of Neighbourhood Teams and Primary Care.

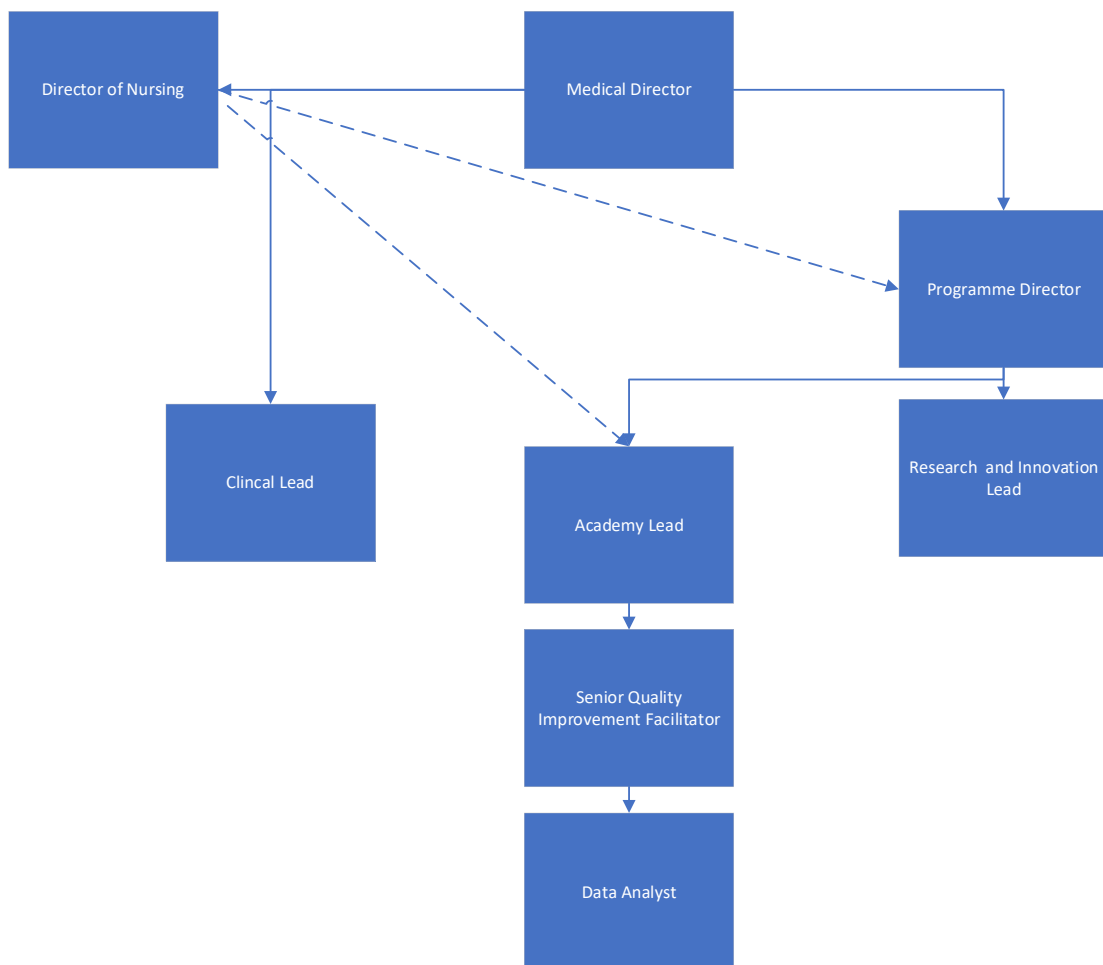
4. Joint Working and Organisational Development

Develop and deliver a set of organisational development actions that improve and promote the overall health of the ICB, progress and streamline joint working.

The ICB will promote good governance and proper stewardship of public resources in pursuance of its goals and in meeting its statutory duties. Good corporate governance arrangements are critical to achieving the ICB's objectives and financial sustainability.

4. Organisation Chart

Directorate Organogram



5. Duties

5.1 Clinical & Care Directorate (C&CD)

- Work closely with the ICB Medical Director, Director of Nursing and Programme Director to agree and deliver priorities for the C&CD
- Support the Programme Director with the continued development of the C&CD governance structure and system-wide working within the ICS
- Support the delivery of the ICB Development Plan for Clinical & Care Professional Leadership, agreeing a work programme for delivery of the Plan and providing regular updates and quarterly progress reports to the Strategic Board
- Articulate and secure the resources and budget to deliver the Development Plan. Continue to identify on-going and emerging support requirements for the C&CD as it develops. Lead and manage the team of staff / resources allocated to the C&CD
- Ensure connectivity between the C&CD work programme and others within the ICS, particularly the People Plan and People Committee and the System Quality Committee. Manage these project interdependencies and any conflicting project interdependencies and unresolved issues within tolerance. Escalate unresolved issues to the Medical Director or Director of Nursing
- Unblock any issues escalated from junior members of the C&CD support team.

- Arrange and participate in Action Learning Sets and communication/drop-in sessions to engage with a variety of clinical and care professionals across the system in relation to the Development Plan and other care activities being undertaken across the C&CD
- Act as an ambassador for the C&CD, ensuring appropriate clinical engagement is undertaken in accordance with agreed Clinical Engagement Strategy
- Work collaboratively across the system organisations and ensure that all stakeholders are appropriately engaged, including patients and carers and acute, community, primary, local government, voluntary and social enterprise (VCSE) developing champions who can advocate on behalf of the C&CD.
- Develop and provide metrics/KPIs and regular performance reports for the relevant area of work and maintain an overview of performance against any relevant national and local performance targets.
- Undertaking a baseline assessment and benchmarking exercise to establish quality improvement expertise already existing in the system and to undertake gap analysis to identify training needs and on-going support requirements for LACE.
- Work with existing Quality, Service Improvement & Re-design (QSIR) facilitators and other quality improvement professionals in the system to identify and agree one common improvement methodology to be used and rolled out across the system.
- Organise and facilitate training as required relating to the agreed improvement methodology.
- Lead a team of quality improvement facilitators across the system providing leadership, vision, and direction in relation to LACE and the delivery of work programmes.
- Develop resources and materials relevant to Quality Improvement and ensure this is accessible on the Aspyre system.
- Support the LACE Clinical Lead in the development of annual work programmes for the C&CA
- Attend meetings of the C&CA providing advice and expertise relating to improvement methodologies and pathway re-design
- Allocate quality improvement resource to LACE activity in accordance with available expertise in the system and improvement activity being undertaken in accordance with work programmes.
- Undertake benchmarking exercise to establish current pathways under review, stage of review and with the LACE Clinical Lead agree how current pathway reviews can be embedded and good practice shared once they are completed.
- Participation in wider regional/national network events and sharing of good practice.
- Ensure information is input into NHS Futures platform and Aspyre system to enable C&CD support team to report on progress.
- Facilitate and support joint work being undertaken with University of Lincoln to develop LACE and deliver work programmes.
- Ensure relevant information and reports are correctly input into Aspyre system to enable C&CD support team to report on progress.

- Support the implementation of the ICS Development Plan for Clinical & Care Professional Leadership, particularly Principle 2 'creating a culture for shared learning' E.g.
 - Development of a shared leadership culture providing the 'conditions to flourish' and a shared leadership vision
 - Gaining a 'consensus' view from different clinical/care professional groups

5.2 Strategic Board

- Develop, coordinate and ensure delivery of the Strategic Board's annual work programme and reporting cycle.
- Work closely with, and provide support to, the Chair of the Strategic Board
- Undertake all aspects of meetings management for the Strategic Board, preparing and coordinating papers, progress reports, actions log, meeting admin etc.
- Lead and arrange annual development sessions for the Strategic Board and ensure that an annual review of effectiveness is undertaken along with annual Terms of Reference review.

5.3 LACE

- Work closely with, and provide support to the Clinical Lead for LACE
- Participate in developmental meetings with University of Lincoln and other stakeholders to develop priorities and work programmes for LACE.
- Facilitate the development of annual work programmes and priorities for the C&CA and LLN. Coordinate delivery of work programmes
- Undertake all aspects of meetings management for the C&CA, preparing and coordinating papers, progress reports, actions log, meeting admin etc.
- Support LACE in undertaking key work priorities such as benchmarking good practice in other systems, undertaking review of current activity relating to pathway re-design, review of existing/other clinical networks in place in the system.
- Arranging and participating in wider regional/national network events and sharing of good practice

5.4 General

- To be responsible for line managing and developing staff within the C&CD support team, ensuring they can deliver their responsibilities. This will include the management of disciplinary procedures as required, undertaking regular appraisals, staff consultation and considering welfare and safety matters, considering local policies and procedures.
- Provide leadership and expertise acting as a participative member of the C&CD management team.
- To represent the C&CD and its interests, as required, at local and national events
- To keep updated as to current local and national policy and strategy.

- To keep updated as to improvement thinking, tools and techniques.
- Remain aware at all times of the links between this role and other functions of the system working collaboratively where required.
- To undertake other duties commensurate with this band as and when requested.

Policy and Service Development

Communication

- Present highly complex information in a clear, convincing way to a range of audiences from experienced clinicians and managers to members of the public.

Other

- To represent the ICS as required at local and national events.
- Possess extensive working knowledge of quality improvement models and improvement methodologies to be able to provide specialist advice,
- To undertake other duties commensurate with this band as and when requested
- To keep updated as to current local and national policy and strategy.
- To keep updated as to improvement thinking, tools and techniques.
- Remain aware at all times of the links between this role and other functions within the ICS working collaboratively across the system.

6. Skills required for post

- Relevant Masters' qualification or equivalent experience.
- Senior management experience in the NHS or public sector environment.
- Evidence of specialist knowledge and expertise and experience in project and programme management and their associated methodologies.
- Post qualification experience at a senior level in a complex multi-professional organisation.
- In depth knowledge relating to quality improvement in healthcare obtained either through an additional qualification or extensive experience in a similar role or related area
- QSIR, Virginia Mason or other QI certification
- Evidence of recent and ongoing CPD/learning
- Clinical or care professional qualification.
- Experience of working in quality improvement and/or service re-design
- Experience undertaking pathway re-design.
- Experience of working with senior clinical & care professional leaders.
- Experience of delivering training packages to an audience
- Line management experience including successfully led a team responsible for the delivery of a programme/project to improve services.

Analytical and judgment skills

- Advanced theoretical and practical knowledge of a range of work practices and procedures e.g., provision and commissioning of services, workforce management, programme and project management, improvement techniques, quality, service improvement and redesign tools (QSIR) performance management, risk management, financial and information governance etc.
- Able to analyse and interpret incomplete, highly complex numerical and verbal data, to develop and consider a range of options and make judgements that will inform service design, business cases, implementation, and evaluation.
- Excellent numerical and verbal reasoning and problem-solving skills.
- Ability to identify and find links between issues and to think through and articulate the potential consequences of alternative courses of action.
- Ability to identify and evaluate consequences and risks of options.

Communication and relationship skills

- Ability to establish and maintain effective working relationships with clinical & care professionals across the ICS, expert reference groups/networks, local government, academic colleagues, often providing and interpreting highly complex, sensitive or contentious data to inform decision making where there are significant barriers to acceptance and understanding.
- Act as a reference point for queries and information
- Ability to present highly complex information in a clear, convincing way to a range of audiences from experienced clinical/care professionals and managers to members of the public.
- Excellent written and verbal communication skills with the ability to communicate effectively ensuring key messages and priorities are conveyed effectively.
- Ability to communicate effectively across complex, distributed organisations ensuring key messages and priorities are conveyed effectively.
- Excellent influencing, negotiation and facilitation skills engaging others in collaborative working in an atmosphere of proposed change.
- Ability to learn and to adapt behaviour and actions.
- Ability to deal with conflicting and contentious situations in a calm, professional, empathetic manner with the ability to maintain objectivity and composure under pressure.
- Be self-aware and able to understand and value different perspectives and contributions to a team including personal contribution.
- A positive and enthusiastic approach that supports, develops, and motivates others to achieve objectives and seeks continuous improvement.
- Political sensitivity and awareness.
- Be prepared to challenge and be challenged.

- Pro-actively manage stakeholders; responding to and resolving conflict between different stakeholders on occasions when this arises through facilitation and other appropriate mechanisms.

Planning and organisation skills

- The post holder is required to organise a programme(s) of work in support of the C&CD which is comprised of a number of work programmes to deliver system wide service change across Lincolnshire. The strands of this work are multiple and interdependent. The post holder is managing the process by which a substantial set of all supporting plans are developed and implemented to achieve the objectives of the C&CD.
- Organising staff, resources and work flows to meet milestones and delivery targets.
- Planning and deploying resources to manage individual and team performance to meet the demands of the work programmes.
- Be flexible and adaptable.
- Plan and organise LACE meetings in collaboration with LACE members and stakeholders.
- Ability to prioritise and delegate.
- Ability to embrace paradox and change.

Physical skills

- Standard keyboard skills.

7. Responsibilities of the Post Holder

Direct/Indirect patient care

- No direct patient care responsibilities
- Contributing to C&CD objectives with regard to improving patient outcomes and health inequalities

Policy and Service Development

- Take responsibility for supporting the development and implementation for a discrete policy and service developments that meets the needs of Lincolnshire in relation to LACE.
- Maintain a good knowledge of current and emerging local national policies and strategies.
- Support the C&CD to develop and deliver best practice, challenge ways of working and persuade, motivate and influence to ensure that practice is realigned where necessary.
- Adopt a matrix team working style working closely across the ICS key functions and teams.
- Report C&CD work programmes through relevant governance arrangements.

Financial and physical resources

- Use data to highlight issues, risks and support decision making.
- Planning and co-ordinating the production of financial modelling in respect of planning.

Human Resources

- Line management and leadership responsibilities of the C&CD support team.
- Manage the recruitment of relevant programme/project/support staff, acting as the recruiting officer and chair of recruitment panels where indicated.
- Be responsible for annual staff appraisal, with clear objectives linked to departmental and corporate objectives, with a personal development plan.
- Be responsible for staff supervision and personal development including the progression of any disciplinary or capability issues.
- Ensure own and team's compliance with all statutory and mandatory training.
- Support training and induction of new staff.

Information resources

- All staff members who contribute to patients' health records or have access to patient/staff information are expected to be familiar with, and adhere to, GDPR and ICB Information Management Policies.
- All staff who have access to patient/staff records/information have a responsibility to ensure that these are maintained efficiently, and that confidentiality is protected in line with the ICS's Confidentiality & Disclosure Policy.
- Work with members of the team and key stakeholders to investigate the causes of any variance from plan/delivery targets and lead on the implementation of solutions.
- Uses information effectively to gauge performance and benchmark effectively.

Research and Development

- Participate in work to develop LACE alongside representatives from University of Lincoln which may include aspects of research.

Other commissioning duties as directed by Lead Commissioners

- None identified

8. Freedom to Act

- Have the autonomy and flexibility to lead the work programmes associated with the C&CD, Strategic Board and LACE. Be expected to advise the ICS Medical Director, Director of Nursing, Chair of Strategic Board and Clinical Lead for LACE on best practice and the best way of achieving C&CD objectives and delivery of work programmes.

- Must be able to use initiative to decide relevant actions and make recommendations.
- Ability to make decisions autonomously within defined limits, when required.
- Freedom to plan their own workload and be managed rather than supervised. Works within defined departmental and national protocols/policies and professional code of conduct, however, is required to interpret national policy for local implementation.
- Attends local and national events, meetings and visits relating to programme(s) as and when required. Guided by NHS and ICS policy, plans and new initiatives with responsibility for implementation of highly complex guidance with limited reference to senior management.

9. Effort & Environment

Physical Effort

- The role is primarily office and home based, with larger meetings, and a requirement to be able to travel countywide, so involves sitting for prolonged periods.
- The post holder will be required to use a VDU for prolonged periods.
- Occasional lifting of files to and from shelves may be required.
- Sitting in a confined position i.e., driving or at a keyboard for periods.

Mental effort

- Frequent requirement for concentration and thinking both proactively and reactively to complex issues, including national and local policies and strategies, in meetings, negotiations and when dealing with staff, managerial or organisational queries considering both short- and longer-term potential consequences of decisions and precedents. Concentration is for both short and longer time periods depending upon the nature of the issue and requirement for detailed analysis and interpretation. There is frequent requirement for prolonged concentration every day.

Emotional effort

- There may be occasional exposure to distress where issues are contentious, and stakeholders receive unwelcome news.

Working conditions

- The post is mainly office/home based but there is a requirement to travel countywide.
- The post holder may be required to attend meetings at short notice and frequent travel requirements associated with this across the county including during out of office hours.
- Frequent user of computer keyboard and VDU
- Reasonable working office conditions apply.

- The post holder will be expected to be flexible in their work approach which will include mobile working, 'hot desking' across the health community, home working as required

NHS Lincolnshire Integrated Care Board

Person Specification

Post of Delivery Manager Clinical and Care Directorate BAND 8B

Job Related Criteria	Essential	How Identified	Desirable	How Identified
				A = Application I = Interview T = Test P = Presentation
Qualifications (Academic, Professional & Vocational)	Relevant Masters' qualification or equivalent experience Qualification in QI techniques e.g. Lean, PDSA, Virginia mason, QSIR , NHS change model Senior management experience in the	A	Project Management qualification Acted as a coach or mentor	A

	<p>NHS or public sector environment</p> <p>Evidence of specialist knowledge and expertise and experience in project and programme management and their associated methodologies</p> <p>Evidence of high quality CPD</p>			
<p>Previous Experience (Nature & Level)</p>	<p>Post qualification experience at a senior level in a complex multi-professional organisation</p> <p>Line management experience including successfully led a team responsible for the delivery of a programme/project</p>	A/I	<p>Successfully led a team on a complex project in the NHS or a public sector organisation</p>	A/I

	<p>to improve services.</p> <p>Experience of leading large projects and ability to implement QI methodology</p>			
Evidence of Particular: -Knowledge -Skills - Ability	<p>Excellent verbal, written, numeric reasoning and presentation skills.</p> <p>Excellent influencing, interpersonal, negotiation and communication skills, ability to build trust and collaboration with a wide range of stakeholders.</p> <p>Ability to learn and adapt behaviours quickly.</p> <p>Ability to act independently and set targets and</p>	A/I	<p>Advanced skills and knowledge in the use of IT systems and Microsoft Office software</p>	A/I

	<p>standards for self and others.</p> <p>Ability to develop and apply creative solutions to system wide problems.</p> <p>Self-motivated with the ability to motivate and empower others to achieve specific goals and objectives.</p> <p>Determined focus on delivery and outcomes; results focused; able to turn good ideas into action to deliver results.</p> <p>Excellent at prioritising and delegating.</p> <p>Ability to plan over the short, medium and long-term timeframes.</p>			
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	<p>Able to communicate convincingly with all groups including clinical and care professionals, managers and members of the public/patients.</p> <p>Self-motivated</p> <p>Objective, calm, collected and confident under pressure.</p> <p>Flexible</p> <p>Professional</p> <p>Honest & High degree of personal integrity</p> <p>Car driver with the ability to travel.</p> <p>Positive and enthusiastic</p> <p>Organised and methodical</p>			
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	Committed to developing self and others			
Specific Aptitudes	Awareness of equality and valuing diversity principles Understanding of Confidentiality and Data Protection Act			
Specific Ability	Car driver / owner or reasonable alternative This role is required to be part of the on call rota.			

General Terms and Conditions of Service

General conditions of service

Please see below for the General Conditions of Service



General Conditions
of Service.docx

Annual Leave

Your leave entitlement will be based on a leave year April – March and as follows:

Length of service	Annual leave & BH in hours	Annual leave & BH in days
On appointment to NHS	202.5 hours + BH	27 days + BH
After 5 years NHS service	217.5 hours + BH	29 days + BH
After 10 years NHS service	247.5 hours + BH	33 days + BH

Pension

You are encouraged to join the NHS Pension Scheme, and will be brought in to the Pension Scheme automatically on commencement unless you opt out. The pension contribution rates are available here: <http://www.nhsbsa.nhs.uk/Pensions/4207.aspx>

Supplementary Duties and Responsibilities

Safeguarding	<p><u>Safeguarding Children</u></p> <ul style="list-style-type: none"> Under section 11 of the Children Act 2004 all NHS staff must ensure that their functions are discharged with regard to the need to safeguard and promote the welfare of children (Working Together to Safeguard Children, 2015) All staff need to ensure as part of their work with children and families and with adults who are parents or carers who are experiencing personal problems, that the needs of the children are considered and that where necessary they are assessed and appropriate referrals are made. Staff need to be aware of the relevant parts of <i>What To Do If You're Worried A Child Is Being Abused</i> (DfES 2015) https://www.education.gov.uk/publications/standard/publicationdetail/page1/dfes-04320-2006 It is incumbent on all staff that they undertake child protection / safeguarding children training as per Safeguarding Children and Young People: roles and competences for health care staff Intercollegiate document September 2014 and their own organisation's Safeguarding Children Learning & Development Framework. http://www.rcpch.ac.uk/sites/default/files/page/Safeguarding Children - Roles and Competences for Healthcare Staff 02 0 (3).pdf <p><u>Safeguarding Adults</u></p> <ul style="list-style-type: none"> Under sections 42 to 47 of the Care Act (2014) chapter 14 of the statutory guidance states: <i>Safeguarding means protecting an adult's right to live in safety, free from abuse and neglect. It is about people and organisations working together to prevent and stop both the risks and experience of abuse or neglect, while at the same time making sure that the adult's wellbeing is promoted including, where appropriate, having regard to their views, wishes feelings and beliefs in deciding on any action. Professionals should work with the adult to establish what being safe means to them and how that can be best achieved.</i> All staff must comply with mandatory training requirements and ensure that adult safeguarding is embedded as an essential part of their daily practice. Safeguarding is everyone's business and staff within the organisation have a particular responsibility to ensure all safeguarding concerns are responded to effectively and efficiently in accordance with the local Safeguarding Adults Board Policy and Procedure. http://www.legislation.gov.uk/ukpga/2014/23/contents/enacted http://www.gov.uk/government/uploads/system/uploads/attachment_data/file/366104/43380_23902777_Care_Act_Book.pdf
Health and Safety	<p>Employees have a legal responsibility not to endanger themselves, fellow employees and others by their individual acts or omissions. The post holder is required to comply with the requirements of any policy or procedure issued in respect of minimising the risk of injury or disease.</p> <p>The ICB operates a non-smoking policy, throughout its premises, including buildings and grounds.</p>
Equality and Diversity	<p>The ICB is committed to promoting equal opportunities to achieve equity of access, experience and outcomes and to recognising and valuing</p>

	people's differences. This applies to all activities as a service provider and as an employer
Clinical Supervision	It is mandatory for all professionally qualified staff and clinical support staff to actively participate in clinical supervision as an integral part of their professional development for a minimum of four sessions per year.
Reasonable Adjustments	The ICB is seeking to promote the employment of disabled people and will make any adjustments considered reasonable to the above duties under the terms of the Equality Act 2010 to accommodate a suitable disabled candidate
Flexible Working	The organisation is committed to offering flexible, modern employment practices, which recognise that all staff need to strike a sensible balance between home and work life. All requests to work flexibly will be considered
Information Management and Technology (IM&T)	Information Management and Technology (IM&T) All staff are expected to utilise the relevant national and local IM&T systems necessary to undertake their role.
Data Protection and Confidentiality	All employees are subject to the requirements of the Data Protection Act 2018 and must maintain strict confidentiality in respect of patient, client and staff records.

Job Description Agreement

Job Title:

Area:

I declare that I have read the Job Description and Person Specification and confirm that this is an accurate and fair description of the role.

Signature

Date

Job Holder: