



West London  
NHS Trust



# Candidate Recruitment pack



Promoting hope & wellbeing together

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# Welcome

## Dear Candidate,

Thank you for your interest in the role of Darzi Fellow in Clinical Leadership. This pack provides you with all the information you may need to apply for this vacancy.

We are delighted to offer a Darzi Fellowship in collaboration with London South Bank University. The Darzi Fellowship Programme aims to develop future clinical leaders by combining work-based experience, working on a Fellowship Challenge, as well as academic study through a bespoke leadership development programme: PGCert Leadership in Health (Darzi) with London South Bank University. The Darzi Fellows will come from a variety of clinical backgrounds, which allows a multi-professional learning opportunity. This is considered a prestigious post and is highly recommended for aspiring clinical leaders.

The Darzi Fellowship Challenge at West London NHS Trust will be to lead a system wide review of development opportunities for SASG and Consultant grade doctors in different specialties and at different career stages. The scope of this project will seek to map current opportunities and generate strategy to deliver sustainable improvements in key areas of need, including in the recruitment, retention, workforce experience & engagement, inclusion and in the health & well-being of the medical workforce across both psychiatry and other specialties within the Trust.

You will be working with a Sponsor from our Senior Medical Management Team and be supported to relate to all levels of the Trust's management structures, including our Executive, to lead the development of a service and cultural change which contributes to organisational and system priorities.

In our Darzi Challenge you will be relating to key stakeholders and closely supported closely by operational, workforce and professional leads and have the opportunity learn in depth about strategic priorities, change management, workforce initiatives and business case development.

In addition, our Darzi Fellow can contribute to an agreed local leadership project aligned to priorities aligned to the Challenge.

A clinical component of no more than three sessions a week (after the first twelve weeks) can also be negotiated. If you are a doctor in postgraduate training the Darzi Fellowship in Clinical Leadership can be taken within an OOPE.

It is expected that Fellows share their learning from the programme with peers and colleagues both within their host organisation and beyond.

Thank you for your interest in this role and we wish you every success with your application.

**Dr Claire Dillon**

Director of Integrated Community Health Services

**Dr Daniel Andrews**

Director of Medical Education

# About West London NHS Trust

West London NHS Trust is one of the most diverse healthcare providers in the UK, delivering a range of mental health, physical healthcare and community services commissioned locally and nationally. The Trust runs Broadmoor Hospital, one of only three high secure hospitals in the country with an international reputation.

Our high secure services care for patients from across the South of England and we provide low and medium secure services covering eight London boroughs. The Trust also provides mental and physical healthcare in three London boroughs – Ealing, Hammersmith & Fulham and Hounslow. The Trust employs over 3800 staff, of which 51% are from a Black and Asian Minority Ethnic (BAME) background. Our turnover for 2021-22 is approximately £350m.

In recent years, there has been a step change in staff engagement, culture, performance and ambition of the organisation. The Trust is now rated as 'Good' overall by the Care Quality Commission, and the rating for our Forensic services has improved from 'Requires improvement' to 'Outstanding'. Rigorous financial management has been central to our ability to deliver service improvements. The Trust has delivered consistent surpluses since 2009, totalling more than £77m.

The Trust is an established key partner and contributor in the development of the evolving North West London Integrated Care System (ICS). The Chief Executive leads for mental health, equalities and engagement across the sector, mirroring her commitment to these issues.

In direct response to the Covid-19 crisis, and in partnership with Central and North West London NHS Foundation Trust (CNWL), the Trust set up a new psychological support service for NHS staff, residential homes, care facilities and the London Ambulance Service.

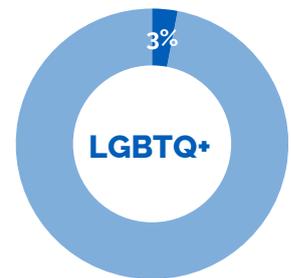
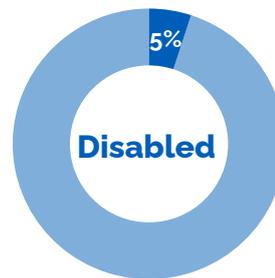
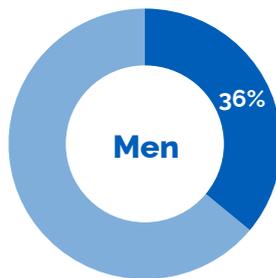
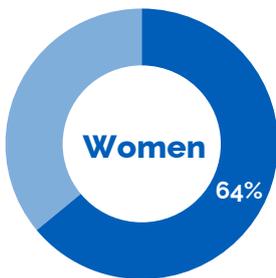
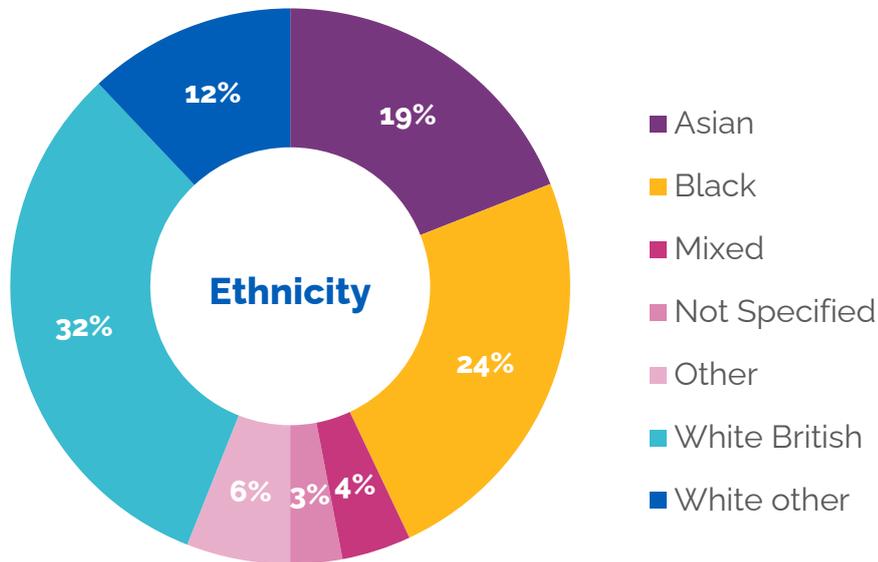
Collaboration has been the key to our success in recent years, and the launch of Ealing Community Partners (ECP) exemplifies our ambition. ECP is led by West London NHS Trust but brings together 14 organisations, including NHS, Ealing Council and the voluntary sector to deliver community health and care services to local residents.

Our staff have rated us highly and in the 2020 staff survey, the Trust received the top score nationally in two categories: immediate managers and quality of care. The Trust was highly commended in the mental health trust category of the year HSJ Awards in 2020. It received an award for workforce innovation to improve staff recognition in the same year.

See [www.westlondon.nhs.uk](http://www.westlondon.nhs.uk) for more information.

# At a glance:

Staff figures for 2020/21 Wrong template need to use 2021/22 data



## Patient figures for 2020/21

  
**108,266**  
 patients in our services

  
**107,685**  
 patients in the community

  
**7,239**  
 children & young people using our services

  
**5,113**  
 older people using our dementia services

  
**2,638**  
 inpatient admissions

  
**69,483**  
 patients in Ealing

  
**18,117**  
 patients in Hounslow

  
**15,470**  
 patients in Hammersmith & Fulham

## How we are organised

The Trust's clinical service lines are as follows:

|  |  |
|--|--|
| <b>Acute mental health services</b>                    | <b>Sonya Clinch</b> , Clinical director          |
| <b>Community &amp; recovery mental health services</b> | <b>Dr Julia Renton</b> , Clinical director       |
| <b>Older people's mental health service</b>            | <b>Dr Nevil Cheesman</b> , Clinical director     |
| <b>CAMHS &amp; developmental services</b>              | <b>Dr Johan Redelinghuys</b> , Clinical director |
| <b>Psychological medicine services</b>                 | <b>Dr Vincent Law</b> , Clinical director        |
| <b>Integrated care services</b>                        | <b>Dr Claire Dillon</b> , Clinical director      |
| <b>West London forensic services</b>                   | <b>Dr Catherine Penny</b> , Clinical Director    |
| <b>High secure services</b>                            | <b>Dr Robert Bates</b> , Clinical director       |

## Our Trust Values

**Togetherness:** Ensure teamwork, mutual respect and trust sit at the heart of everything we do here. Our service users and their carers are an integral part of the team

**Responsibility:** Ensure when we say we are going to do something, we do it. We do not leave it to someone else to do. Our service users are responsible for engaging in their treatment.

**Excellence:** Ensure we strive for excellence in everything we do. 'Good enough' is simply not good enough. Excellent is better. The safety of our service users and our team is our number one priority.

**Caring:** Ensure caring means more than showing compassion to our service users and each other. It is also about having a can-do attitude, stepping up and caring to be the best we can. Because we care, we give praise when it's due.

## Job Description

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|                         |   |
|-------------------------|---|
| <b>Post title:</b>      | Darzi Fellow in Clinical Leadership   |
| <b>Grade:</b>           | ST4-6, CT3, SAS, GPST3/4, Band 7/8a or equivalent   |
| <b>Responsible to:</b>  | Dr Christopher Hilton<br>Chief Operating Officer (Local and Specialist Services)  |
| <b>Accountable to:</b>  | Dr Derek Tracy<br>Medical Director  |
| <b>Responsible for:</b> | Leading a system wide review of development opportunities for SASG and Consultant grade doctors and develop strategy for sustainable improvements in recruitment, retention, workforce experience & engagement, inclusion and the in the health & well-being in both psychiatry and other medical specialties of the Trust. |
| <b>Remuneration:</b>    | Secondment/employment at current grade  |
| <b>Contract:</b>        | 1 year<br>Starting August 2024  |

### Key relationships

**Internal:**

- Medical Director
- Chief Operating Officer (Local and Specialist Services)
- Deputy Medical Director/Responsible Officer
- Director of Medical Education
- Clinical Directors & Leads
- Local Operational & Service Managers
- Local Medical Advisory Committees
- Local Negotiating Committee
- Guardian of Safe Working Hours
- Consultant & SASG Doctors
- Training Programme Directors
- Local Tutors and Doctors in Postgraduate Training
- Medical Staffing & Rota Coordinators
- Staff Health & Wellbeing Services
- Equality & Diversity Lead

**External:**

- London South Bank University
- NHS England-London
- Royal Colleges (Psychiatry, Medicine and Paediatrics)
- North West London Integrated Care Board

## Job Summary

### The Darzi Fellowship Clinical Leadership Programme

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 capability 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.

Applications are welcomed from all healthcare professionals as set out in the person specification. The post may be of particular interest to doctors in postgraduate training and other professionals who have an interest in organisational change management.

The Fellowship includes a portfolio of change leadership components:

#### 1. The Fellowship Challenge

This Challenge is a live piece of change work that supports the Fellow in testing out new ideas and practices, applying their learning. Fellows could collaborate across a system on a piece of work, as well as working within one organisation. It also means there could be more than one 'application'.

The Fellowship Challenge will:

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

#### 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.

### 3. The Darzi Challenge at West London NHS Trust

**Title: To create a development framework for the Trust so that it attracts and retains high calibre medical staff who have high staff satisfaction through the creation of an environment that supports and nurtures their development throughout their careers no matter what stage.**

The Sponsor, Dr Claire Dillon, Director of Integrated Community Health Services, has been leading on Medical Workforce Development over recent years and there is an acknowledgement from the Trust board that there is significant opportunity to enhance the current development opportunities for SASG and Consultant grade doctors in different specialties and at different stages of their careers. The objective of this work is to achieve sustainable solutions to address ongoing challenges in recruitment, retention, workforce experience & engagement, inclusion and in the health & well-being in both psychiatry and other medical specialties that now form part of our increasingly diverse medical establishment.

The issues faced across our medical workforce reflect common and distinct challenges in terms of career progression, role development, the experience of working in the Trust and how future aspirations can be met at different career stages in different specialties. The development of strategy to address these is of paramount importance to assuring an effective workforce in a changing social and health service environment.

Whilst a major provider of mental health services our portfolio has now expanded to include medical specialties including paediatrics, primary care and medicine where significant service developments are planned. There is also the need to ensure that we respond in an inclusive & equitable way to international medical graduates and those who wish to develop flexibility or new ways of working in their career milestones.

This Fellowship Challenge seeks to address these strategic needs and would require engagement across the entire medical workforce, Senior Medical and Non-Medical Managers, the Executive Team, Human Resources and with external organisations including NHS England-London, Royal Colleges (Psychiatry, Medicine and Paediatrics) and the North West London Integrated Care Board. The challenge also anticipates the need for service user perspectives.

The Fellowship Challenge aligns with the Trust's strategic priorities, including putting people first by attracting, developing and retaining staff within a fair and inclusive culture and to collaborate, innovate and lead to ensure the best outcomes for patients.

**The Fellowship also includes:**

#### **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.

## 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.

## 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.

## 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.

## Key Areas of Responsibility

- The Darzi Fellow will lead a system wide review of career development opportunities for SASG and Consultant grade doctors in different specialties and at different career stages.
- The scope of this project will seek to map current opportunities and generate strategy to deliver sustainable improvements in key areas of need, including in the recruitment, retention, workforce experience & engagement, inclusion and in the health & well-being of the medical workforce across both psychiatry and other specialties within the Trust.
- The Darzi Fellow will have the benefit of Executive support to relate to all levels of the Trust's management structures.
- The challenge will require engagement across multiple stakeholder groups including Consultants in different Psychiatry and other specialties, Doctors in Postgraduate Training, various Trust forums including the Medical Advisory and Local Negotiating Committees in addition to corporate functions of the Trust including Human Resources & Workforce Planning, Health & Wellbeing Services and Equality & Diversity. NHS England-London, various Royal Colleges and the North West London Integrated Care Board will be key external stakeholders and the scope for service user inclusion will be considered.
- The role will be supported closely by operational, workforce and professional leads and will provide an opportunity to learn in depth about conflicting priorities including clinical strategy, patient experience and outcomes, change management, workforce wellbeing and business case development. In addition, the Darzi Fellow can contribute to an agreed local leadership project aligned to developments aligned to the challenge.

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.

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 Sponsor (Medical Director or equivalent) 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 Areas of Responsibility**

- **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 West London NHS Trust is committed to eliminating all forms of discrimination on the grounds of age, disability, gender reassignment, marriage / civil partnership, pregnancy / maternity, race, religion or belief, sex and sexual orientation. 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.

- **Safeguarding and Wellbeing of Children and Vulnerable Adults**

The Trust is committed to safeguarding and promoting the welfare of children and vulnerable adults. To achieve our commitment, we will ensure continuous development and improvement of robust safeguarding processes and procedures that promote a culture of safeguarding amongst our workforce. All staff are expected to be aware of national, organisational and departmental policies and procedures on safeguarding and promotion of the wellbeing of children and vulnerable adults and should be able to communicate this to others.

- **Security**

All staff are required to take reasonable care to ensure their own personal security, the security of other staff, patients and visitors, and the security of Trust property, following the requirements set out in the appropriate Trust policies.

- **No Smoking Policy**

There is a no smoking policy at West London NHS Trust.

# Person Specification

## Darzi Fellowship in Clinical Leadership 2024/25

| Requirements   | Essential /Desirable | A | I | R |
|--|----------------------|---|---|---|
| <i>A = Application / I = Interview / R = References</i>  |                      |   |   |   |
| <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                    | ✓ |   |   |

| <b>Knowledge</b>  |   |   |   |   |
|---|---|---|---|---|
| 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 | ✓ | ✓ |   |
| <b>Skills and abilities</b>   |   |   |   |   |
| 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 | ✓ | ✓ | ✓ |
| <b>Personal qualities</b>   |   |   |   |   |
| Good communication skills   | E | ✓ | ✓ | ✓ |
| Understands self and impact of behaviour on others  | E |   |   | ✓ |
| Evidence of continual personal learning and development   | E | ✓ | ✓ |   |

### Further Information

For more information or an informal discussion please contact:

#### **Dr Claire Dillon**

#### **Director of Integrated Community Health Services**

West London NHS Trust

Email: [claire.dillon@westlondon.nhs.uk](mailto:claire.dillon@westlondon.nhs.uk)

#### **Dr Daniel Andrews**

Director of Medical Education

Email: [daniel.andrews@westlondon.nhs.uk](mailto:daniel.andrews@westlondon.nhs.uk)