

CCPL - JOB DESCRIPTION

Job Title:	Mental Health
Band:	CCPL Tier 2: Salary range £92,700.00 to £113,300.00 per annum (pro rata) 0.1 WTE (x1 session(s) per week)
Department(s):	Integrated Adults Integrated Children Primary Care and Transformation Public Health
Function:	Clinical and Care Professional Leads
Responsible to:	Director of Integrated Adults
Accountable to:	SEL ICB programme or borough clinical director/CCPL lead
Hours:	0.1 WTE fixed term for 2 years

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.

Our partnership brings together six local authorities, over 200 general practices (operating within 35 Primary Care Networks), Guy's and St Thomas' Hospital NHS FT, King's College Hospital NHS FT, Lewisham and Greenwich NHS Trust, South London and the Maudsley Mental Health FT and Oxleas FT. Importantly, the ICS seeks to be connected to the communities we serve (circa 1.92m residents) and work with the widest possible range of community, voluntary and third sector groups and organisations in each borough. The reach of our NHS provider portfolios extends beyond the borders of the ICS, across London, the South of England and nationally for some services.

Our ICS is a 'System of systems' and the Integrated Care Board (ICB) works with partners that come together as Collaboratives for acute physical and mental health care; and as Local Care Partnerships (LCPs) that provide multi-agency leadership to the development and delivery of borough-focused care. The ICB works with



residents and the bodies that serve them at neighbourhood, borough and South East London wide levels.

The ICS exists to deliver four core purposes:

- Improve outcomes in South East London population health and health and care services
- Tackle inequalities in outcomes, experience and access suffered by the residents of South East London
- Enhance productivity and value for money in the use of health and care resources in South East London
- Help the NHS support broader social and economic development in South East London.

Fundamental to the operating model of the ICS are three principles:

- **Partnership:** We are a partnership of sovereign bodies coming together to achieve something greater than the sum of the partners. All partners have a voice and all partners have responsibility.
- **Subsidiarity:** We work on the basis of subsidiarity. This means issues and decisions should be dealt at the most local level consistent with their effective resolution.
- **Accountability:** We value both supporting each other and being held to account by each other and our wider partners.

Equality and Diversity

The ICB is committed to providing services and employment to a community with an increasing variety of backgrounds. To do this effectively it is essential that we promote equality and embrace diversity and treat everyone with dignity and respect.

Disability Confident Employer

We are a Disability Confident Employer and support the guaranteed interview scheme and use of the Government's Access to Work Scheme.

Living our values, we are keen to reflect the diversity of society at every level without our organisation.



Our core values are:

- We are collaborative
- We are caring
- We are inclusive
- We are innovative

We welcome applications from all sections of our community including from people with lived experience and/or knowledge of disability or social exclusion.

If you have accessibility requirements and would like further information about the role please contact recruitment-South London (NHS South East London ICB)
recruitment-SouthLondonICBs@selondonics.nhs.uk

Please quote the reference for the role you are looking to apply for when contacting us.



Clinical and Care Professional Leadership Roles in South East London

Our CCPLs are critical to the delivery of our ambitions to achieve the best possible health outcomes for the people of South East London. We have a network of roles across our programmes and boroughs which provide support to our borough and programme leadership as well as helping to set strategic direction and professional leadership support to CCP colleagues across our system. In order to ensure diverse representation in our CCP community we encourage applications from those who are suitably qualified from a range of professional backgrounds. CCPLs are expected to help us deliver our strategic ambitions through developing collaborations across boundaries, promoting mutual learning, seeking challenge and continuously driving innovation and improvement. We believe in the strength of collaborative leadership and all postholders will be expected to work closely with borough and programme operation leads as well as other CCPL post holders.

CCPLs will be expected to work as part of multidisciplinary teams and support the delivery of both system and place priorities with particular emphasis on cross-boundary integration and supporting delegation, wherever appropriate, of decision making to places and neighbourhoods. Importantly, all postholders will be expected to understand and address the challenges of health inequalities and the principles of population health management and quality to ensure evidenced-based optimisation of care and services where they are most needed.

Our CCPLs should feel part of a community where there is visibility of challenges, ideas and decision making and where cross-programme networking and collaboration is part of business as usual. We strongly believe in the importance of valuing and developing current and future leaders: all postholders will be invited to an induction programme with ongoing development opportunities including mentoring support.

Tier 2 roles are suitable for established leaders or those at an earlier stage in their leadership development, or those who are bringing specific expertise into a team. They will have responsibility for specific portfolios at programme or system level, or may offer subject matter expertise at either programme and/or borough level.



JOB PURPOSE

The primary responsibility of the role is to provide, clinical and care input in service of the Lambeth Living Well Network Alliance (LLWNA) and wider Lambeth system across health and social care, and where appropriate system, SEL and national Mental Health priorities with a particular focus on engagement and development with primary care.

Through participation in system fora, the post-holder will be expected to provide local leadership to influence change within Lambeth. This will involve engaging all relevant stakeholders including patients and carers and wider system partners in all elements of the commissioning and change cycle (diagnosing issues and opportunities, designing new pathways and services, implementing sustainable change and monitoring progress). The post will require the holder to work collaboratively with existing system leaders in these areas in order to avoid duplication and promote collaborative working.

Operationally, the role will be the go-to point for (clinical) service development to support quality improvement and the delivery of better mental health outcomes for Lambeth residents and patients.

Duties and Responsibilities

The following are the key requirements identified for this role and the approaches needed for them.

- To act as a key point of contact for Mental Healthcare related issues and opportunities originating the Lambeth borough. This includes:
 - Liaising with colleagues who have concerns or questions about any aspect of Mental Health,
 - Take a lead in identifying clinical operational issues, gaps and risks.
 - Escalating risks or issues which are affecting pathways.
 - Furthering effective clinical interface between primary care, the LLWNA and wider professional and organisational health and care partners as appropriate to support more personalised and integrated care for people living with mental health conditions.
 - Ensure a holistic approach to planning and delivery of health and associated interventions that supports strength-based approaches, that promotes achieving independence and resilience for people using services, so that people using services can achieve their best outcomes.
 - Working actively with providers to address challenges in a collaborative and respectful way.
 - Maintaining effective links to patients and carers and to ensure better patient and carer experience of health and care services.



- Working directly with the LLWNA and partners across primary, social care and the VCS as appropriate to promote positive practice including taking action to address specific performance and quality challenges.
- Proactively take action in the interest of developing services and resolving issues – making connections between colleagues and different parts of the system in service of the wider improvement agenda
- Be aware of the different legislative responsibility across Health and Social Care for Section 117 aftercare, Care Act 2014, Ordinary Residence and the Responsible Commissioner Guidance
- To take the lead in exploring opportunities to improve relationships and channels of communication, including understanding current barriers, and make recommendations for change.
- Supporting continuous learning and improvement and best practice in the delivery; uptake; outcomes; and clinical data recording and reporting of Serious Mental Illness (SMI) physical health checks
- As required represent the borough at relevant meetings, and work closely with local commissioners across health and social care, system development colleagues and SEL Mental Health colleagues.

1. Duties and Responsibilities

Key Responsibilities will include:

Clinical/service decision-making

- Make sound operational and clinical judgements that ensure safe and effective holistic health and care service provision.
- Listen with compassion to the needs, hopes and challenges of those they work with and serve, using this understanding to actively involve others in the decisions that affect their lives.
- Act as the lead to identify and review best-practice guidance (e.g., NICE) to shape local clinical guidelines and clinical template design.
- Provide clinical/professional expertise and leadership with Lambeth stakeholders, for example primary and secondary care, social care, people who use services and voluntary and community sector in supporting the reduction of health inequalities for people with mental health.
- Understand the need for robust safeguarding process, decisions and documentation across health and social care. To meet as necessary with Health and Social Care Safeguarding leads for Adults and Children's.



Date

Job Title

Page 6 of 19

Service delivery and outcomes

- Provide expertise and leadership with various stakeholders, for example primary and secondary care, social care, people who use services and voluntary and community sector in supporting the reduction of health inequalities for people with mental health.
- Understand and describe process and systems challenges (from a clinician/professional perspective) to inform a local approach to providing practice-based clinical and systems facilitation.
- Ensure that the needs of service users and their carers are at the core of service development.
- Contribute to the annual planning process by identifying gaps and opportunities to improve care locally (specifically focusing on comparisons to other SEL boroughs and gaps in peer reviews).
- Catalyse and embed ways to test and share new and innovative ideas and approaches that improve how we design and deliver care to our patients and population.
- Ensure that service delivery is person centred, outcomes focused and protective of individual service users' dignity.
- Support primary care and the LLWNA to ensure that primary care based mental health interventions meets all relevant quality standards, specifically CQC, SEL ICB and all relevant NICE guidelines.
- Support the effective and efficient deployment of resources to achieve agreed outcomes and targets.
- Work as a team member developing and maintaining effective working relationships.

Creativity and innovation

- Encourage and test new ways of working together, develop positive and trusting relationships, 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.
- Can work with sometimes competing priorities of health and social care systems and reach balanced decisions based on this.
- Considers innovation in the workplace an ongoing responsibility and welcomes change as an integral part of both individual and organisation development.
- Acts as a positive role model for innovation and a facilitator for change

Planning and organising



- Ensuring annual workplan reflects for the national, SEL and borough priorities mental health priorities and that these are translated into effective plans to support General Practice and primary care development and improved interface with secondary and social care and the VCS including LLWNA.
- Ability to lead and inform clinical improvement projects.
- Ability to access, understand and describe clinical evidence.
- Understanding of and support managers to develop local care pathways.
- Ability to inform localisation of clinical guidance.
- 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 aligned to the objectives of the role, outcomes and objectives which may involve coordinating and organising others.
- Link clinical leaders across acute and other specialist departments to inform local quality improvement functions.
- Interpret analytics and describe how these relate to local incentives.
- Contribute or present updates to LLWNA management and Lambeth Together fora.

The main duties and responsibilities described above are not exhaustive and the post holder can expect to take on other responsibilities or specific tasks as required. Further, over time it is likely the remit and requirements of the role will evolve, and the post holder will be expected to adjust their working approach and style to accommodate these. It is expected that this job description would be reviewed regularly, by agreement, initially at 6 monthly intervals by the line manager.

Communication, relationships and leadership

Building a strong CCPL community is key to the success of our ambitions at place and system. Postholders will be expected to engage in and support clinical networks, both within and across portfolios with aims of sharing ideas, learning and challenges as well as developing relationships. They will also engage and collaborate with SEL colleagues partners, stakeholders and external agencies as needed. They will be expected to have excellent communication skills with the ability to communicate complex issues clearly to colleagues and stakeholders.



Health inequalities and population health management

All postholders will understand the challenges and priorities for addressing health inequalities in SEL, both within their portfolios as well as more broadly, and ensure that consideration of these is central to everything we do. The principles of population health management should be understood and applied to individual portfolios, drawing on support from the system as required.

Financial and Physical Resource

Postholders will be expected to support the ICB's ambitions of ensuring value for money in the delivery of health and care in SEL.

Policy and Service Development

All postholders will understand the challenges and priorities for addressing health inequalities in SEL, both within their portfolios as well as more broadly, and ensure that consideration of these is central to everything we do. The principles of population health management should be understood and applied to individual portfolios, drawing on support from the system as required.

They will work with clinical and operational leads to support service development and improvement, ensuring that any plans are clinically informed and conducive to the delivery of safe, effective, high-quality care. When improving or transforming services patients should be at the centre of the process with application of the principles of co-design and co-production wherever appropriate. Experience of service improvement and redesign is desirable and a willingness to develop capability in improvement methodology is important. Postholders should also be aware of and support local and system planning and strategic priorities and support boroughs and programmes in the delivery of these.

CCPLs should encourage and test new ways of working, collaborating and learning from each other to achieve our collective ambition to improve the health and wellbeing of our population. They will seek out and embrace different ideas, perspectives and challenges and be able to adapt and change course by continually learning from others around them. An ability to take an innovative and creative approach to solving problems is essential.

Analytical and Judgement Skills

Postholders should understand the principles of population health management as applied to addressing health inequalities, identifying areas of need and targeting



resources. They should have the ability to draw qualitative and quantitative data from a wide range of sources, analyse and present in a clear and concise manner.

Planning and Organisational skill

Postholders will be expected to support the development of and delivery of operational and strategic priorities, including the definition of measurable outcomes against agreed objectives. They should also develop plans for the delivery of the role's responsibilities and deliverable objectives with their line manager.

Research and Development

Postholders will be expected to support innovation and research to identify, develop and promote best practice. In addition to this they will be encouraged to work with system partners to promote research and identify opportunities for academic collaboration.



Autonomy/Freedom to act

CCPLs should work on their own initiative and organise their workload, delegating as necessary, working to tight and often changing deadlines. They should make decisions autonomously when required, on difficult issues.

Information management/resources

Postholders will support the development and maintenance of local data infrastructure and frameworks as appropriate.

Person Specification

Supporting Evidence

In the supporting evidence of your application form, you must demonstrate your experiences by giving specific examples for the criteria within the person specification.

Factors		Essential/ desirable
Education / Qualifications	Qualified care and/or clinical professional i.e., NMC, HCPC, social work register, GMC, etc.	E
	Postgraduate degree or higher professional qualification	E
	Evidence of continuing professional development	E
	Project Management or programme management certification or equivalent experience.	D
	Leadership training qualification	D
Experience	Significant experience of leading, managing, developing, influencing and inspiring staff.	D
	Bringing together collaborative groups or networks	D
	Understand the challenges of health inequalities and principles of identifying and addressing these	E
	Use of improvement methodology in service design and pathway transformation	D
	Engagement of patients and public and the principles of co-production in service design and delivery	E



	<p>Use of evaluation methodology to understand value and impact, including the use of appropriate outcome measures</p> <p>Supporting, managing and mentoring direct reports and other staff</p> <p>Setting strategic direction in consultation and partnership with stakeholders</p> <p>Working and influencing across organisational boundaries</p> <p>Excellent interpersonal communication (written, oral, presentation and facilitation) networking and negotiating skills</p>	<p>D</p> <p>D</p> <p>D</p> <p>D</p> <p>E</p>
Partnership Working/ Leadership/ Management	<p>Champions the principles of equality, diversity and inclusion both within and outside of the organisation.</p> <p>Provides effective, inclusive and compassionate leadership, ensuring all voices are heard and creating and nurturing a culture where staff feel safe to speak up.</p> <p>Professional and approachable manner.</p> <p>Open to ongoing evaluation, feedback and supervision.</p> <p>Flexible and adaptable to meet deadlines.</p> <p>Takes personal responsibility for actions and their impact.</p>	<p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p>
Analytical	<p>Good analytical skills and the ability to draw qualitative and quantitative data from a wide range of sources and present in a clear concise manner.</p> <p>Understand the principles of population health management as applied to addressing health inequalities</p> <p>Ability to analyse numerical and written data, assess options and draw appropriate conclusions.</p> <p>Sound judgement in the absence of clear guidelines or precedent, seeking advice as necessary from more senior management when appropriate.</p>	<p>E</p> <p>D</p> <p>E</p> <p>E</p>



Skills and Abilities	The ability to work in partnership with lead clinicians, health care professionals and other stakeholders and a partnership approach to working across organisations.	E
	Excellent communication skills including the ability to present complex information tailored to different audiences.	E
	Able to influence the development of policy and strategy to enhance relevant priorities. Able to identify priorities and dependencies in complex situations.	E
	Effectiveness in conflict resolution and management.	D
Other	Stamina, energy and enthusiasm and the ability to work effectively under pressure.	E
	A collaborative management style, which recognises and values personal contributions and agenda and encourages team working.	E
	Detailed knowledge of NHS and/or social care operations.	D
	Ability to travel to attend meetings and attend for work at several locations for the purpose of hybrid working.	E



GENERAL DUTIES AND RESPONSIBILITIES

Mobility	The post-holder is contracted to work at any appropriate South East London ICB office as necessary for the delivery of the functions of this role.
Just Culture	<p>The ICB is committed to ensuring that people related matters are resolved as early and as informally as possible and that recourse to formal action under any of the HR policies and procedures is only where necessary. This supports the principles of a just culture, where people are encouraged to come forward when things go wrong and supports those who make honest mistakes.</p> <p>The fair treatment of staff supports a culture of fairness, openness and learning in the NHS by enabling staff to feel confident to speak up when things go wrong, rather than fearing blame</p>
Equality & Diversity	<p>Staff have the right to be treated fairly in recruitment and career progression. Staff can expect to work in an environment where diversity is valued and equality of opportunity is promoted.</p> <p>Staff will not be discriminated against on any grounds including age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation.</p> <p>Staff have a responsibility to ensure that they treat their colleagues and others they may interact with dignity and respect.</p>
Sustainability	<p>SEL ICB is committed to contributing to a net zero NHS, in line with national Greener NHS ambitions. Our contribution will be made by delivery of the ICS Green Plan (https://www.selondonics.org/wp-content/uploads/2022/06/ICS-Green-Plan-2022-2025.pdf). Everyone's contribution is required in order to meet the goals set out in our Green Plan and we encourage all staff</p>



	to work responsibly; embedding sustainability into their core work and minimising their contributions to carbon emissions, waste and pollution wherever possible.
Raising Concerns	Staff may on occasion have genuine concerns about healthcare matters and consequently the ICB endorses the principle that these must be raised in a responsible and appropriate manner, and if necessary, using the ICB's 'Raising Concerns (Whistleblowing)' policy.
Data Protection	<p>The ICB is registered as a data controller under the Data Protection Act 2018/General Data Protection Regulations. All the personal information we hold, obtain, record, use and share as an organisation is governed by this Act and Regulation.</p> <p>As an employee of the ICB you have a legal responsibility for all personal information you handle and must not at any time use the personal data in a way incompatible with the guidelines stipulated in this act.</p> <p>If you are in any doubt regarding what you should or should not do in connection with the Data Protection Act and the General Data Protection Regulations, then you must contact your Line Manager.</p>
Records Management	<p>As an employee of the ICB, you have a legal responsibility for all records you work with e.g., patient records, financial records, personal, administrative, etc that you gather or use as part of your work within the ICB.</p> <p>The records may be held in a variety of formats such as paper, electronic, microfiche, audio, and video tapes, etc. You must consult your manager if you have any doubt as to the correct management of the records with which you work.</p>
Confidentiality	In the course of your employment, you will have access to confidential information relating to the ICB's business, patients, the STP and its staff.



	<p>You are required to exercise due consideration in the way you use such information and should not act in any way, which might be prejudicial to the organisation's interests. Information which may be included in the category which requires extra consideration covers both access to the general business of the ICBs and information regarding individuals. If you are in any doubt regarding the use of information in the pursuit of your duties, you should seek advice from your Line Manager before communicating such information to any third party.</p> <p>Confidential information should always be treated according to the ICB's rules on confidentiality. Any inappropriate disclosure may be subject to the ICB's disciplinary procedures.</p>
Information Governance	<p>ICB staff must keep up-to-date with the requirements of Information Governance and must follow ICB policies and procedures to ensure that ICB information is dealt with legally, securely, efficiently and effectively.</p> <p>Staff must appropriately manage all the Information they handle during their employment with the ICB, making the information available for sharing in a controlled manner, subject to statutory requirements and the ICB Information Governance Policy, and formal Information Sharing arrangements.</p>
Health & Safety	<p>Employees must be aware of the responsibility placed on them under the Health and Safety at Work Act (1974) to maintain a healthy and safe working environment for both staff and visitors.</p> <p>Employees also have a duty to observe obligations under the ICB's Health and Safety policies and to maintain awareness of safe practices and assessment of risk in accordance with the Risk Management Strategy.</p>
Infection Control	<p>ICB staff are responsible for protecting themselves and others against infection risks. All staff regardless of whether clinical or not are expected to comply with current</p>



	<p>infection control policies and procedures and to report any problems regarding this to their managers.</p> <p>All staff undertaking patient care activities must attend infection control training and updates as required by the ICB.</p>
Financial Regulations	<p>All staff are responsible for the security of the property of the ICB, avoiding loss or damage of property, and being economical and efficient in the use of resources.</p> <p>Staff should conform to the requirements of the Standing Orders, Standing Financial Instructions or other financial procedures including the Code of Conduct and Accountability and the Fraud and Anti Bribery Policies.</p>
Safeguarding Children & Vulnerable Adults	<p>All employees are required to act in such a way that always safeguards the health and wellbeing of children and vulnerable adults.</p> <p>Compliance with mandatory and statutory training requirements is an essential requirement of all employees.</p>
Risk Management	<p>Managers are responsible for implementing and monitoring any identified and appropriate risk management control measures within their designated area(s) and scope of responsibility.</p> <p>Responsibilities of staff regarding risk management are outlined more fully in the Risk Management Strategy. Staff are responsible for ensuring that they are aware of those responsibilities</p>
Code of Conduct	<p>The Department of Health's Code of Conduct for NHS Managers has been adopted by the ICB for all Director-level and senior management posts. This requires the post-holder to comply with the Code and for their actions to demonstrate a commitment to the Code. In particular, the post-holder must:</p> <p>Make the care and safety of patients their first concern and act quickly to protect patients from risk;</p>



	<p>respect the public, patients, relatives, carers, NHS staff and partners in other agencies; be honest and act with integrity; accept accountability for their own work, the performance of those they manage and of their own organisation;</p> <p>Demonstrate their commitment to team working by co-operating with all their colleagues in the NHS and in the wider community.</p>
Acceptance of Gifts and Hospitality	The conduct of staff in the public service should be scrupulously impartial and honest and in this context any offers of gifts or hospitality should be discussed with your manager, prior to acceptance.
Use of new Technology	<p>The ICB is making increased use of computer technology. Most employees (both clinical and non-clinical) are expected to use automated information systems in their work to improve quality and co-ordination of services, to enable faster and more certain communication.</p> <p>Necessary training will be provided. Compliance with the Data Protection Act 1988, Information Governance and the relevant Computer Usage Policy is expected.</p>
Civil Contingencies Act 2004	All staff will note the Organisation's responsibilities under the Civil Contingencies Act 2004, and NHS Major Incident Plans Guidance (DoH 1998 and 2004).
Smoking or Vaping	Smoking/Vaping by staff, patients, and visitors, is not permitted anywhere on ICB premises.
General	<p>The post holder:</p> <ul style="list-style-type: none"> • may be required to work at any of the ICB's sites in line with the service needs. • has a duty to create, maintain and enhance effective working relationships, both internally and externally <p>This job description provides an outline of the tasks, responsibilities and outcomes required of the role.</p>



	<p>The job holder will undertake any other duties that may be required which are consistent with the grade and responsibility of the post.</p> <p>This job description describes responsibilities, as they are currently required. It is anticipated duties will change over time and the job description reviewed regularly during employment.</p> <p>All staff have a responsibility to participate in the ICB's Appraisal Scheme and to contribute to their own development and the development of any staff that they are responsible for appraising.</p>
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