

ALLIANCE CLINICAL LEAD(S) - ROLE DESCRIPTION

Role Title	Mid and South Essex Alliance Clinical Lead
Remuneration	£515 a day or 257.50 per 4-hour session
Sessions	Minimum of 2 session per week
Terms	Contract for Service or Secondment
Tenure	1 year fixed
Responsible to	Alliance Director
Accountable to	Alliance Director

ROLE PURPOSE / SUMMARY

The Mid and South Essex Integrated Care System (ICS) is comprised of the Integrated Care Board (ICB), a statutory NHS body, and the Integrated Care Partnership (ICP), a committee of the ICB. Together, these organisations bring together key health, care, community, and voluntary sector organisations across the area.

The ICS has a bold ambition to deliver improved outcomes for our 1.2m population through our four Alliances, and we are placing clinical and professional leadership and the voice of our residents at the heart of realising this ambition.

Each Alliance covers a population of between 300,000-500,000 people and is responsible for ensuring the delivery at place level of ICB and ICP strategies. The Alliance is led by the Alliance Director, the Alliance Clinical Lead roles will work to the Alliance Director.

The Alliance Clinical Leads will support the Alliance to ensure the ICS can discharge its four key purposes:

- improve outcomes in population health and healthcare
- tackle inequalities in outcomes, experience and access
- enhance productivity and value for money
- help the NHS support broader social and economic development

The post holder will be expected to exemplify an inclusive and collaborative approach in the ICS. This will include:

- Demonstrating high quality leadership and supporting clinical and professional leaders across the Alliances and system and to demonstrate the highest standards of leadership through their conduct.
- Leading by example and securing engagement with residents and partners as an integral part of all decision making so that it is embedded as a core value of the partnership.
- Aiming for excellence in everything we do, by influencing, coaching and challenging poor delivery to ensure high standards are achieved for the local population.
- Ensuring delivery for local residents is a principle upheld across the partnership, placing aside personal or organisational agendas for a more collaborative approach.

- Maintaining the highest standards of public accountability for safety, quality, and our use of resources.
- Working collaboratively across Alliances and with relevant ICB and ICS Clinical Leads and Directors.

All leaders in the ICS have a collective responsibility for working together to ensure the organisation is well led, successful and managerially supported, promoting integration and delivery.

The Alliances welcome and encourage diversity and a broad skill mix of clinicians to work closely with the Alliance team, fellow Clinical Leads and wider partners. Being adaptable to and understanding of the diverse cultural needs and preferences of our local population is key.

CONTEXT

The Alliance Clinical Lead (ACL) role is established to work across the Alliance footprint and link into wider aspects of the system. The ACL will work flexibly and play a key role in translating strategic priorities for transformation and integrated neighbourhood teams into operational delivery with and for our communities, driving behavioral change. The ACL will seek to complement, connect and amplify the work of Alliance partners and citizens to achieve tangible outcomes for our communities.

The ACL reports to the Alliance Director and will work closely with Alliance team members, fellow clinical leads, and wider partners, providing a broad supporting role in the local delivery of Alliance/ICB/ICP strategic ambitions.

The key priorities for the Alliances include:

- Development and delivery of Integrated Neighbourhood Teams (INTs)
- Reduction of inequalities including driving down unwarranted variation
- Supporting the sustainable development of Primary Care and Primary Care Networks (PCNs)
- Supporting financial recovery and system sustainability

The ACL will take a population health approach to improvement and use existing research, data (both quantitative and qualitative), and local engagement to ensure high quality, high value, equitable services.

The ACLs will be required to take an agile approach, adapting to the dynamic demands of the health and care landscape and adjusting to the needs and inputs of various team members. The Alliance directorate fosters a shared approach to priorities and delivery, in turn this may mean ACLs will work with all four Alliances for certain projects/programmes. The ACLs will be required to work autonomously and will ultimately be accountable for identifying, setting, maintaining and improving our standards and outcomes, whilst at the same time looking for opportunities to develop and innovate services.

KEY RESPONSIBILITIES

The post holder(s) will:

- Participate in and contribute to the Alliance delivery plan and ensure delivery.
- Take a population health approach to delivering and championing improvements in health and wellbeing.
- Be a pro-active and visible leader, engaging with fellow clinicians, other health and social care providers, and service users.
- Engage with and influence ICB Clinical Leads and Stewardship to enable local delivery.
- Influence key stakeholders, leaders and clinical colleagues at place to champion the delivery of change and innovation.
- Take a leadership role in Alliance based implementation of system transformation, including reviewing recommendations and working with stakeholders to consider how they are embedded.
- Supporting Integrated neighbourhood team model delivery aligned to neighbourhood footprints (i.e. dynamic joined up multiagency way of working).
- Actively manage the primary, community, social services and secondary care interfaces seeking opportunities to join up services and reduce duplication where possible.
- Supporting Primary Care and Primary Care Networks (PCNs) maturity development including building strong and effective relationships with member practices and across neighbourhoods

KEY RELATIONSHIPS

The post holder will need to build constructive relationships with partners from across the health and care system. Key relationships include:

- Alliance Director and Alliance team members
- Alliance partner organisations
- Fellow Alliance Clinical Leads
- ICB Clinical Leads
- Relevant ICB stewardship groups
- Local Authority partners
- NHS Providers including Primary Care, PCNs and Community providers
- Independent Service Providers
- ICB Directors and teams (where appropriate)
- VCSEF sector, local health entrepreneurs, campaigns groups and social media influencers and local employers

COMPETENCY BASED KEY DELIVERABLES

- Understand the System's assets and specific challenges to an ICS footprint and Alliance-level footprint.
- Analyse data and performance metrics to inform decision-making and drive improvements in patient care, in line with national guidance and local needs.
- To work autonomously and within a team to deliver a specific project or service improvement within a designated timeframe.
- Assure equity of outcome and value of service is delivered in the Alliance.

- Keep current and provide evidence-based advice on the implementation of relevant national policy, standards/guidance and frameworks while at the same time monitoring national and international evidence to look for opportunities to learn and innovate.
- Provide clinical leadership and expert advice, where necessary, to improve the care of our residents.
- Promote a collaborative approach to population health at a place and neighborhood level.
- Inform and co-ordinate Alliance strategic and operational objectives for a range of disciplines as required.
- Actively manage the primary, community, social services and secondary care interfaces seeking opportunities to join up services where possible with a focus on the development of neighbourhood networks within the system.
- Engage with clinical networks, forums, and professional bodies to share best practices and drive system-wide improvements.
- Secure effective engagement with clinicians and other professionals at all levels and encourage cross professional collaboration to deliver service improvement that fully respects the user's voice.
- To champion service user co-design of local services.
- Attend any relevant troubleshooting meetings and support, where appropriate, investigations including analysis of clinical and other incidents, review research and national guidelines to improve practice and provide judgment where medical practice may differ.
- Actively support the ICB to discharge its responsibilities for equality, diversity and inclusion.
- Assure equity of outcome and value of service in the delivery of health and care services across the Alliance footprint.
- Foster a culture of transparency and learning from incidents, promoting patient safety initiatives and quality improvement projects.
- Champion patient and public involvement in the design and delivery of services, ensuring that patient voices are central to decision-making processes.
- Develop strategies to engage diverse communities and address health inequalities, promoting inclusivity and access to services for all population groups
- Keep calm and maintain your composure when all around you are losing theirs
- Act in a way that is compliant with the ICBs Constitution, Standing Orders and Standing Financial Instructions in the discharge of responsibilities.

PERSON SPECIFICATION

Role Title	Alliance Clinical Lead	
Criteria	Essential	Desirable
Education/ Qualifications	<p>Clinical or Care Professional Registration (including social work) with current licence to practise or included on a relevant professional register.</p> <p>Qualification in/or significant experience with managerial, financial and strategic knowledge</p> <p>Evidence of appraisal and continuing personal development</p> <p>Professional Registration (i.e. GMC/ NMC/ACCA/CIPD etc.) if appropriate for the role</p>	<p>Relevant post graduate diploma, master's degree Doctorate</p> <p>Management qualification or training</p> <p>Stewardship-related accreditation, Quality improvement qualification, population health or health economics courses, Project Management Qualification or equivalent level of experience</p>
Experience	<p>Substantial experience in leadership, research or educational roles within an NHS or social care organisation</p> <p>Experience of the delivery of care services in relevant setting</p> <p>Demonstrable evidence of the delivery of quality improvement within their service or a project.</p> <p>Experience of working within and between multi-disciplinary teams.</p> <p>Experience of leading, managing and delivering significant change projects involving stakeholders</p> <p>Experience of managing incoming and outgoing information requirements, handling correspondence/queries which may be highly complex, sensitive or highly confidential.</p> <p>Experience of negotiation with senior stakeholders which may include difficult and controversial issues, presenting complex and sensitive information to large and influential groups</p>	<p>Experience of working in the NHS/public body</p> <p>Significant senior management experience in the public sector, or public sector-led partnerships</p> <p>Experience of working within an Alliance setting.</p> <p>Currently practicing within an organisation in the Mid and South Essex Integrated Care System footprint</p>

	<p>Experience of working at strategic level, able to recognise direction and implications of policy and the potentially competing priorities/interests.</p> <p>Experience of leading, managing, developing, influencing and inspiring staff.</p>	
<p>Knowledge/ Understanding</p>	<p>Advanced knowledge of relevant systems and procedures in Health and Social Care.</p> <p>An in-depth understanding of health care provision and awareness of current NHS policies and priorities.</p> <p>Demonstrable knowledge of the local health and care system and the requirements of the population.</p>	
<p>Partnership Working/ Leadership/ Management</p>	<p>Can demonstrate significant partnership working and the understanding of how and when partnerships should be built, navigating and understanding local, regional and national political positions in order to effect population-based solutions that span across multiple stakeholders.</p> <p>Provide effective, inclusive and compassionate leadership across a whole function, ensuring all voices are heard and creating and nurturing a culture where staff feel safe to speak up.</p> <p>Champions the principles of equality, diversity and inclusion both within and outside of the organisation.</p> <p>Professional and approachable manner and 'visible' leader.</p> <p>Good communicator, with ability to liaise with colleagues at all levels</p> <p>Flexible and adaptable to meet deadlines</p>	

	<p>Ability to work as part of a team or independently</p> <p>Takes personal responsibility for actions and their impact</p> <p>Ability to work in a collaborative way across organisational/sector boundaries in order to achieve the highest quality outcomes for patients</p>	
Skills	<p>Exceptional leadership and communication skills with experience of dealing directly and effectively with a wide range of internal and external stakeholders</p> <p>Excellent data analysis and interpretation skills involving highly complex data, with outstanding analytical and problem-solving skills</p> <p>Highly developed written and verbal communications skills, with excellent attention to detail and the ability to influence and negotiate with a wide range of partners across a wide range of media.</p> <p>High level of attention to detail</p> <p>Prioritisation and organisation skills</p> <p>Able to be assertive in negotiation on difficult and controversial issues such as performance and change</p> <p>Able to deliver training/briefings/updates to large groups of staff at all levels</p> <p>Able to lead the development of policy and strategy to enhance relevant service</p> <p>Able to make decisions autonomously, when required, on difficult issues and often to changing timescales.</p>	
Other	<p>Ability to travel to attend meetings and attend for work at several</p>	

	locations, including home, for the purpose of hybrid working.	
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Core Competency Clinical Care and Professional Leader

CCPL's require highly specialised knowledge, some of which is at the forefront of knowledge in a field of work. They use their knowledge as the basis for original thinking and/or research. They are leaders with considerable responsibilities. They have the ability to analyse complex processes and the responsibility to improve or develop services. They will have considerable managerial responsibilities and be accountable for service delivery.

The ICB aims to deliver high quality, professional and customer focused services. To ensure that this objective is met, it is expected that all individuals carry out their roles in a courteous, compassionate and responsive manner and by the standard of their own appearance and behavior act as an ambassador for the organisation within their interactions with all our customers.

Individuals are contractually obliged to undertake mandatory training in line with the organisations' agreed Mandatory Training Matrix and must ensure that the required learning is complete and refresh this learning within the timescales set out. Should staff consider they need further support to maintain the level of competence set out in this framework they have a personal responsibility to raise this with their line manager.

Assessment

- Able to gather appropriate information.
- Able to select and use appropriate assessment techniques.
- Able to undertake or arrange investigations as appropriate.
- Able to analyse and critically evaluate the information collected.

Formulation and delivery of plans and strategies

- Able to use research, reasoning and problem-solving skills to determine appropriate actions.
- Able to draw on appropriate knowledge and skills in order to make professional judgements.
- Able to formulate specific and appropriate management plans including the setting of timescales.
- Able to conduct appropriate diagnostic or monitoring procedures skillfully.
- Able to maintain records appropriately.

Critical evaluation of the impact of, or response to, the plan/intervention

- Able to evaluate the on-going effectiveness of planned intervention and subconsciously modify a technique in-action.
- Able to make reasoned decisions to initiate, continue, modify or cease the use of techniques or procedures, and record the decisions and reasoning appropriately.
- Able to audit, reflect on and review your own and other's performance/practice in unpredictable and normally specialised contexts.

Knowledge & Skills

- Uses highly developed specialised knowledge to analyse, evaluate and synthesise complex and new ideas that are at the most advanced frontier of a work area.
- Extends existing knowledge and professional practice within a work area.
- Is able to provide the strategic direction, develop, lead and manage projects.
- Will lead by example in developing highly innovative solutions to problems based on research and inquiry.
- Observes and records data using appropriate methods, tools and technology. Maintains accurate records.
- Uses technology to effectively plan work and evaluate the effectiveness of the work through complex audits/trials.
- Understands relevant legislation, policy and guidance.
- Understands social model, concepts of empowerment and person centred approaches to assessment, care planning delivery, monitoring and review of practice.

- Understands the nature, extent and boundaries of own role and its relationship to others within and outside the organisation.

Technology Skills

- Proficient in the use of Microsoft Outlook or similar Email application
- Proficient in the use of the Web and Web applications
- Proficient in the use of Microsoft Word
- Accurate data input skills, e.g. accurately entering data into Excel or an electronic records system
- Confident with the use of IT systems and equipment, including mobile devices (where used)

Leadership & Management

- Provides strategic leadership, innovation and independence in work contexts that are ground breaking and require the solving of problems that involve many interacting factors.
- Ensure all staff within their area of responsibility performs to the highest standard.
- Contribute fully to initiatives to improve quality, productivity and performance.

Innovation & Decision Making

- Extends and redefines knowledge and professional practice within a work area or at the interface between work areas.
- Critically analyses, evaluates and synthesises new and complex ideas and makes strategic decisions based on these processes.
- Develops and influences policy and service delivery.
- Is able to carry out operational interactions within a complex environment.

Team Working

- Drives working in partnership towards achieving shared goals, resolving conflict and pacesetting across the partnership.
- Respect and be open to the thoughts, opinions and contributions of others.
- Recognise and respect other people's diversity, individual differences and perspectives.
- Lead and support when appropriate, motivating and developing others for high performance.
- Review the strategic impact/outcome of the work of the team and the return on investment.
- Ensure that the objectives of the team are clear and the strategic vision is understood
- Accept and give feedback in a constructive manner.
- Communicate with authority through engaging in critical dialogue with peers.
- Leads the resources of the work area effectively conforming to organisational governance.
- Assess situations and identify the root cause of a complex problem in environments that are unfamiliar, complex and unpredictable.
- Respond constructively to change and cope with uncertainty.

Communication

- Listen to and understand complex information, both implicit and explicit.
- Listen to and appreciate the complexity of a range of views, adopt effective questioning techniques.
- Respond appropriately to queries and complaints.
- Negotiate assertively and present highly developed theoretical and practical knowledge across a range of professional issues.
- Adopt a sensitive manner and use appropriate language for each situation, lead, persuade and influence others effectively.
- Write effectively for a range of complex situations and contexts.

Personal Attributes

- Acts as an ambassador for the ICB and demonstrates excellent customer care at all times.
- Deals with people, problems and situations with honesty and integrity.

- Recognises and reflects on their own and others good efforts.
- Takes care of their personal health, including hygiene and appearance.
- Meets timekeeping and attendance requirements.
- Leads on personal and team health and safety practices and procedures and acts in accordance with these.
- Understands their rights and responsibilities in the workplace, and those of others.
- Undertakes and respects confidentiality.
- Manages the balance of their work and personal life.
- Assesses and manages risk, is accountable for their own actions, and those of their team.
- Is adaptable and able to carry out multiple tasks or projects.
- Is open and responds constructively to change and copes with uncertainty.
- Supports other colleagues and co-workers and promotes positive relationships within team and beyond.
- Learns continuously, reflects on their practice and encourages others to reflect on their practice.
- Identifies personal learning goals and plans for the achievements of these.

ORGANISATIONAL DUTIES

CODES OF CONDUCT

The ICB requires the highest standards of personal and professional conduct from all of its staff. All staff must comply with the Code of Professional Conduct appropriate to their professional governing body and to the ICB's Code of Conduct.

EQUAL OPPORTUNITIES

The ICB is committed to equal opportunities that affirms that all staff should be afforded equality of treatment and opportunity in employment irrespective of sexuality, marital status, race, religion/belief, ethnic origin, age or disability. All staff are required to observe this standard in their behaviour to fellow staff.

SAFEGUARDING CHILDREN, YOUNG PEOPLE AND ADULTS AT RISK

Safeguarding is a key priority for the ICB. Staff must always be alert to the possibility of harm to children, young people and adults at risk through abuse and neglect. This includes being aware of the adults who may find parenting difficult. All staff should be able to recognise the indicators of abuse and know how to act on them, including the correct processes and decisions to be undertaken when sharing information. The depth of knowledge staff work from must be commensurate with their role and responsibilities (as per Intercollegiate Document 2014). All staff must follow the safeguarding policies, procedures and guidelines, know how to seek specialist advice and must make themselves available for training and supervision as required.

CONFIDENTIALITY

All staff are required to observe the strictest confidence with regard to any patient/client information that they may have access to, or accidentally gain knowledge of, in the course of their duties. All staff are required to observe the strictest confidence regarding any information relating to the work of the ICB and its employees. Staff are required not to disclose any confidential information either during or after their employment with the ICB, other than in accordance with the relevant professional codes. Failure to comply with these regulations whilst in the employment of the ICB could result in action being taken.

DATA PROTECTION

All staff must adhere to appropriate ICB's standards/policies in respect of the use of Personal Information, including guidance on the use and disclosure of information. The ICB also has a range of policies for the use of computer equipment and computer-generated information. These policies detail the employee's legal obligations and include references to current legislation. Copies of the Policy on the Protection and use of Personal Information and other Information Technology can be obtained from the ICB.

HEALTH AND SAFETY

The ICB expects all staff to have a commitment to promoting and maintaining a safe and healthy environment and be responsible for their own and others welfare.

RISK MANAGEMENT

All staff will be responsible for adopting the Risk Management Culture and ensuring that they identify and assess all risks to their systems, processes and environment and report such risks for inclusion within the ICB Risk Register. Staff will also be required to attend mandatory and statutory training, report all incidents/accidents including near misses and report unsafe occurrences as laid down within the policies.

GOVERNANCE

All staff have a responsibility to be aware of governance arrangements and ensure that the reporting requirements, systems and duties of action put into place by the ICB are complied with.

POLICIES & PROCEDURES

All staff are expected to comply with all the policies and procedures drawn up by the ICB.

NO SMOKING POLICY

The ICB is a 'no smoking organisation' therefore staff are not permitted to smoke whilst on duty. All NHS staff are expected to recognise their role as ambassadors for a healthy lifestyle. As such, staff should not smoke whilst in uniform, in NHS vehicles or on ICB or other health care premises.

INFECTION CONTROL

All staff must observe the code of practice for the prevention and control of infections (updated 2015) and ensure that they understand and implement their responsibilities in the prevention and control of infection.

DISCLOSURE & BARRING SERVICE (DBS) CHECK

If the post is one that requires a disclosure (at whatever level) from the DBS, the organisation retains the right to request that a further disclosure is sought at any time as deemed to be appropriate. Where an appointment has been made and the ICB is awaiting the outcome of a DBS check which subsequently proves to be unsatisfactory, the employment will be terminated.

CRIMINAL CONVICTIONS

If, a staff member is convicted of or charged with a criminal offence (with the exception of a traffic offence) whether it arises from their employment or otherwise, the individual is required to report the matter to the Human Resources Department who will decide on the appropriate course of action. Should a staff member be convicted of an offence and receive a custodial sentence, the ICB reserves the right to terminate the contract, after careful consideration of the facts. Failure to report a conviction may itself lead to disciplinary action being taken. Any information will be treated confidentially, except insofar as it is necessary to inform other relevant members of management. Additionally, if driving is part of an employee's duties and they are convicted of any traffic offence, they must report it to Human Resources Department who will decide on the appropriate course of action.

MOBILITY

Staff may sometimes be required to attend at other locations or expected to travel to anywhere within the ICB footprint.

OTHER DUTIES

This role description is not a definitive or exhaustive list of responsibilities but identifies the key responsibilities and tasks of the role holder. The specific objectives of the role holder will be subject to review as part of the individual's performance review/appraisal. There may be a requirement to undertake other duties as may reasonably be required to support the ICB in accordance with your grade/level in the organisation.