

Job title:	Community Improvement Lead
Salary:	£54,726 - £67,470 per annum pro rata (depending on experience and additional responsibilities)
Reports to:	Community Service Lead
Accountable to:	Managing Director
Location:	Here, 4th Floor, 177 Preston Road, Brighton BN1 6AG

About us and our culture

We are a not-for profit, social enterprise, membership organisation delivering NHS services. Our members are local GPs, practice managers, practice nurses and our own staff.

We believe these things to be true

- Care is something we can choose to show for ourselves and each other at any time. Care is not exclusive to an appointment or a medical intervention
- We have a right to take control of our lives
- It takes courage to step forward and effect change. The capacity to lead is within us all
- Every interaction can be powerful if we choose to engage consciously. We know the ripples from these movements can go on to create profoundly positive change
- True care is a way of living that creates meaning between us all

Our Purpose in the World

Care Unbound. To create more possibilities for care in every moment.

How we work in service of our purpose

- We strengthen our capacity to care for ourselves and each other
- We recognise each opportunity to help people make meaningful choices
- We encourage ourselves to be guided by our values in the work we do every day
- We develop the capacity for leadership in ourselves and with all those we engage with
- We make improvements quickly where we recognise the opportunity, rather than waiting for perfect solutions
- We bring together the right people organisations and ways of working to create true partnerships

We believe in enabling people to take control of their health care journeys – we help to change the way health and wellbeing services work so care can focus on what matters to individuals.

We work to ensure that our culture is one that allows everyone to come to work as their ‘whole’ selves. For most of us, work takes up a big part of our day. We want to ensure that it’s enjoyable and speaks to us on a level deeper than ‘just getting the job done’.

Because of this:

- We run a coaching programme which enables everyone to learn how to become a coach and have access to coaching when needed
- We have a process called ‘Pirate Dave’ which allows peer-to-peer conversations about development
- We have a staff-run ‘Wellness Group’ that enable staff to set up initiatives that link to wellness/wholeness. This has included running yoga, installing a ping pong table in the rec room and buying free fruit for staff
- We have a staff-run ‘Time & Spaces Group’ who run organisational wide projects to ensure that every voice from the organisation is heard. They have been a big part of our recent office refurbishment which included installing a quiet room covered in grass for when we need to take a break and running an artwork competition so we can cover our walls with art created by our staff.
- We host mindfulness sessions twice per day

ABOUT THE SUSSEX MSK PARTNERSHIP

Sussex MSK Partnership is a unique and innovative expert MSK delivery organisation that combines the best of our local NHS, specialist orthopaedic knowledge to deliver clinical designed and driven pathways of care to a single standard of quality and excellence for all patients designed according to their specific needs. This is a contract let by the Commissioners of Crawley, Horsham and Mid-Sussex and Brighton and Hove.

Sussex MSK Partnership (‘the Partnership’) is made up of the following organisations:

- Here (Care Unbound)
- Sussex Community Foundation NHS Trust
- Horder Healthcare
- Sussex Partnership Foundation NHS Trust

The post holder will be employed by Here.

JOB PURPOSE

To lead on major service improvement and development initiatives and Projects requiring senior leadership for an extended period of time normally, between 6 to 12 months. These initiatives will normally benefit from excellent project management skill, managing of internal and external stakeholders and insight into clinical practice (hence the successful candidate would be expected to have clinical credibility).

To contribute to the operational leadership of the community service as part of the community service leadership team.

To deputise for the Community Service Lead as required ensuring continuity of leadership.

To provider line management to Pathway leads, should improvement and development initiatives, impact on these pathways for an extended period.

To contribute to the wider strategy and delivery of SMSKP as part of the leadership team.

Undertake clinical practice as an Advance Practitioner.

To ensure the values and ethos of SMSKP are embedded and visible across all elements and providers of the community service.

KEY OUTPUTS

- Effective design and delivery of improvement initiatives delivering on the strategic goals of the Partnership
- To provide visible leadership, effective management and take overall responsibility for aspects of delivery of the community service.
- Ensure that consistently high standards of patient care and clinical effectiveness are established and maintained throughout the community service promoting the values of SMSKP.
- Contribute to the transformation of services to the new models of care, clinically and administratively.
- To encourage and facilitate staff to be innovative and creative within a clear framework so that patient care is delivered safely and within defined quality, performance and financial requirements.

- To have an understanding of the financial performance of the community service and the wider partnership. To deputise in meetings for the community service lead where required on financial matters and to be an authorised signatory on invoicing systems.
- To build, develop and maintain good working relationships with commissioners, supplier partners, patient partners and other members of the MSK leadership team.
- To deliver against key national and local contractual requirements and areas of focus for the community service.
- Clinical leadership and accountability of some of the anatomical pathway teams within the community service, include line management of Pathway Clinical Leads. To act as a point of escalation from the pathway teams for clinical and operational queries, covering pathways held in the portfolio of the Community Services Lead when required.
- To participate as a member of the MSK leadership team meetings, the Integrated Quality and Performance Group and the Clinical Quality Group as part of the formal governance framework of the service.
- To lead on improvement projects across the service including management of the Project Management Office (PMO) function.

PRINCIPAL DUTIES & RESPONSIBILITIES

Quality and Service Improvement

1. Work with others to identify service improvement opportunities which will enhance our ability to achieve our strategic and operational goals.
2. To lead on the programme of service improvement projects across the community service, having accountability for delivery of objectives.
3. To coach and led the project team throughout any specific improvement project
4. Following completion of improvement project to ensure all aspect are transitioned to the ongoing leadership for that area of work
5. Ensuring compliance with all relevant Acts, including statutory requirements, standards and guidance and to follow latest research and best practice to ensure clinical teams are delivering evidence-based care and that supporting guidelines and frameworks reflect this.
6. Ensuring service policies and procedures reflect guidance and learning is implemented including that from incidents and complaints.

7. Ensure the clinical competency process for staff is adhered to and staff are working in line with national service and professional standards.

Leadership

1. To deputise and undertake delegated tasks from the Community Service lead which may include:
2. To provide dynamic leadership, motivating and inspiring the staff, clinical and administrative, to deliver the best care experience for patients within SMSKP.
3. To be a source of expertise clinically and ensuring that the service is improving in line with its purpose and strategic direction.
4. To lead and contribute towards debates within the multi-disciplinary arena and to challenge current structures and ways of thinking/working.
5. To be an active member of the senior leadership team of SMSKP, attending the head contract meetings with Commissioners and be proactive in the development of service action plans, audit cycles and evaluating changes within the community service.
6. To be visible across the geography of SMSKP, spending time across clinic sites as appropriate.
7. Provide line management to a range of Clinical Pathway Leads and other service personnel, to be confirmed in agreement of portfolio. To provide 1:1s and supervision and to lead on or oversee recruitment of staff within portfolio area.
8. To ensure staff are trained and management in accordance with professional, service or employer's policies as appropriate.
9. Ensure staff have annual objectives from a PDP and appraisal. Actively promote a learning and development culture across the community service, including the giving and receiving of feedback.
10. Ensuring staff have access to appropriate training and development opportunities in line with available resources, and access to clinical supervision and professional development.
11. Lead on workforce development within assigned portfolio, ensuring appropriate skill mix, Work with the Community Services Lead to review and flex resources across the Community Service.

Operational

1. To deputise and undertake delegated tasks from the Community Service lead which may include:
2. To lead on the operational delivery and performance management of the agreed portfolio pathways within the SMSKP community service. Being responsible for ensuring that the service attains high standards for access, quality, safety and patient engagement.

3. Ensure strong links with the SMSKP clinical support function, leading on the implementation of delivery of specific SMSKP operational processes and improvement projects, ensuring that deliverables are achieved.
4. To link with the Patient Director and Community Service Lead on ensuring an approach to excellent customer care, including patient experience and outcome measures within the agreed portfolio of clinical pathways. To ensure patient involvement within service redesign and improvement.
5. To work with other key members of the community service leadership around demand and capacity planning, ensuring leadership, oversight and accountability of delivery within agreed portfolio of pathways. Ensuring the workforce is flexed and the appropriate clinical professionals and space is coordinated.
6. Ensuring the cascade of information, both strategic and operational, in line with the service organisational and meeting structure.
8. To oversee the quality of the multi-disciplinary team (MDT) meetings of pathways within the agreed portfolio, collecting themes and ensuring any gaps within evidence base is discussed and addressed. Promoting MDT challenge and discussion, keeping abreast with the latest evidence base and research.

Performance Management

1. Achieve national and local performance measures within assigned portfolio, developing understanding of requirements and priorities across the community service.
2. Manage the performance of teams and supplier services, holding to account as appropriate.
3. To take responsibility for ensuring that Shared Decision Making is embedded into the delivery of community based care, especially within portfolio and across the clinical team.
4. To be an honorary employee of partner organisations, to act as a manager for the purposes of their HR policies.

Relationships

1. To create and maintain successful and effective working relationships within the MSK Leadership team, clinical teams, clinical support roles, partner organisations and patients.
2. To create and sustain new alliances and effecting working relationships within primary care, Commissioning Groups, secondary care providers and other organizations within the LHE.
3. To work with other LHE organisations on the provision of workforce resource, including transitioning activity from secondary care into activity directly provided by SMSKP.

Finance

1. To understand the financial performance of the community service, with detailed understanding of areas within the roles portfolio of management. Understand the impact of the performance of the community service in relation to contractual fines and put in place remedial action plans to mitigate financial loss.
2. To identify savings and implement cost reduction programmes where necessary, working with the SMSKP Leadership team.
3. Approve invoices relating to areas within delegated portfolio, coding appropriately.
4. To follow the organisations' financial instructions.
5. To understand the financial position of the wider Sussex MSK Partnership.

Clinical Practice

1. The role holder will be a senior MSK clinician, providing expert clinical advice on complex caseloads. The post requires active clinical practice seeing patients, which can be provided within or outside of the service.
2. Clinical practice will include responsibility for a complex caseload within MSK area of practice, which will include:
 - Education for patients regarding compliance with options for treatment.
 - Upholding shared decision making principles.
 - Requesting appropriate investigations relevant to pathway such as X-Rays, MRI and pathology, reviewing results and acting on these and making critical judgements as necessary.
 - Working with and referring to other health professionals.
 - Excellent contemporaneous note taking including dictation, which will be used to refer to primary, community and secondary care.
3. Be responsible for delivering a whole system patient-focused approach and seamless care across organisational and professional boundaries, ensuring safety and quality of the service at all times.
4. Use expert clinical knowledge to support the training and development of others.
5. Exercise the highest degree of professional autonomy, using and analysing complex facts and situation to implement treatment/management strategies for patients.
6. Create and develop protocols of care and design patient care pathways with the aim of providing best practice across the service. Ensuring pathway specific guidelines are kept accurate and relevant.

Education, professional and personal development

1. To undertake other duties in order to meet personal, team or service level objectives following consultation with the Managing Director or wider leadership team.
2. To support individuals and the team to identify their own development needs through competency documentation, training records, supervision and PDP/appraisal.
3. To maintain and foster links and partnerships with higher education institutions and other professional bodies relating to the musculoskeletal field.
4. To create and embrace networks at local, national and international level and enhance the profile of SMSKP, developing links with other providers of excellent practice.
5. To develop and undertake teaching programmes for staff that support professional and personal development.

USE OF NEW TECHNOLOGY

We will make use of computer technology. Staff should expect to use automated information systems in their work in order to improve quality and co-ordination of services, and to enable faster and more accurate communication within and outside of the organisation.

CONFIDENTIALITY

As an employee of 'Here' you may gain knowledge of a highly confidential nature relating to the private affairs, diagnosis and treatment of patients, information affecting members of the public, matters concerning staff and details of items under consideration by 'Here'. Under no circumstances should such information be divulged or passed to any unauthorized person. This includes holding conversations with colleagues concerning patients or staff in situations where the conversation may be overheard. Breaches of confidence will result in disciplinary action which may involve dismissal.

EQUAL OPPORTUNITIES

Our policies and practices are designed to ensure equality of opportunity in employment and service delivery. All staff are expected to comply with these policies and practices.

HEALTH AND SAFETY

All staff have a responsibility to perform their duties in such a way that accidents to themselves and to others are avoided, and to cooperate in maintaining their place of work in a tidy and safe condition, thereby minimising risk. Employees will, therefore, refer any matters of concern through their respective line managers. Similarly, it is each person's responsibility to ensure a secure environment and bring any breaches of security to the attention of their managers.

NO SMOKING POLICY

We operate a no-smoking policy. This applies to all staff and visitors. This policy also includes travelling in 'Here' owned or leased vehicles during work time and whilst travelling in their own vehicles whilst on duty, in work time or whilst on 'Here' premises. It is a condition of employment for staff that they do not smoke whilst on duty or anywhere on the premises including the car park.

TRAINING AND DEVELOPMENT

All employees have a responsibility to undertake statutory and mandatory training that is required by 'Here'. In accordance with the Training and Development Policy staff are expected to actively participate in the appraisal system and using this process to develop a Personal Development Plan (PDP).

AGREEMENT

This job description will be reviewed as necessary and may be amended to meet the changing needs of 'Here'. It will also be used as the basis to set performance standards and/or objectives and the contents will be used as part of annual appraisals. This job description has been agreed between the post holder and 'Here'.

Employees

Signature:

Print Name

Date:

Manager Signature:

Print Name:

Date:

JD author (name and job title):	Jon Ota
Date JD agreed:	June 2018
Brief description of reason for review (if applicable)	
Version number	1