# JOB DESCRIPTION

| Job Title: | Facilitator – Clinical Effectiveness Southeast London (CESEL) |
|---|---|
| Band: | 7 |
| Department(s): | CESEL |
| Function: | Quality Improvement |
| Responsible to: | Head of Clinical Effectiveness |
| Accountable to: | CESEL Steering Group |
| Hours: | 37.5 hours (or part-time) |

**Role of South East London Integrated Care System (ICS)**

The South East London (SEL) 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 Greenwich - 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 vision for the ICS is a highly performing, sustainable system that looks after its staff, responds to its communities and takes action to reduce the inequalities they experience. As a new organisation we have developed a system development plan that outlines the way in which we seek to operate and the steps we will take to realise the full potential of our partnership.

Our ICS is a 'System of systems' and the Integrated Care Board (ICB) that supports it will work 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 will relate to and work with residents and the bodies that serve them at neighbourhood, borough and south east London wide levels.

Principles of our Operating model:

The SEL ICB is the NHS management unit of the ICS.  It is accountable both to NHS England and to the SEL Integrated Care Partnership (ICP).  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 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.

The ICS is not an intermediate management tier and fundamental to the operating model of the ICS are three fundamental 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.

All roles will have a core base location and key areas of focus which may be locally within a borough or at scale across South East London. However, as part of operating within a single organisation, it is important to note that:

- We all work ultimately for South East London and the residents/ patients and partners within it, and we will need to support our colleagues in other functions or in other locations. Where required you should work with your line manager to ensure your work is prioritised accordingly.

- You may work more closely or as part of mixed teams with local authorities, trusts or other partners

- You may also be asked on occasion to travel to and potentially work in different borough locations

**JOB PURPOSE**

The post holder will support the implementation and delivery of the clinical effectiveness programme, which will embed systematic improvement processes across SEL, working with Primary Care Networks (PCNs) to support GP practices to provide the best possible health outcomes for residents across SEL.

The programme will bring population health management and learning together to form the basis for personal, organisational and system development, and continuous improvement in outcomes.

The post-holder will be required to work on their own initiative and is responsible for the delivery of a first-class business support service to the CESEL Programme.

## 1. Duties and Responsibilities

This role description is only an outline of the tasks, responsibilities and outcomes required of the individual. The job holder will carry out any other duties as may reasonably be required by their line manager.

The role description describes responsibilities as they are currently required. It is anticipated duties will change over time and the job description may need to be reviewed in the future.

The post-holder/s will;

- work in collaboration with the borough-based clinical lead/s to implement and embed quality improvement resources and methodologies that provide support to local practices and enable practice staff to provide the best possible care to their patients
- draw on their facilitation skills to support the practice to embed best-practice but also help to build a cultural of peer support and learning that will inform local best practices across PCNs and borough landscape and help to reduce variation across general practice
- develop improvement plans for each member practices, building strong relationship with local practice managers and their clinical teams and providing facilitation, advice and support to member practice to help practices and PCNs to identify and deliver local quality improvement objectives
- work closely with the multi-professional and multi-agency clinical effectiveness team to inform local benchmarking and prioritisation for the clinical effectiveness programme
- provide technical advice and support across practices and PCNs to support effective utilisation of GP system resources (e.g. EMIS) and be able to shape the development of local searches, templates and protocol alerts.
- coordinate, manage and lead practice engagement meetings and visits, designed to understand local challenges, describing quality improvement priorities and to implement best-practice using clinical effectiveness resources and methodologies
- produce and analyse performance data and capacity and demand data, assess projects and identify areas for collaborative working
- be confident in supporting change management, encouraging innovative practice and develop methods of testing new ways of delivering patient care, utilising their

knowledge of a range of practice tools and techniques, such as process mapping and PDSA cycles, to monitor impact.

- act as project lead for clinical effectiveness workstreams, such as the population and maintenance of shared templates for GP practices across the respective PCN/ borough.

## Communications & Relationships

- Engage a wide range of internal and external stakeholders in order to facilitate the successful development and delivery of the CESEL.
- Foster a strong working relationship with primary care colleagues, cultivating a supportive and safe environment in which strengths can be shared, challenges made and the impact of decisions on the whole system reviewed and understood.
- Use strong interpersonal skills to communicate highly complex, sensitive or contentious information succinctly and in difficult environments, in an organised and appropriate manner both verbally and in writing
- Use motivational skills to encourage collaborative working to improve services and/or performance where there may be resistance to change
- On occasion and as appropriate, present to large groups of staff (e.g. PCN or borough wide meetings or education sessions)
- Ensure priorities and other key information is well-communicated to primary care and ICS stakeholders
- Manage day-to-day relationships across the system, alongside the Head of CESEL and clinical leads.
- Support the management of partnership arrangements for the programme (i.e. multi-agency partnership across the ICS, and its affiliation with Kings Health Partners).
- Skilled use of appropriate quality improvement methodology, coaching, facilitation and educational techniques in primary care practices to support best practice implementation, learning and improvements in patient care.
- Support and develop communications in relation to clinical effectiveness for a wide range of stakeholders. Effectively communicate complex, sensitive and confidential information to a range of staff, both internally and externally across SEL.
- Design, maintain and manipulate databases and spread sheets to organise and monitor routine data to a professionally high standard for internal and external circulation.
- Create slides packs to a professionally high standard, to ensure effective engagement and support practice-based staff to deliver high quality care
- Produce accurate and timely correspondence and reports where required, adhering to deadlines and agreed house style.
- Provide support to clinical leaders to ensure effective training across primary care.

- Co-design facilitation support packs with clinical leads, to document and support practice engagement events and meetings.

**Financial and Physical Resources**

- Monitor and report any financial-related costs for practice engagement and education events, within agreed financial envelopes.
- Act in a way that is compliant with standing orders and standing financial instructions in the discharge of budget management responsibilities.
- Review and sign off on budgetary reports for designated areas
- Review and check invoices

**Staff Management and leadership**
- The post holder will be responsible for coordinating the activities of clinical and operational staff to deliver specific service output, and to review and monitor work as required. This will include:
  - Working in partnership with clinical effectiveness team members to facilitate workshops with practices and groups of practices, which will help them not only understand the data on their care processes and population outcomes, but to translate this into effective action using appropriate improvement methodology that supports learning.
  - Supporting clinical leads to coordinate and develop 'primary care friendly' clinical guides and templates, that describe the needs of our local population and signpost to services.
  - Supporting clinical leads to deliver education and training that supports the utilisation of guides - via existing forums and in conjunction with training hubs e.g. Protected Learning Times, Practice Nurse Forum, Practice Pharmacy learning events, webinars.
  - Support team development and ensure staff are receiving the necessary training and guidance to be successful.
  - Supporting technical leads and analysts to access, analyse and present data that helps to inform and prioritise support to local practices

**Policy and Service Development**

- The postholder will be expected to understand and support the implementation of national policy for Health and Care.
- Responsible for the development, implementation and review of appropriate policies and guidelines for the CESEL programme

## Analytical and Judgement Skills

- The post holder will be required to work in partnership with CE Clinical Leads and Analysts to design and delivering data analysis, to support practices to identify quality improvement
- Deliver high-quality data insights and analysis for CESEL programmes and projects, which will be carried out with the support of technical/ clinical leads.

To do the above, the post holder will:
- be expected to analyse and interpret complex data and information
- be expected to identify risks, anticipate issues and create solutions and to resolve problems in relation to project or service delivery.
- be able to understand a broad range of highly complex information quickly and making decisions where opinions differ/no obvious solution.
- be expected to interrogate information and data in order to inform and develop cases for change and business cases.

## Project management

- Manage PCN and borough-wide clinical effectiveness projects.
- Project and programme management approaches including project planning, development of Project Initiation Documents, maintain risk and issue logs, highlight reporting.
- Facilitate and drive the work of the CESEL teams across their respective borough and PCN landscape, using project management and improvement methodology.
- Strong influencing and facilitation skills to support and enable the multi-professional cross-system work of project teams and improvement projects across practices and PCNs.

## Research and Development

- Undertake quality improvement surveys
- Ensures that relevant practice staff are able to access best practice resources
- Ensures that benefits from research and development and from innovation are realised by stakeholder organisations

## Risk & Governance

- Responsible for identifying, raising risks and implementing mitigations and controls within the CE service, and ensuring that these are overseen by the Head of CESEL.
- Responsible for ensuring strong governance within projects for which they are accountable.

## Autonomy/Freedom to act

- To manage the day-to-day successful delivery of CESEL programmes and projects

- To work in partnership with clinical and operational staff to design and oversee the delivery of strategies and approaches that will improve patient outcomes.

## GENERAL DUTIES AND RESPONSIBILITIES

### 2. Mobility

The post-holder is contracted to work at any appropriate south east London ICS office as necessary for the delivery of the functions of this role.

### 3. 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. 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.

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.

### 4. Information Governance

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. Staff must appropriately manage all of the Information they handle during the course of 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.

### 5. 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.

### 6. Records Management

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. 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.

### 7. Data Protection

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. 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.  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.

### 8. Health and Safety

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. 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.

### 9. Infection Control

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 infection control policies and procedures and to report any problems with regard to this to their managers. All staff undertaking patient care activities must attend infection control training and updates as required by the ICB.

### 10. Financial Regulations

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.  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.

### 11. Safeguarding Children & Vulnerable Adults

All employees are required to act in such a way that at all times safeguards the health and wellbeing of children and vulnerable adults. Compliance with mandatory and statutory training requirements is an essential requirement of all employees.

### 12. Risk Management

Managers are responsible for implementing and monitoring any identified and appropriate risk management control measures within their designated area(s) and scope of responsibility.  Responsibilities of staff with regard to risk management are outlined more fully in the Risk Management Strategy.  Staff are responsible for ensuring that they are aware of those responsibilities.

## 13. Code of Conduct

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 his/her actions to demonstrate a commitment to the Code. In particular, the post-holder must:-

a) make the care and safety of patients his/her first concern and act quickly to protect patients from risk;
b) respect the public, patients, relatives, carers, NHS staff and partners in other agencies;
c) be honest and act with integrity;
d) accept accountability for his/her own work, the performance of those he/she manages and of his/her own organisation;
e) Demonstrate his/her commitment to team working by co-operating with all his/her colleagues in the NHS and in the wider community.

## 14. 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.

## 15. Equality and Diversity

The ICB is committed to ensuring equality of opportunity for all irrespective of their age, colour, creed, ethnic or national origin, marital status, nationality, physical or mental disability, race, religious belief, sex, transgender, sexual orientation. Include all protected characteristics.

## 16. Use of new technology

The ICB is making increased use of computer technology. The majority of employees (both clinical and non-clinical) are expected to use automated information systems in their work in order to improve quality and co-ordination of services, to enable faster and more certain communication. Necessary training will be provided. Compliance with the Data Protection Act 1988, Information Governance and the relevant Computer Usage Policy is expected.

## 17. 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).

## 18. No Smoking

Smoking by staff, patients and visitors, will not be permitted anywhere on ICB premises.

## 19. General

- The post holder may be required to work at any of the ICB's sites in line with the service needs.

- Create, maintain and enhance effective working relationships, both internally and externally
- This job description provides an outline of the tasks, responsibilities and outcomes required of the role.  The job holder will undertake any other duties that may be required which are consistent with the grade and responsibility of the post.
- This job description describes responsibilities, as they are currently required.  It is anticipated duties will change over time and the job description may need to be reviewed in the future.
- 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.

**Person Specification**

**Facilitator – Clinical Effectiveness – Band 7**

**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 | Assessment Method |
|---|---|---|---|
| **Education / Qualifications** | | | |
| Master's degree or equivalent professional qualification or management experience or Knowledge acquired through experience or training. | √ | | |
| Evidence of continued professional development | √ | | |
| Project management qualification (e.g. Prince 2) | | √ | |
| Evidence of training within a specialist relevant field (e.g. Quality Improvement or Facilitation) | | √ | |
| **Experience** | | | |
| Demonstrated experience of co-ordinating projects in complex and challenging environments | √ | | |
| Significant experience of successfully operating in a politically sensitive environment | √ | | |
| Experience of managing risks and reporting; | √ | | |
| Experience of drafting briefing papers and correspondence for a senior audience; | √ | | |
| Experience of monitoring budgets and business planning processes; | √ | | |
| Demonstrated experience in a Healthcare environment | √ | | |

| | | | |
|---|---|---|---|
| Experience of working with Primary Care | √ | | |
| Experience of setting up and Implementing internal processes and procedures. | √ | | |
| Experience of coordinating change management projects and initiatives | √ | | |
| **Skills and Abilities** | | | |
| Demonstrable facilitation and organisation skills | √ | | |
| Ability to analyse complex issues where material is conflicting and drawn from multiple sources | √ | | |
| Ability to develop strong professional working relationships between individuals, teams and organisations | √ | | |
| Ability to develop and maintain communication with people from different organisations and patients; and be an effective confident communicator in challenging situations | √ | | |
| Numerate and able to understand complex financial issues combined with deep analytical skills; | √ | | |
| Knowledge of Financial Systems e.g. monitoring budget management, processing invoices and procurement | √ | | |
| Comprehensive knowledge of project principles, techniques and tools, such as Prince 2 | √ | | |
| Ability to prepare and produce concise communications for dissemination to a broad range of stakeholders as required; | √ | | |

| | | | |
|---|---|---|---|
| Demonstrated capability to plan over short, medium and long-term timeframes and adjust plans and resource requirements accordingly | √ | | |
| Ability to develop action plans, reports and other documents against tight timelines and adjust plans and resource requirements accordingly | √ | | |
| Knowledge of service improvement tools and methodologies | √ | | |
| Experience of GP IT systems capabilities and capacity (e.g. EMIS) | √ | | |
| Experience of developing and producing local data reports | √ | | |
| Excellent knowledge of MS Microsoft products and internet. In particular, the ability to process, analyse and summarise complex/ raw data in Excel | √ | | |
| **Other** | | | |
| Ability to work as part of a team and work flexibly to provide support to other departments and teams as and when necessary | √ | | |
| Ability to work effectively under pressure | √ | | |
| Self-confident and motivated | √ | | |

Assessment Method

| A = Application | I = Interview | C = Certificate | T = Test |
|---|---|---|---|