

Clinical Director

The opportunity

It's an exciting time at Royal Cornwall as we implement our proposed new Care Group structure, moving from four divisions to seven distinct care groups – designed to deliver better patient care, improve accountability and make our colleagues' working lives more fulfilling. If you've got the passion, commitment, patient focus and skills we need, and you can really demonstrate our values in your leadership style then we're eager to hear from you.

We're recruiting both permanent and interim roles for these positions. These are demanding, strategic and visible senior roles that we've put in place to really bring about positive change in our hospitals and services; establishing more manageable portfolios and bringing leadership closer to our all-important front-line colleagues. We'd love for you to be part of it!

The proposed structure is the same across all care groups and we're recruiting for the following posts:

- Clinical Director
- Head of Nursing /AHPs
- General Managers

Starting January 2019, we are launching an extensive leadership development programme across the Trust. You'll be one of the first leaders to experience this innovative and exciting programme which will deliver real benefits to how we work together to achieve the best outcomes possible for our patients and colleagues.

Full details of each of these roles, including the person specification and job description are available on our Trust website where you can also make your application.

Interviews are expected to be held during week commencing 3 December with assessment centres scheduled for 12 December.

If you'd like to have an informal chat with us beforehand, please contact Phil Orwin, Interim Chief Operating Officer on 01872 253105.

Job Description – Clinical Director



Acting Chairwoman: Dr Mairi McLean **Interim Chief Executive:** Mrs Kate Shields
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Job Information	
Job Title:	Clinical Director
Band/Salary Scale	£Competitive – Banding subject to final job matching
Division /Service:	This opportunity exists across all seven care groups
Accountable to:	Chief Operating Officer
Base Location:	Truro

Job Summary

The Clinical Director is the senior clinician and is the accountable officer for the Care Group. They are accountable for the overall strategy and performance of the Care Group team including delivery of services which meet quality and access standards, operational efficiency of clinical pathways, and cost effectiveness of the models of care, and effective governance.

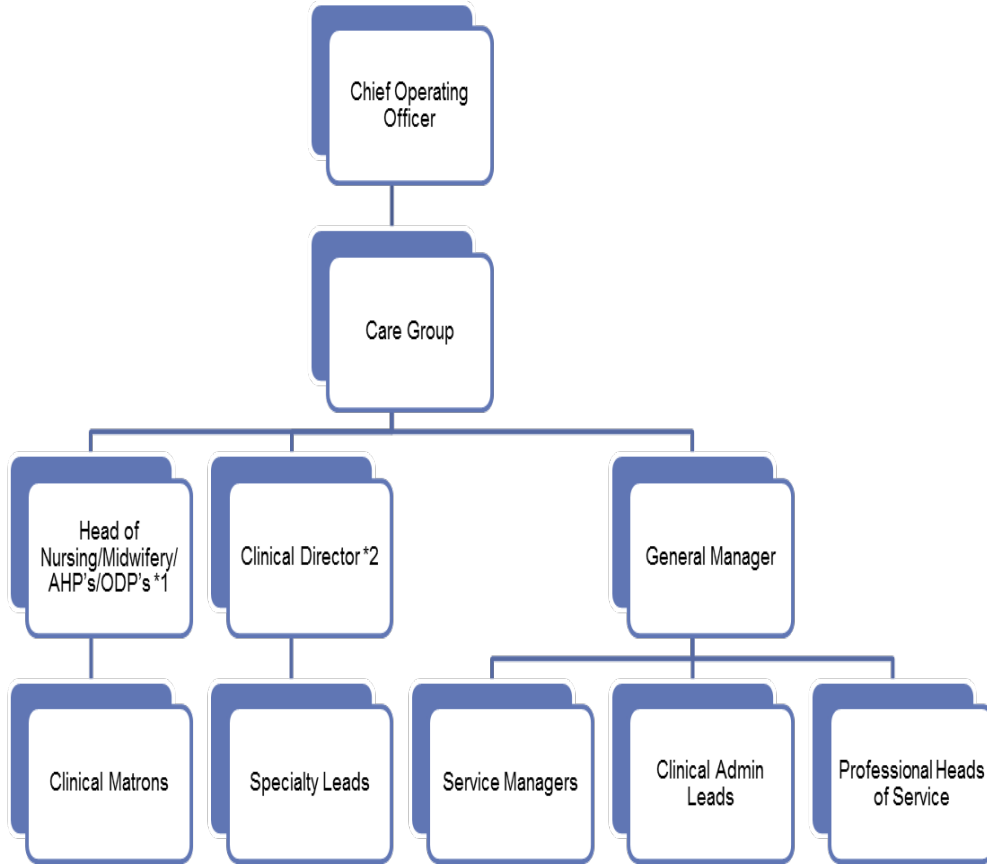
The Clinical Director will be a member of the Executive Management team and will support the achievement of the Trust’s strategic objectives and goals by providing strong and effective leadership. The responsibility will be to deliver through the triumvirate leadership within the Care Group with the Care Group General Manager and Head of Nursing/Midwifery/AHP’s/ODP’s.



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Proposed Care Group Structure – Wards/Departments



*1 Professional Accountability to the Director of Nursing, AHPs and Midwifery or Medical Director for medical lead

*2 Professional Accountability to the Medical Director or Director of Nursing AHP's & Midwifery

Key Responsibilities

These key responsibilities will be delivered through the triumvirate leadership through the Care Group General Manager and Head of Nursing/Midwifery/AHP's/ODP's.

1. Be responsible for the management of the Care Group resources and for the overall performance of its services to patients.



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2. Lead the service strategy for the clinical services working with the Clinical Directors across the Care Groups.
3. Ensure that the clinical governance processes are embedded across the Care Groups and working effectively from ward/department to the Board.
4. Provide Clinical advice and Clinical assurance as an active member of the Executive Board of the Trust.
5. Escalate any issues and concerns to the Executive team and communicate mitigating actions that the Care Group has taken.
6. Provide oversight of the performance of the Care Group services from a quality, operational and financial perspective alongside other members of the Care Group team.
7. Provide oversight of the medical staffing arrangements across the Care Group, delegating key responsibilities effectively and gaining assurance that the plans are sound.
8. Contribute to the development of the overall workforce plan for the Care Group looking at clinical appropriate ways of blending professional boundaries, establishing new roles within the MDT (e.g. physician, associate and other practitioner roles) in support of rotas for doctors in training.

Specific Responsibilities

Service Leadership

1. Establish and deliver Care Group strategies and objectives.
2. Ensure the Care Group plans and service capacity meet contract and service requirements.
3. Identify and prioritise opportunities to improve the delivery of excellent patient care by;
 - Adopting recommended practices.
 - Undertaking and acting upon the results of clinical audit.
 - Organising service provision to meet the needs of patients.
 - Implementing risk management processes.
4. Effectively utilise the key drivers of financial performance.
5. Deploy all resources effectively and economically and promote an intolerance of waste, at all levels.
6. Actively seek opportunities to implement improved ways of working and more efficient and cost-effective service delivery.
7. Actively participate in performance management arrangements, during which Care Group



performance will be routinely reviewed via the Executive Board.

8. Actively embed affective governance arrangements within the Care Group.
9. Participate in the 7/7 working rota and the on-call rota for the Trust and be available for weekend working when required.

People and Personal Leadership

1. Provide visible and proactive clinical leadership for people across professional boundaries.
2. Effectively communicate with staff.
3. Assist others to perform of their best.
4. Ensure all staff are regularly and effectively appraised and undertake all required elements of essential skills training.
5. Ensure all consultants have agreed job plans directed at meeting the needs of the service.
6. Enabling the Care Group's workforce to be suitably developed and sufficiently skilled to deliver safe, effective services to patients, ensuring that appropriate legal and regulatory requirements are met.
7. Ensure necessary action is taken in the event of unsatisfactory performance and that exceptional contributions by individuals are recognised.
8. Foster an open and inclusive style of management, encouraging team working and good working relationship.

Quality Leadership

1. Demonstrate outstanding patient commitment and promote an 'obsession' with patient safety.
2. Demonstrate and demand a commitment to quality of care and outcomes.
3. Continuously aim for self-development.
4. Be accountable for ensuring the highest standards of clinical and managerial data quality are maintained. This applies to all aspects of clinical data collection, recording, analysis and reporting.
5. Be accountable for ensuring staff under their jurisdiction are aware of their responsibilities for ensuring the highest standards of clinical and managerial data quality are maintained.



Collaborative Leadership

1. Always act within the overall interests of the Trust.
2. Effectively communicate and collaborate with other leaders within the Trust.
3. Effectively engage with external partners.
4. Function as a member of the Trusts Executive Board with responsibility to contribute to the strategic development of the Trust as well as operational excellence.
5. Advise the Executive team of Care Group priorities and pressures and be an active participant in the preparation of the Trust's Annual plan.
6. Support the implementation of, and adherence to, Trust Policies.

Other

Job Holders are required to:

1. Maintain personal and professional development to meet the changing demands of the job, participate in appropriate training activities and encourage and support staff development and training.
2. Always keep requirements in mind and seek out to improve, including achieving customer service performance targets.
3. Adhere to Trust policies and procedures, e.g. Health and Safety at Work, Equal Opportunities, and No Smoking.
4. Act in such a way that at all times the health and wellbeing of children and vulnerable adults is safeguarded. Familiarisation with and adherence to the Safeguarding Policies of the Trust is an essential requirement for all employees. In addition all staff are expected to complete essential/mandatory training in this area.
5. Respect the confidentiality of all matters that they may learn relating to their employment and other members of staff. All staff are expected to respect conform to the requirements of the Data Protection Act 1998, including the responsibility to ensure that personal data is accurate and kept up to date.

Trust Organisational Expectations

The post holder will:

1. Proactively and positively contribute to the successful overall performance of the Trust.
2. Deliver excellent levels of customer service to all patients/visitors and staff at the Trust.



3. Develop effective ways of working and create strong partnerships and relationships with all stakeholders to support the implementation of the Government's policies on Health and Social Care.
4. Develop an organisational culture that fosters collaborative working among all staff groups, to ensure a focused commitment to delivering quality services and outcomes.
5. Act as an advocate for the Trust & its contribution to the Health Service arena through creating effective partnerships and relationships with internal and external stakeholders.
6. Comply with corporate governance structure in keeping with the principles and standards set out by the Trust.
7. Support the Trust culture of collaborative, flexible cross-team working and commitment to delivering quality services and outcomes, which support the Government's policies on public health.
8. If your employment is to a post that requires you to be registered with a professional body, the continuation of your employment is conditional upon you continuing to be registered with the appropriate professional body. The Trust will require evidence of current registration.
9. In compliance with the Trust's practices and procedures associated with the control of infection, you are required to:
 - Adhere to Trust Infection Control Policies assuring compliance with all defined infection control standards at all times.
 - Conduct hand hygiene in accordance with Trust policy, challenging those around you that do not.
 - Challenge poor practice that could lead to the transmission of infection.
 - Proactively, meaningfully and consistently demonstrate the Trust Values in your every day practice, decision making and interactions with patients and colleagues.

Shared Core Functions

1. Proactively and positively contribute to the achievement of deliverables through individual and team effort. Manage the production of the required deliverables and control risks.
2. Support team members to deliver on their functionally relevant objectives through offering advice, guidance and support as appropriate.
3. Ensure that approved budgets are spent effectively and in accordance with agreed procedures.
4. Liaison with Senior Professionals and related functions to ensure that work is neither



overlooked nor duplicated.

5. Build and sustain effective communications with other roles involved in the shared services as required.
6. Maintain and continuously improve specialist knowledge in an aspect of Health Service which significantly contributes to the Trust's stated objectives & aims.
7. Establish and maintain strategic links with a range of external partners/stakeholders or manage the links made through the team. Engage with external partners/stakeholders to gain their necessary level of contribution & commitment to the successful delivery of your work.
8. Undertake proactive horizon scanning for either developments relating to Trust work or opportunities for Trust involvement around health issues.
9. Increase the level of knowledge & skills within the Trust through documenting key learning and supporting others to develop their professional abilities.
10. Dissemination of knowledge through engagement in report writing, and reviewing, taking full responsibility for technical accuracy and reliability and being sensitive to the wider implications of that dissemination.
11. Ensure that expertise is seen as a resource within and outside the Trust and form working partnerships with government departments, national agencies and key stakeholders.
12. Develop structures, systems, ways of working and personal values that will support the Trusts sustainable development objectives with regard to issues such as Carbon reduction and waste minimisation; and to encourage all stakeholders of the Trust to act as enthusiastic agents of change.

Person Specification

Qualifications and Experience

- Medical Qualification and appropriate Royal College membership or fellowship.
- Full GMC Membership.
- Or equivalent clinical qualification if from another clinical profession.

Experience

- Understanding of the provision and delivery of health care services and of Government strategy and plans for modernising health care.
- Thorough knowledge of the structure, functions, culture and values of the National Health Service and its inter-relationship with other agencies.



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- Understanding of the implications for medical staff of the modernisation agenda.
- Extensive knowledge of clinical audit, Research and Development and evidence based practice.

Skills and Knowledge

- Demonstrable track record of advancement and development of clinical interests and services, including delivery of performance targets.
- Highly effective leadership skills.
- Interpersonal and influencing skills.
- Environmental and political awareness.
- Excellent written and verbal communications.
- High analytical and numeracy skills.
- Strong financial management skills.
- High level of self-awareness and openness to self-improvement.
- High quality business and service planning skills.
- Insight into strengths and weaknesses.
- Good information technology skills.

Personal Qualities

- Inspires others and leads by example. Able to make rational decisions in the face of adversity.
- Capacity to work with managers and others to develop a shared vision of services for patients and standards in delivery of services. Willingness to accept that the wider interests of the Trust and/or the health community may require compromise.
- Commitment to implementation and strengthening of clinical governance.
- Exemplary personal standards of conduct and behavior.
- Personal credibility, with the ability to quickly gain the confidence of others, including



clinicians, managers, staff, patients, relatives and users of services.

- Positive role model demonstrating trust values and behaviours at all times.

Respect and Dignity

Quality of Care

Working Together

Efficiency

Strategic Approach (clarity on objectives, clear on expectations)

Relationship Building (communicate effectively, be open and willing to help, courtesy, nurtures partnerships)

Personal Credibility (visibility, approachable, back bone, courage, resilience, confidence, role model, challenge bad behaviour, manage poor performance, act with honesty and integrity)

Passion to Succeed (patient centred, positive attitude, take action, take pride, take responsibility, aspire for excellence)

Harness performance through teams (champion positive change, develop staff, create a culture without fear of retribution, actively listen and value contribution, feedback and empower staff , respect diversity)

GENERIC DUTIES FOR ALL STAFF

Trust's Vision and Values

All staff are expected to support the Trust's vision of "One + all we care". We Care about:

Our staff and patients - treating everyone with kindness and respect.

Quality - giving our patients the best possible care.

Safety – making our patients as safe as we possibly can.

The future – building a sustainable organisation which thrives within a strong local health economy.

Serving local people – giving Cornwall and the Isles of Scilly residents a comprehensive local service which they can rely on.

Improvement – always seeking to make our services better.

Being stronger together – working across the Trusts and with others to support patients at every stage of their care.



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Staff are expected to demonstrate appropriate behaviours and attitudes that contribute to an organisational culture where patients are at the heart of everything we do. This means being:

- Kind
- Friendly
- Respectful
- Professional
- Compassionate
- A Team

Diversity and Rights

- Promote people's equality, diversity and rights, and treat everyone with dignity and respect.

Confidentiality

- Ensure confidentiality at all times. Employees of the Trusts must not without prior permission disclose any information regarding patients or staff obtained during the course of employment, except to authorised bodies or individuals acting in an official capacity. Failure to adhere to this instruction will be regarded as serious misconduct and may lead to disciplinary action.
- The Data Protection Act may render an individual liable for prosecution in the event of unauthorised disclosure of information.

Trusts Policies and Procedures including Control of Infection

- To be familiar with and to comply with the Trust's policies and procedures, which are available via line managers in each department and on the Trust intranet. Failure to adhere to this instruction will be regarded as serious misconduct and may lead to disciplinary action.
- Be aware of and adhere to the Trust's infection control policy. Infection control is everyone's business and it is important that all members of clinical and non-clinical staff observe good infection control practice at all times. Failure to adhere to this instruction will be regarded as serious misconduct and may lead to disciplinary action.

Safeguarding Children and Vulnerable Adults

- Employees of the Trusts have a responsibility at all times to ensure the wellbeing and safety of children under the care of the organisation and to comply with the Trust's policies and procedures in this.

Cybersecurity & Counter Terrorism

- Employees of the Trusts have a responsibility at all times to ensure the safety and effectiveness of our systems and processes and security of our data and information.
- An enhanced DBS is required for this leadership role.

Risk Management and Health and Safety



- Be aware of the Trust's risk management strategy and policies.
- Support the departmental manager in promoting a risk management culture within your working environment, ensuring participation and involvement when requested.
- Identify potential risks that may impact on the Trusts ability to achieve its objectives, and report concerns to the line manager.
- Health and Safety is the responsibility of all staff and the post holder is required to take due care at work, report any accidents or untoward occurrences and comply with the Trust's Health and Safety Policy in order that it can fulfil its Health and Safety responsibilities.
- Both Trusts operate a "Smoke Free" Policy, and smoking is forbidden throughout the Trust's premises.

Training and Development

- Attend mandatory training updates as required.
- Undertake training as necessary in line with the development of the post and as agreed with the line manager as part of the personal development process.
- Achieve and demonstrate agreed standards of personal and professional development within agreed timescales.
- Take responsibility for identifying what learning you need to do your job better and jointly plan with your line manager what training you require.
- Participate in the Trust's appraisal process to discuss how your role will help deliver the best possible care to our patients and help to deliver any changes in service.

Patient and Public Involvement

- The Trusts have a statutory duty to ensure that patients, clients and members of the public are consulted and involved in decisions about local health service developments. You should be mindful of this and do what you can, as appropriate to your role and level of responsibility, to meet this duty.

Data quality

- Ensure that accurate data is entered into all data collection systems, manual or electronic.
- Report non-compliance with the Data Quality Policy, erroneous production of data and any factors affecting the production of valid data to the Data Quality Manager.

Research Governance

- The Trusts manage all research in accordance with the requirements of the Research Governance Framework. As an employee you must comply with all reporting requirements, systems and duties of action put in place by the Trusts to deliver Research Governance.

Major Incident

- In the event of a major incident or civil unrest all Trust employees will be expected to report for



duty on notification. All Trust staff are also expected to play an active part in training and preparation for a major incident or civil unrest.

Modernisation and Change

- To be aware of internal and external targets to achieve in respect of service delivery and improving and progressing patient care, and contribute and work to achieve them.

Sustainability

- The post holder will be required to embrace the concepts of sustainability within the workplace and will carry out all duties in a way that ensures a high regard for energy efficiency, carbon reduction, waste management and the most appropriate use of materials and other resources. The post holder will also be required to give due consideration to the use of sustainable travel to the post holder's base and travel between the hospital sites, where applicable.

This job description is an outline of the role and responsibilities. From time to time due to the needs of the service, we may ask you to flexibly undertake other duties that are consistent with your role and banding, including project work, internal job rotation and absence cover.

Job holders are required to act in such a way that at all times the health and wellbeing of children and vulnerable adults is safeguarded. Familiarisation with and adherence to the Safeguarding Policies of the Trust is an essential requirement for all employees. In addition all staff are expected to complete essential/mandatory training in this area.

Print Name:

Date:

Signature:



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Person Specification – Clinical Director

Job Title	Clinical Director
Band/Salary Scale	

Method of Assessment: 'A' Application Form/CV 'C' Certificate/document 'I' Interview
 'PT' Psychometric Test

Person Specification		Essential	Desirable	Assessment
Qualifications				
1	Medical Qualification and appropriate Royal College membership or fellowship		x	
2	Full GMC Membership/ Nursing/AHP Qualifications	x		
3	Or equivalent clinical qualification if from another clinical profession	x		
Person Specification		Essential	Desirable	Assessment
13	Understanding of the provision and delivery of health care services and of Government strategy and plans for modernising health care		x	
14	Thorough knowledge of the structure, functions, culture and values of the National Health Service and its inter-relationship with other agencies	x		
15	Understanding of the implications for medical staff of the modernization agenda	x		
16	Extensive knowledge of clinical audit, Research and Development and evidence based practice	x		
Knowledge & Skills				
17	Demonstrable track record of advancement and development of clinical interests and services, including delivery of performance targets		x	
18	Highly effective leadership skills.	x		
19	Interpersonal and influencing skills	x		
20	Environmental and political awareness.		x	
21	Excellent written and verbal communications	x		
22	High analytical and numeracy skills	x		
23	Strong financial management skills		x	
24	High level of self-awareness and openness to self-improvement	x		
25	High quality business and service planning skills.		x	
26	Insight into strengths and weaknesses	x		
27	Good information technology skills		x	
Personal Attributes				



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23	Inspires others and leads by example. Able to make rational decisions in the face of adversity	x		
24	Capacity to work with managers and others to develop a shared vision of services for patients and standards in delivery of services. Willingness to accept that the wider interests of the Trust and/or the health community may require compromise.	x		
25	Commitment to implementation and strengthening of clinical governance	x		
26	Exemplary personal standards of conduct and behavior.			
27	Personal credibility, with the ability to quickly gain the confidence of others, including clinicians, managers, staff, patients, relatives and users of services.	x		
28	Respect and Dignity	x		
29	Quality of Care	x		
30	Working Together	x		
31	Efficiency	x		
32	Strategic Approach (clarity on objectives, clear on expectations)		x	
33	Relationship Building (communicate effectively, be open and willing to help, courtesy, nurtures partnerships)	x		
34	Personal Credibility (visibility, approachable, back bone, courage, resilience, confidence, role model, challenge bad behaviour, manage poor performance, act with honesty and integrity)	x		
35	Passion to Succeed (patient centred, positive attitude, take action, take pride, take responsibility, aspire for excellence)	x		
36	Harness performance through teams (champion positive change, develop staff, create a culture without fear of retribution, actively listen and value contribution, feedback and empower staff , respect diversity)	x		
37	Ability to positively role model. Trust values and behaviours at all times.	x		

