

**CAMBRIDGESHIRE AND PETERBOROUGH
SUSTAINABILITY AND TRANSFORMATION PARTNERSHIP**



JOB DESCRIPTION AND PERSON SPECIFICATION

Job title	STP Digital and Innovation Clinical Lead
Salary	GP, Consultant (or equivalent senior clinician)
Team	STP Digital
Location	Agile – ability to travel to all STP partner sites as required.
Tenure	4 PAs per week through March 2021
Accountable to	Digital Enabling Group Chair and Clinical Communities Forum Chair
Key working relationships	Members of the Clinical Communities Forum, Delivery Groups, Clinical Community Chairs, Health & Care Executive, Local Authority and Community Services
Other key groups	System Leaders, Clinical Colleagues; Healthwatch

STP BACKGROUND

In Cambridgeshire and Peterborough, the local health and care system has come together to develop a five-year Sustainability and Transformation Plan (STP) to improve the health and care of the local population and bring the system back into financial balance. The development of this plan has been led by chief executives, frontline staff and patients.

Cambridgeshire and Peterborough is one of the most, if not *the* most, challenged health systems in England, making it essential that organisations work together to develop robust plans for long-term change. The system has in place strong, visible, collective leadership (through an STP Board, Health and Care Executive, with clinical leadership provided by a Clinical Communities Forum (CCF) and financial leadership provided by a Financial Planning & Performance Group (FPPG). See Appendix for governance structure. All organisations ([STP MOU](#)) have agreed to work together, taking joint responsibility for improving the population's health and wellbeing within a defined financial envelope.

The system's plan ([STP Plan](#)) encompasses care model redesign, financial modelling and planning of core enablers (including estates, workforce and digital technology).

Implementing the systems requires a work programme that will:

- be overseen by Cambridgeshire and Peterborough Health & Care Executive (HCE) and STP Board;
- be delivered by dedicated staff sourced from across the system, who's roles have been aligned to delivering the STP; and
- deliver the best possible set of positive changes on behalf of the whole health and care system (including general practice, NHS providers, the CCG and local authorities).

To ensure pace and a system focus, the system established a small central team, called the System Delivery Unit (SDU), to:

- maintain a long-term strategy for developing the beneficial behaviours of an accountable care system, updating the work programme as required, and updating national bodies as required;
- ensure partner behaviours put the system above organisational interest, where the system gains would exceed individual losses;
- manage interdependencies across a wide range of improvement areas;
- provide the necessary support and challenge to diagnose new problems, design suitable solutions, demonstrate what changes work in practice and to spread solutions so they become engrained in day to day practice;
- track performance, quality and financial metrics using a balanced scorecard, and monitor implementation of the delivery plan
- promote a common set of approaches to improvement and widespread adoption of improvement techniques, as part of developing a shared culture of learning;
- link closely to new care models described in the Five Year Forward View, and consider how the application of the new care models form part of the medium-term solution for this local health economy; and
- engage with staff, patients, service users and the public to develop solutions.

HCE have also agreed to the development of Clinical Communities in key areas of health care. These communities will bring together patients, carers, primary care, community, secondary and tertiary care clinicians and mental health staff to design and monitor new innovative pathways for delivering care. They will develop 5-year clinical strategies having assessed population health needs and current provision of services. They will design strategic interventions ranging from prevention, care in primary and community arenas as well as secondary care and end of life care. Clinical Leads for the system are being set up in Cardiology, Urgent & Emergency Care, Digital and Respiratory Medicine.

JOB SUMMARY

The STP Digital Clinical Lead objectives are to:

- To take responsibility and accountability for the strategic direction of the:
 - identification of problems suitable for a digital solution;
 - the design, implementation and delivery of digital / tech-enabled solutions;
- Clinically assure all proposals from the Digital Enabling Group and it's supporting workstreams:
 - Empowering patients;
 - Supporting and Empowering staff;
 - Integrating services;
 - Managing the System effectively;
 - Creating the future;
- Chair / co-chair Empower Patients and Create the Future

- To provide high quality thought leadership working with Partners' CCIOS and with other System clinical leads, including as a member of the CCF;
- To promote innovation and champion the development of a digital and innovation culture across the System;
- To appreciate the realities of day to day clinical work, and offer a pragmatic view on which digital solutions will be support busy clinicians and / or alleviate workforce pressures;
- To provide a clinical overview and expertise to the design and development of digital enabled change and development strategies, plans and activity to ensure they deliver safe, effective, evidence based and accessible services and systems to meet the health and care knowledge and information needs of patients and clinicians;
- To ensure that all key stakeholders are consulted in the design, delivery and evaluation of informatics systems, including patients, carers, clinicians, technical and programme teams and best practice groups;
- Represent the System at appropriate local, regional and national meetings;
- Strive to facilitate others' contributions and to share leadership, nurturing capability and continuing development;
- Provide clinical oversight for business cases and ensure that all proposals and developments are endorsed by CCF and FPPG and are integrated into the STP plan;
- To act as clinical champion for digital health and care, developing a culture of innovation, developing strong partnerships with NHSE, Strategic Clinical Networks, 3rd sector organisations, Service User/Carer engagement networks, Public Health, Local Authority, Royal Colleges, Health Education England and all other keystakeholders; and
- Ensure that an effective, evidence based, and collaborative approach is taken in the development of all proposals.

DUTIES AND RESPONSIBILITIES FOR THE ROLE

Supporting Service Transformation

- Provide clinical leadership to the development of efficiency opportunities, service reconfiguration options and a long-term clinical vision for Digital;
- Model a collaborative and influencing style of working, negotiating with others to achieve the best outcomes;
- Foster a culture of expert multi-professional collaboration in developing systems for delivering equitable, high quality care across health and social care;
- Provide robust and considered challenge to all clinical aspects of the system transformation programme; and
- Ensure all clinical recommendations:
 - Give consideration to all aspects of quality and patient/carer needs, such as access and outcomes;
 - Reflect a collaborative, integrated pathway approach across the local system, including all stakeholders;
 - Seek to deliver care in the most appropriate setting; giving consideration to new models of care;
 - Reflect the current challenging financial environment; and
 - Seek to ensure long term, system-wide sustainability.

Enabling Clinical Leadership

- Work collaboratively/strong links/excellent communication with other STP Clinical Leads and GP leadership;
- Clinical Lead to provide advice/leadership to CCF;
- Provide independent advice and challenge to the integrated urgent care clinical community;
- Create and maintain structures that support widespread multidisciplinary involvement including

doctors, nurses, local authority and third sector staff;

- Provide and promote multi-professional clinical leadership in support of service and system redesign;
- Promote system-wide clinical thinking across all working groups focusing on care pathways and not organisational boundaries; and
- Ensure clinical engagement is at the heart of decision making within Cambridgeshire and Peterborough.

Supporting Patient and Public Involvement

- Role model a patient centred approach to care model design
- Act as the visible champion for Digital within the Cambridgeshire and Peterborough System Transformation Programme and with the public;
- Maintain strong links with third sector bodies;
- To ensure full engagement of frontline staff and patients in the deployment and utilisation of digital solutions to support high quality, safe, efficient healthcare;
- To ensure maximum benefits to patient care are delivered and maintained through the delivery of System wide digital initiatives.

Promoting partnership and cross boundary working

- Promote collaboration across the Cambridgeshire and Peterborough System to ensure that all digital recommendations promote system-wide quality improvement;
- Ensure that proposals for service configuration and service delivery take a system-wide, cross-organisational boundary approach;
- Work collaboratively with all providers of health and social care, including local authorities;
- Where relevant work with other parties to align innovation, education, informatics and quality improvement;
- To communicate the benefits of digital in non-technical terms to a range of stakeholders, including planning and communicating changes in working practices arising from digital deployments.

Using insight and evidence

- Provide expertise and insight in interpreting relevant policy and guidance;
- Create a strong evidence base to inform recommendations;
- Use clinical expertise and knowledge of the local health system to provide insight and challenge.

Ensuring professionalism and excellence

- Ensure compliance with all confidentiality and governance requirements;
- Declare any and all conflicts of interest;
- Adhere to relevant professional codes of conduct.

PERSON SPECIFICATION REQUIREMENTS: STP Digital and Innovation Clinical Lead

Factors	Description	Essential	Desirable	Assessment
Education/ Qualifications	<ul style="list-style-type: none"> Educated to degree level in a clinical or scientific discipline Clinician with current registration to appropriate professional body 	?		A, I
Knowledge and Experience	<ul style="list-style-type: none"> GP/Consultant or other senior clinician (e.g. Senior nurse consultant) 	?		A, I
	<ul style="list-style-type: none"> Knowledge and experience of working in formal clinical networks within the NHS 	?		A, I
	<ul style="list-style-type: none"> Knowledge of evidence-based policy making and NHS decision-making 	?		A, I
	<ul style="list-style-type: none"> A good understanding of how to use data and financial incentives to improve quality and productivity 	?		A, I
	<ul style="list-style-type: none"> A good understanding of national digital agenda 	?		A, I
	<ul style="list-style-type: none"> Track record of delivering major change programme to transform clinical services. 	?		A, I
	<ul style="list-style-type: none"> To have a good understanding of integrated models of care across primary, secondary, tertiary and community care 	?		A, I
	<ul style="list-style-type: none"> Significant experience in clinical leadership at a strategic level. 	?		A, I
	<ul style="list-style-type: none"> Experience of operating in complex, highly political Environments. 	?		A, I
	<ul style="list-style-type: none"> Experienced clinician with credibility and the ability to command the respect of all clinical and non-clinical professionals 	?		A, I
<ul style="list-style-type: none"> Experience of developing, applying and reviewing an evidence-based approach to decision making 	?		A, I	
Skills and Capabilities	<ul style="list-style-type: none"> The ability to build excellent collaborative networks with a system focus and not driven by individual organizational priorities 	?		A, I
	<ul style="list-style-type: none"> The ability to deal with ambiguity and complexity 	?		A, I
	<ul style="list-style-type: none"> Able to navigate and negotiate the NHS and the wider health, social care and political landscape 	?		A, I
	<ul style="list-style-type: none"> Excellent leadership skills and the ability to build and motivate high performing teams 	?		A, I
	<ul style="list-style-type: none"> Highly developed interpersonal skills, negotiation, conflict management, feedback, partnership working, and coaching skills. 	?		A, I
	<ul style="list-style-type: none"> Able to assimilate complex and lengthy information and make decisions in an ambiguous and fast-moving environment 	?		A, I
	<ul style="list-style-type: none"> Ability to communicate with stakeholders and the media, and convey complex messages to different recipient groups. 	?		A, I

	<ul style="list-style-type: none"> • Able to develop effective and mutually supportive relationships with key partners within and without organisations. 	?		A, I
	<ul style="list-style-type: none"> • Strong intellectual, strategic, and systemic thinking skills, with the ability to think creatively and laterally to achieve outcomes 	?		A, I
Values and Behaviours	<ul style="list-style-type: none"> • Demonstrable commitment to and focus on quality, promotes high standards to consistently improve patient outcomes 	?		A, I
	<ul style="list-style-type: none"> • Demonstrably involves patients and the public in their Work 	?		A, I
	<ul style="list-style-type: none"> • Consistently puts clinicians at the heart of decision Making 	?		A, I
	<ul style="list-style-type: none"> • Values diversity and difference, operates with integrity and openness 	?		A, I
	<ul style="list-style-type: none"> • Works across boundaries, looks for collective success, listens, involves, respects and learns from the contribution of others 	?		A, I
	<ul style="list-style-type: none"> • Uses evidence to make improvements, seeks out Innovation 	?		A, I
	<ul style="list-style-type: none"> • Actively develops themselves and others 	?		A, I
	<ul style="list-style-type: none"> • Demonstrable commitment to partnership working with a range of external organisations 	?		A, I

***Assessment will take place with reference to the following information A=Application form I=Interview**

For further information or discussion please contact Catherine Pollard on Catherine.pollard3@nhs.net or 07803 033322

Appendix: STP Governance structure

