



JOB DESCRIPTION

Delivery Unit	Primary Care, Community and Therapies Group
Job Title	Afan Local Cluster Collaborative (LCC) Lead
Band	Band 8c (A4C)
Duration	Permanent
Base	Afan Local LCC Collaborative
Reports to (Line Manager):	Area (LCC) Clinical Director
Accountable to (Professionally)	Group Medical Director Primary Care, Community & Therapies Group

JOB OVERVIEW

Providing leadership to the LCC to ensure the development and provision of high quality integrated health and social care services for people who are registered with general practices and/or residents in the LCC area. This position will also lead on integrating the Public Health agenda locally, working to improve health and wellbeing outcomes through health promotion and disease prevention.

The Cluster Lead post will lead a Local Cluster Collaborative (LCC) in the Swansea Bay University Health Board. This high profile role will oversee all aspects of service delivery, development and transformation within the LCC. With guidance from the PCT Group Medical Director and Clinical Director for Primary Care & Community Services, the post holder will be asked to fulfil the specific duties outlined under key responsibilities to ensure the efficient, effective and safe delivery of their areas of responsibility.

The Cluster Lead will be required to interpret and implement national guideline to ensure effective delivery of clinical services across the Service Group.

Our Values

In this Health Board we aspire to be driven by our values; where every person that works for us, regardless of their role, is expected to demonstrate the values of “caring for each other”, “working together” and “always improving”.

MAIN DUTIES & RESPONSIBILITIES

- Provide leadership and advice, ensuring services are developed and directed to provide care that is safe, compassionate, consistently of excellent quality and always improving, in line with the Health Board Values and Behaviour Framework and Quality Strategy.
- Responsible for maintaining a structure for effective clinical governance and a culture of continuous improvement, of learning from when things go wrong and putting things right when required.
- Work within the structure of leadership within the Primary, Community and Therapies Services Delivery Group to oversee the planning and delivery of services commissioned within your LCC, to ensure the highest quality patient care and clinical effectiveness, through equitable core primary care services across the LCC

- Engage actively in performance management, mentoring, appraisal and revalidation processes.
- Work closely with all LCC members to plan and deliver innovation, service redesign and improvement to support:
 - The National Primary Care Strategy and Plan as promoted by SBU Health Board.
 - the Health Board's Clinical Services Plan
 - the Annual Plan or Integrated Medium Term Plan (IMTP) of the Health Board
 - the National Clinical Services Plan
- Promote team work through active listening and working in partnership, to engage patients and staff in the planning and delivery of services, consistent with Prudent Healthcare.
- Identify opportunities for implementing Value Based Healthcare through new ways of working and ensure those underpin Cluster working, as well as safety, quality, efficiency and performance within your designated area of responsibility to promote an environment of continuous improvement.
- As a system leader, work closely and collaboratively with clinicians in all parts of the Health Board, including Secondary care and Regional services, to develop effective and efficient systems that deliver agreed clinical pathways, through active networks of clinicians.
- Work closely and collaboratively with patients, carers and external stakeholders to co-produce service improvements

As a Cluster Lead you will:

- Work closely with the Clinical Director for Primary Care & Community Services, Associate Service Group Director, Head of Cluster Development and Planning, the Head of Primary Care, Cluster Development Manager, the Primary, Community and Therapies Service Delivery Group and the Group Medical Director to drive an accelerated programme of cluster development
- Develop key relationships with and ensure equity of influence and engagement of all other members of the LCC including but not exclusive to Professional Collaborative representatives from GPs, Pharmacists, Dental and Ophthalmic professionals, Third Sector, Public Health, Medicines Management, Local Authority and Health Board colleagues, police, housing and registered social landlords, patient participation groups.
- Lead the Local Cluster Collaborative as a representative of the Health Board, in accordance with Health Board policies and processes, within an agreed Cluster Terms of Reference.
- Represent the LCC and be a full member of the Pan Cluster Planning Group. This Group will ensure a Health Board wide approach to Cluster development and will be a key driver for system change
- Ensure the LCC strategic direction and associated work programme is delivered within the context of the Health Board and Welsh Government strategic plans as set out above.

- Develop and implement a 3 year LCC Integrated Medium Term Plan (IMTP), with a focus on improved population health and high quality health and social care, improving access to services and sustainability of the new model for Primary Care.
- Provide leadership and to secure engagement from Primary, Community and Secondary Care for LCC level service planning and/or delivery, including leading on all aspects of Clinical Governance.
- Ensure appropriate delegation of tasks to meet service needs and work jointly with the service teams and stakeholders within your area of responsibility to ensure appropriate standards of quality and safety are met.
- Support the identification and realisation of consistently delivered evidence-based care pathways that deliver improved clinical outcomes and cost effectiveness by supporting the transfer of care and the resources to support it to primary and community based settings, with clearly identified exit strategies for all LCC related programmes.
- Lead on quality improvement, ensuring health care delivery is patient centred, effective, efficient, equitable and safe at all times. Training and support will be provided from the Health Board where needed in order to maximise the impact to service development.
- Support the in-depth evaluation of current service delivery and collaboration with service teams and external stakeholders to determine appropriate development going forward. Ensure LCC projects have an effective evaluation framework, measureable outcomes and monitoring in place.
- Promote consistent application of clinical and managerial protocols and procedures to achieve the highest level of performance and outcome for the benefit of patients and staff, adhering to all Health Board OD & Workforce policies and procedures, ensuring compliance with employment legislation and regulation at all times
- Promote and maintain strong clinical engagement to facilitate improvements in practice and cooperation between all primary care services, so that the highest standard of care is delivered, and that all targets and objectives are met in line with national and local standards.
- Facilitate and encourage research, education and training and liaison with Universities and the primary care academy
- Contribute to the development of healthcare systems and networks to enhance service delivery across the Health Board.
- Support the development and maintenance of safe, evidence-based and cost-effective prescribing practices in the LCC
- Work with practices in reviewing their utilisation of resources in secondary care by the review of referral and emergency admission data and practices and ensuring the adoption of alternative pathways of care, where appropriate.
- Attend and contribute to a variety of clinical and managerial meetings, including departmental, Health Board and wider All Wales forums, as needed to advance the development of the Afan LCC and the wider Cluster agenda and when requested by the PCT Group Medical Director/ Clinical Director for Primary Care & Community Services.

- Maintain oversight/responsibility for ensuring proper financial management of related Health Board or any delegated budgets where agreed through delivery of a Cluster Spend Plan, working closely with the Head of Cluster Development & Planning and the PCT Group Finance and Business team.
- Ensure that all LCC funds are allocated under principles of value for money, timely, within health board requirements. The role will be responsible for ensuring expenditure is available to, considered and approved by all LCC members, and managed in an effective and appropriate manner in accordance with Standing Financial Instructions and other relevant governing financial frameworks.
- Delivery of LCC business that would enable related contractual matters such as those set out in Primary Care Contracts to be met
- Promote and utilise effective communications within each area of service development, and encourage open and transparent communication with LCC members and partners, carers and patients, staff and external stakeholders.
- Actively promote and adopt a co-productive approach wherever possible, assessing service user views on the quality of services provided, involving patients, carers and their representatives in the planning and development of services.
- Set the tone and style of LCC discussions to facilitate effective decision making and constructive debate.
- Set the agenda for LCC meetings in liaison with the PCT Service Delivery Group
- Support the design and delivery of an educational programme for collaborative based Protected Learning Time
- Positively engage and participate in Annual Review /Appraisal procedures.
- Facilitate deputising arrangements, if needed, for LCC meetings, to be met from within the LCC.
- Through the LCC plan support the training of health and social care professionals within the LCC.
- The Cluster Lead has responsibility for the LCC based multi disciplinary team .This will include the management of staff involving recruitment, appraisal, CPD and performance.
- Regularly develop and provide a range of complex performance reports using appropriate software to inform the senior leadership team.
- Undertake qualitative and quantitative audits as required to evaluate the impact of service development initiatives within the LCC.

COMMUNICATION

- Provide, receive and analyse highly complex, sensitive and/or contentious information where there will be significant barriers to understanding and resistance to change or when communicating in a very hostile, antagonistic or highly emotive atmosphere. This will be in verbal, written or presentation formats and on a variety of subjects ranging from professional/clinical issues to human resource. This will include regularly producing high quality written reports.

- Where resistance exists to any service improvements required for the achievement of the target, the necessary motivational, negotiation and persuasive skills will be adopted to ensure a positive outcome.
- Foster a culture which engages stakeholders in the development and delivery of the services within the LCC.
- Develop relationships with all clinical and non-clinical staff that enable the effective development and delivery of high quality services.
- Work to the development of integrated health and well-being services.

EFFORTS AND ENVIRONMENT

Physical Effort

- There is a regular requirement to travel between NHS and other sites often with limited time between meetings.
- Frequent VDU use is required for this post for periods of up to 3 to 4 hours at a time in order to produce complex reports and analysis to support decision making.

Mental Effort

- Frequent prolonged concentration will be required on a wide variety of highly complex issues throughout the day. The post holder will frequently have to adapt to changing priorities and re-focus the work of self and others on new priority areas that may require urgent action.
- The post holder will participate in and facilitate meetings which require a high level of concentration on a wide range of highly complex and multifaceted topics, with a variety of audiences and mixtures of attendees.

Emotional Effort

- The post holder will be required to frequently deal with exposure to distressing and emotional circumstances such as performance management, difficult conversations, dealing with resistance.

Working Conditions

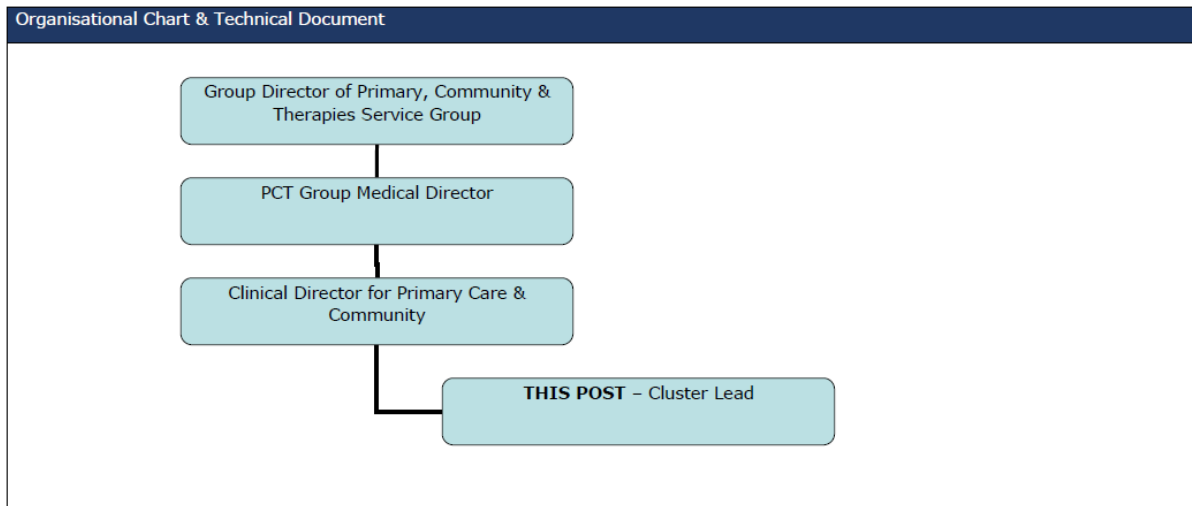
- Exposure to unpleasant working conditions or hazards is rare.
- Office conditions with regular requirement to travel.

VALUES BASED HEALTHCARE

The Cluster Lead will be expected to embody and promote the concept of value based healthcare. The aim of value based healthcare is to identify changes within service provision to achieve improved patient outcomes, by increasing at least one of the following value types:

- **Allocative value:** allocate resources to different groups equitably and in a way that maximises value for the whole population.
- **Technical value:** improve the quality and safety of healthcare to increase the value derived from resources allocated to particular services.
- **Personalised value:** base decisions on the best current evidence, careful assessment of an individual's clinical condition and an individual's values that are of higher technical value

Cluster Leads are expected to identify the benefits of values based healthcare within their LCC, actively promoting unity within LCCs and related service teams.





LOCAL CLUSTER COLLABORATIVE LEAD
Swansea Bay University Health Board
PERSON SPECIFICATION

	Essential	Desirable
Qualifications & Knowledge	<p>Masters degree or equivalent experience at senior management level within the NHS Professional qualification and current registration OR</p> <p>Extensive recent experience in senior managerial role in Primary /Community Services</p> <p>Evidence of continuing professional development</p> <p>Excellent knowledge of a Healthier Wales and the vision and strategic direction of Primary Care LCCs</p> <p>Excellent knowledge of the new Primary Care Model for Wales</p> <p>Service Improvement qualification (Silver)</p>	Health service management leadership qualification.
Experience	<p>Thorough knowledge and previous experience you will demonstrate:</p> <p>Demonstrable experience in delivering service improvements across primary and community healthcare setting.</p> <p>Experience of leading on organisational and strategic development</p> <p>Experience of recruitment, workforce development and training.</p> <p>Senior leadership experience across a range of sectors and professions</p> <p>Proven track record of developing relationships across a wide range of organisations and disciplines</p> <p>Demonstrate evidence of sound financial/staff management</p>	Experience in aspects of clinical leadership.

	<p>Proven record of leading change aimed at raising performance in healthcare</p> <p>A strategic thinker with highly developed communication and negotiation skills</p> <p>A proven track record of commanding respect amongst colleagues, of problem solving and of achieving service improvement and change</p> <p>Demonstrable experience of successful influencing and negotiating skills</p> <p>Evidence of conflict resolution experience.</p> <p>Track record of success in delivering national and local targets</p> <p>Strong networker and relationship builder</p> <p>Sound knowledge base of the NHS, the current issues, its values and principles of timely local access for the population</p>	
Personal Skills	<p>Political astuteness, understanding what can and cannot be delivered at senior level</p> <p>The ability to shape the future and bring partners and staff with you</p> <p>Excellent collaborative working skills and able to build strong relationships with clinical leaders and professional staff groups and a proven ability to influence and change those groups</p> <p>Highly effective and strategic influencing skills</p> <p>A deep motivation to drive and improve performance in the service and in others</p> <p>The confidence to succeed and overcome individual and organisational obstacles</p> <p>Being able to manage own emotions and be resilient in a range of complex and demanding situations</p> <p>A strong commitment to openness, honesty, inclusiveness and high standards in leadership</p> <p>Values: demonstrates the values we seek in our staff: caring for each other, working together and always improving.</p>	Ability to speak Welsh

	<p>Ability to develop effective working relationships on an individual and multi-disciplinary basis with all levels of staff and across teams; take time to listen, understand and involve people; receptive to appropriate change.</p> <p>Ability to communicate effectively with colleagues, patients, clinical staff and other agencies. Communicate openly and honestly and explain things clearly.</p> <p>Ability to listen, understand and involve people and empathise with sensitivity; see people as individuals and do the right thing for every person.</p> <p>Leadership: ability to take responsibility and demonstrate leadership when appropriate. An understanding of and ability to demonstrate your ability to:</p> <ul style="list-style-type: none"> • empower others • lead through change • demonstrate patience and empathy • value everybody's contribution • demonstrate innovation and complex problem solving abilities <p>Highly resilient and able to cope with pressures, with the ability to work effectively under pressure and cope with setbacks; ability to maintain composure and set high standards of behaviour when under pressure.</p> <p>Service Improvement: ability and drive to use information and experience to improve the service; ability to adapt and respond to changing circumstances to improve patient care.</p> <p>Positive attitude, seek out learning, and continually develop our skills and services.</p> <p>Organisation and Planning: ability to cope with effectively managing a multi-disciplinary team to ensure clear and unequivocal focus on quality and safety.</p> <p>Problem Solving: evidence of an enquiring and critical approach to solving work problems.</p> <p>Information Technology: IT skills & experience in the use of healthcare systems and software.</p>	
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