

JOB DESCRIPTION

JOB TITLE:	CPG Programme Manager – Womens and Childrens Services	
DIVISION:	Medical Directorate	
SALARY BAND:	8c	
RESPONSIBLE TO:	CPG Chair for Womens and Children RFL	
ACCOUNTABLE TO:	RFL Programme Director CPGs	
HOURS PER WEEK:	37.5 hours	
MANAGES:	Directly:	1
	Indirectly:	
JOB SUMMARY: <p>The Royal Free London NHS Foundation Trust is leading clinical pathway improvement across the organisation and its clinical partners to improve the sustainability of high value services for our patient population. This is achieved through the Clinical Practice Group CPG programme aiming to standardise clinical with the aim of reducing unwarranted variation in pathways. The CPG Team is a dynamic and highly motivated team that is integral to implementing delivering high performing clinical pathways that deliver both financial and non-financial outcomes for patients across the group and wider system.</p> <p>This role provides the an opportunity to join an exciting and driven team to strengthen the capacity and capability across the Clinical Partnership working with North Middlesex University Hospital its workforce particularly in relation to leadership, clinical pathway improvement and change. As the CPG programme manager you lead change programme across multiple clinical pathways ensuring the core principles of the programme and methodology are adhered to whilst maintain a focus on continuous quality improvement and value using the 4 quadrant analysis which underpins our approach. You will be responsible for planning, delivering and evaluating the CPG programme work you are leading on and ensuring that they are sustainable over several years through continuous monitoring of clinical pathway performance, clinical outcomes and value.</p> <p>The post holder will be responsible for working with the CPG Chair to leading on the programme planning and management of the CPG from design to standardisation of clinical pathways. This will involve working with multiprofessional pathway development teams to review best national, local practice guidelines, academic empirical evidence and local population need. Redesign patient pathways based on clinical needs, patient feedback and experience. Ensure standardised pathways are supported with clear guidelines, standard operating procedures and outcome metrics. Work closely with the IT change teams to redesign the standardised pathway protocols into hospital electronic processes for monitoring variation and reporting.</p>		

You will be responsible for strategically and operationally leading the programme for the clinical pathways across all hospital sites and or group wide on cancer pathways working directly with medical and clinical directors. Experienced agile programme management is a must as will be required to work across all levels of the organisation to diagnose, design and deliver improvements to multiple clinical pathways. You will need to be technically competent and possess excellent interpersonal and communication skills to work effectively with multiple stakeholders across the organisation.

You will be responsible for line management of staff within the team as delegated by the CPG programme director. This includes objective setting, identifying training and development requirements and undertaking appraisals .

You will have a high level of autonomy, self motivation and will be able to manage multiple priorities and provide direction to teams to achieve agreed plans. You will work in a matrix arrangement, enabling the delivery of a large trustwide programme as well as providing support and challenge to the delivery of the CPG programme. You will need to be an ambassador for the CPG programme and model the integrity, patient focussed and value for money behaviours essential to sustainable improvement.

Key responsibilities:

- To work with the clinical chair of the Clinical Practice Group (CPG)
- To programme manage the CPG across the Group
- To lead the development of a measurement plan for the CPG programme
- To lead, communicate, facilitate and manage multi-professional pathway development teams
- To use the agreed CPG quality improvement (model for improvement) methodology in pathway development teams
- To work with information system to embed the clinical pathway into hospital IT monitoring system
- To lead and support the building of capability and capacity in CPG methodology
- To lead and support the development of CPG methodology, evaluation and research

Date of the JD review: 1st April 2024

MAIN DUTIES AND RESPONSIBILITIES

Royal Free World Class Values

The post holder will offer World Class Care to service users, staff, colleagues, clients and patients alike so that everyone at the Royal Free can feel:

- **welcome** all of the time
- confident because we are clearly **communicating**
- **respected** and cared for
- **reassured** that they are always in safe hands

1. Clinical Practice Group Development

- Lead, develop and establish trust wide multi-year programme for the Clinical practice group
- To lead with the Clinical lead for the Clinical Practice Group to define, design, develop and implement standardised pathways for the specialty across the group.
- Define the pathway model through collection of data and analysis to understand the current variation.
- Review current literature and external evidence base.
- To lead the patient codesign by establishing patient panels to support design of the pathways.
- Build and nurture clinical consensus from across the organisations within the Group.
- Lead the development of pathway models including clinical protocols, decision rules, referring criteria, workforce model and IT workflows.
- Appraise and select technologies relevant to pathway.
- Work with clinicians and operations across the group to identify best practice, clinical and ensure it aligns with the service line business plan.
- Work closely with the pathway development teams to adapt pathway from recommendations from a local context to group standardised pathways.
- Gather external expertise and data as required.
- Capture and identify learning from the pathway design to implementation.

2. Clinical Practice Group Programme Management

- Develop programme plans for each clinical pathways development team with in the CPG including milestones, communication strategies, risks and mitigation plans while minimising disruption to existing services and ensuring these are consistent with overall Trust and NHS strategy. This will entail managing the programme from inception to completion and developing short, medium and long term strategies for reducing unwarranted variation through the digitisation of pathways.
- Lead and work with others to understand and track complex interdependencies and delays between different parts of the service across the sector.
- Lead the development of clinical pathway teams based on sharing information and learning.
- Lead the pathway teams with credibility and make progress in a time of tremendous change and uncertainty.
- Have a high level of autonomy, self-drive, and able to manage multiple competing priorities and provide direction to teams.
- Work in a matrix arrangement to enable delivery of a Group wide standardised pathways.

- Manage and mitigate against risks that directly or indirectly on delivery of standardised pathway.
- Leading and managing pathway development to standardise pathways across the group and clinical partners
- Lead the delivery of value (improved quality and productivity resulting value)working with the finance and data analyst and clinical pathway team.

3. Lead the development of the Measurement Plan for Clinical Practice Group

- Lead the development of the an outcome measurement plan to:
 - Determine appropriate monitoring regime, specific to the process and outcome metrics.
 - Regularly review metrics and data sets.
 - Review variance from standardised pathway.
- Manage and assess a complex range of data and make informed recommendations which are focussed on the clinical pathway outcomes .
- Collaboratively determine key performance indicator to enable monitoring of clinical pathway.
- Use statistical measurement methodology to understand variation in the current clinical processes.
- Devise and implement strategies/systems for highly complex information collection, analysis and presentation that meets the specification of the end user/client. This will include information gathering where data is difficult to get and interpret.
- Manage and analyse a highly complex range of sensitive data and making informed recommendations which are focused on continuous improvement outcomes that meet external and internal customers' and patient needs.
- Use data to present evidence and recommendations for service change to a number of audiences including clinical leads and staff, directors, and users. Use data-driven presentations to challenge existing work practices and beliefs for varying audiences.
- Ensure pathway remodelling is assessed for financial benefits and risks.
- Lead on the development of the measurement for the digital pathway to support the benefits realisation monitoring process.

4. Communication

- Lead on stakeholder management within the group and external partners
- Work with all stakeholders, from internal staff to external agencies, to agree the patient pathways, from scope, size and timings of piloting pathways to change models of care; and the relevant project management and support required.
- Facilitate and mediate discussion in areas where there are differences of clinical and professional opinion and provide information to support this process.
- Work closely with service users to listen to concerns, complaints and experiences and support them to work with appropriate staff to identify and implement improvements.
- Hold user events throughout continuous projects to inform priorities and systems.
- Communicate very complex and sometimes contentious information to what may often be hostile audiences.
- Lead and support a collaboration of services users and staff to devise strategic local plans for services improvement in line with the needs of users and staff. These plans should result in a change to clinical care provided to patients.

- Determine and deliver the key performance indicators as agreed by the specific programmesteering group.
- Produce monthly update reports to ensure continued engagement and progress throughout the process of pathway standardisation.
- Design, facilitate and lead project management meetings and regular meetings with stakeholders.
- Manage, motivate, persuade and influence multiple stakeholders and partners to ensure timely completion of work across the sector
- Responsible for mediating and advising in areas where there are differences of opinion
- Producing written documentation, including status reports, information/data/reports as required for organisation at divisional and executive level
- Ensure communication is appropriate for the target audience
- Making recommendations and present findings at level throughout the trust
- Lead and influence existing opinion in order to launch and sustain change and improvement of clinical pathways

5. Lead on the application of the Clinical Practice Group Methodology in Pathway Development Teams

- Ensure that trust wide quality improvement methodology, model for improvement is used to test improvement and other credible tools, including lean processes, are used to evaluate and analyse highly complex and contentious issues, which adversely affect current organisational performance in clinical and administrative processes.
- Use robust problem-solving skills to find and understand root causes of underperformance
- Devise and provide training in continuous improvement principles / lean techniques for a range of audiences / staff disciplines in order to transfer improvement skills across the Academic Health and Science Centre (AHSC) and enable a culture of sustainable change and continuous improvement.
- Transfer improvement skills via other forms of development such as mentoring, peer-coaching and team development sessions.
- Maintain, contribute to and share understanding of healthcare policy development throughout the hospital sites including policy, ideas and tools associated with health service development and improvement.
- Select from and translate healthcare policy, tools and techniques into materials and ideas relevant to the priorities and context of the group and AHSC services.
- Ensure pathway is built into the patient costing system (PLCS) by working in close partnership with the PLCS team.

6. Embedding the Clinical Pathway into Information System for monitoring

- In conjunction with the Divisional Information Partner ensure that clinical pathway development is tested and embedded into a digital process
- Engage the central IT systems team support design, development and enable delivery of digitalised pathways supported by protocols and automated algorithms.
- Ensure all reports on agreed outcomes are supported by high-quality, well-presented and relevant data reports on:
 - Operational efficiency
 - Performance against national and local targets

- Activity and Cost data on the hospital patient level costing systems (PLCS)
- Clinical outcomes

7. Building Capability and Capacity

- Design and deliver bespoke, tools and techniques training programmes for pathway development teams supported by training materials across the group.
- Facilitate informal and formal training/workshops in improvement science for multi-professional groups to share and transfer knowledge on CPG methodology and tools.
- Keep up to date through continuous professional development.
- Apply improvement methodologies to own practice.

8. Clinical Practice Group Methodology Development and Research

- Capture, identify and spread learning from pathway implementation.
- Ensure systematic coverage of academic literature relevant to the pathway.
- Identify subject matter experts for consultation on pathway development and subsequent improvements.
- Monitor academic literature to bring in new research insight relevant to pathway.
- Undertake research and evaluation in order to contribute to the body of research in CPG methodology through quality improvement (QI).
- Promote and support the publication of improvement work eg research papers, conference posters/presentations.
- Share and publish work and innovations in quality improvement.
- Represent the trust at external events, including international conferences.

9. Financial Budgetary Management

- Hold budget for CPG chair.
- Manage delegated budget effectively and within the resource constraints agreed during budget setting.
- Ensure all pathways have a cost benefit analysis to enable tracking of value.

GENERAL RESPONSIBILITIES

Infection Control

Infection control is everyone's responsibility. All staff, both clinical and non clinical, are required to adhere to the Trust's Infection Prevention and Control policies and procedures and the Health Act (2006) Code of Practice for the prevention and control healthcare associated infections and make every effort to maintain high standards of infection control at all times thereby reducing the risk of Healthcare Associated infections.

It is the duty of every member of staff to take personal responsibility for the prevention and control of infection, as laid down in the Trust's policies and procedures which reflect the statutory requirements of the Hygiene Code.

- To work in close collaboration with the Infection Control Team.
- To ensure that monitoring of clinical practice is undertaken at the agreed frequency.

- To ensure that the ward environments are cleaned and maintained to the highest standards; ensuring that shortfalls are rectified, or escalate as necessary.
- To ensure that all relevant monitoring data and issues are provided to the Directorate's Governance structures.
- To ensure that all staff are released to attend infection control-related educational sessions and staff with specialist roles, e.g. link practitioners, are released to undertake their duties.

Health and Safety at Work

The post holder is required to:

- Take reasonable care for the health and safety of himself/herself and other persons who may be affected by their actions or omissions at work.
- Co-operate with the employer in ensuring that all statutory and other requirements are complied with.

Confidentiality & Data Protection

The post holder has a responsibility to comply with the Data Protection Act 1998 and maintain confidentiality of staff, patients and Trust business.

If you are required to process information, you should do so in a fair and lawful way, ensuring accuracy is maintained. You should hold information only for the specific registered purpose and not use or disclose it in any way incompatible with such a purpose.

You should disclose information only to authorised persons or organisations as instructed. Breaches of confidentiality in relation to information will result in disciplinary action, which may include dismissal. Employees are expected to comply with all Trust policies and procedures and to work in accordance of the Data Protection Act 1998. For those posts where there is management or supervision of other staff it is the responsibility of that employee to ensure that their staff receive appropriate training (e.g. HISS induction, organising refresher sessions for staff when necessary.)

Conflict of Interest

The Trust is responsible for ensuring that the services for patients in its care meet the highest standards. Equally, it is responsible for ensuring that staff do not abuse their official position, to gain or benefit themselves, their family or friends.

Equality and Diversity

The Trust values equality and diversity in employment and in the services we provide. It is committed to promoting equality and diversity in employment and will keep under review our policies and procedures to ensure that the job related needs of all staff working in the Trust are recognised. The Trust aims to ensure that all job applicants, employees or clients are treated fairly and valued equally regardless of sex, marital status, domestic circumstances, age, race, colour, disablement, ethnic or national origin, social background or employment status, sexual orientation, religion, beliefs, HIV status, gender reassignment, political affiliation or trade union membership. Selection for training and development and promotion will be on the basis of the individual's ability to meet the requirements for the job.

You are responsible for ensuring that the Trust's policies, procedures and obligation in respect of promoting equality and diversity are adhered to in relation to both staff and services.

Vulnerable Groups

- To carry out responsibilities in such a way as to minimise risk of harm to children, young people and vulnerable adults and to promote their welfare in accordance with the Children Act 2004, Working Together to Safeguard Children (2006) and No Secrets guidance (DH 2000).
- To demonstrate an understanding of and adhere to the trust's child protection policies.

Smoke Free

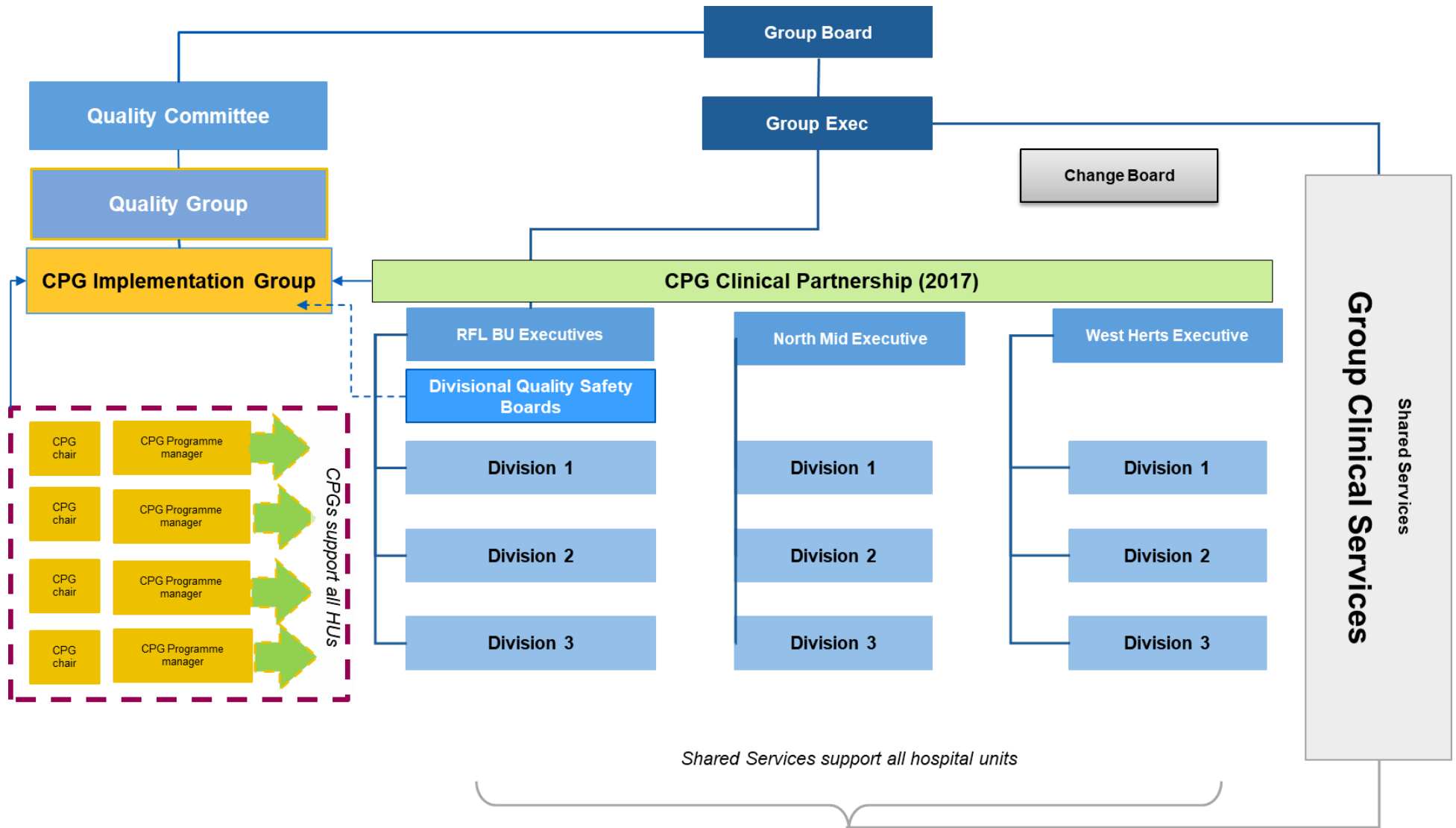
The Trust implements a Smoke Free policy that applies to all staff. Staff are not allowed to smoke while wearing a recognisable Trust uniform or visible trust identification badge, and not allowed to smoke anywhere on hospital grounds. Staff are not allowed to take additional breaks in order to smoke. They may smoke during designated breaks but only out of uniform and off site. Staff contravening this policy may be subject to disciplinary procedures.

Standards of dress

All staff are expected to abide by the Trust's guidance on standards of dress.

This job description outlines the current main responsibilities of the post. However the duties of the post may change and develop over time and may therefore be amended in consultation with the post holder,

Clinical Practice Groups Governance



64 CPG pathway 44 digitised across the RFL

CPG	Women and Children	Transplant and Specialist Services	Surgery and associated Services	Medical and Urgent Care
	Cancer CPG			
PATHWAY	Ambulatory and emergency care CPG			
	Better birth	Right upper quadrant pain	Acute tonsillitis	Pneumonia
	Induction of Labour	HBP cancer	Epistaxis	COPD
	Early pregnancy	Hepatology pathway OPD-IP	Elective hip	Heart failure
	Keeping mothers and babies together	Prostate pathway part 1 and 2	Elective knee	Lung cancer
	Surgical Management Miscarriages	Haematuria part 1 and 2	Shoulder Pathway	Chest pain
	Hyperemesis	Anaemia	Virtual fracture pathway	Pulmonary embolism
	Induced primps sections	Acute kidney injury	Fractured Femur	Emergency department
	Gynaecology cancer	Inflammatory bowel disease	Acute lower limb	Frailty
	Wheeze and difficulty breathing	Dyspepsia	Arthroscopy Shoulder and Knee	Inflammatory Bowel Disease
	ADHD	Kidney stones pathway	Emergency laparotomy	Dyspepsia
	CAMHS service review	Renal cancer pathway	Medical retina	Dementia delirium
	Acute Presentation in ED	Renal Cancer ERAS pathway	Glaucoma	NIV/oxygen therapy
	Paediatric ED flow	Renal Transplant ERAS pathway	Cataracts	Diabetes
	Paediatric POA	Upper GI cancer (BH)	Breast cancer	Upper GI (Barnet Hospital)
	Emergency gynae clinic	Lower GI cancer	Plastics breast: benign	Headache
	Recurrent miscarriage clinic		Tele-dermatology	Regional Diagnostic Centre
	Right iliac fossa pain		Skin cancer	Ambulatory and emergency care CPG
	Perinatal mental health		Acne pathway	Deep Vein Thrombosis
	Maternity DSU-Triage		Paediatric Dermatology	Atrial fibrillation
			POA (Non-complex)	
			Perioperative MDT Process	

- = CPG pathway
- = Digitised CPG pathway
- = Cross Cutting CPG