

Clinical Director

Children's Directorate

Job Description and Person Specification



About us

We provide care for the residents of three diverse London boroughs. Most of our 7,800 permanent staff live in Barking and Dagenham, Havering and Redbridge and the majority are from black, Asian and minority ethnic groups. We also provide healthcare services to people in south west Essex, and specialist neurosciences services to the whole of the county.

Our services include all the major specialties of large acute hospitals and we operate from two main sites - King George Hospital in Goodmayes and Queen's Hospital in Romford. We have two of the busiest emergency departments in London – more than 300,000 people visited our A&Es in 2023. We also provide outpatient services at Brentwood Community Hospital, Barking Community Hospital, Loxford Polyclinic, and Harold Wood Polyclinic.

We're pleased to be leading the way in [reducing the time our patients](#) wait to get the treatment they need. The Elective Surgical Hub at King George Hospital is one of eight to be [accredited as part of a national scheme](#); the Care Quality Commission has raised the ratings for [urgent and emergency care](#) at Queen's and King George hospitals; and [data released by NHS England](#) showed that the Trust was the most improved in 2023 for reducing waits for emergency care.

We are particularly proud of our regional Neurosciences Centre; Radiotherapy Centre; Hyper Acute Stroke Unit; and dedicated breast care service at King George Hospital. We're also part of the [North East London Cancer Alliance](#).

OUR VISION: TO PROVIDE OUTSTANDING HEALTHCARE
TO OUR COMMUNITY, DELIVERED WITH PRIDE

OUR PRIDE VALUES

PASSION

RESPONSIBILITY

INNOVATION

DRIVE

EMPOWERMENT

Job Description

Job title: Clinical Director, Children's Directorate

Band: Consultant – with £10,000 responsibility allowance p.a. for additional duties

Tenure: 3 years (subject to satisfactory annual review of performance against agreed objectives)

Hours of work: 2 - 3 PAs

Location: Across our sites

Specialty/department: Children's Directorate, Women's and Children's

Accountable to: Chief Medical Officer

Responsible to: Clinical Group Director

1. Job purpose

The Clinical Director is a senior leadership role providing leadership and direction to a designated directorate consisting of multiple clinical services located across Queen's and King George Hospitals, and other satellite sites.

The Clinical Director will work in a directorate triumvirate with the Head of Nursing and the General Manager to lead a designated directorate within a Clinical Group and deliver all objectives as agreed by the Clinical Group Director, with a particular focus on providing high quality, safe, well-governed, productive and cost-effective services which support the Trust in delivering its strategic objectives.

This role along with triumvirate colleagues will provide compassionate and inclusive leadership to those within their areas of responsibility. In addition, there will be joint responsibility and accountability with the triumvirate for delivering national and local health care priorities, patient safety, financial targets, efficiencies, improving staff and patient experience, workforce planning and service delivery to improve safe patient flow within and outside the directorate.

Recognising and celebrating our workforce demographics the post holder will be responsible for ensuring the directorate operates in an inclusive and transparent way. Improving and maintaining staff experience within the directorate is a key requirement for this role.

The Clinical Director will model the attitudes and behaviours of a senior Clinical Leader in accordance with the values of the Trust, to improve health and reduce health inequalities, and to promote equalities among both staff and patients.

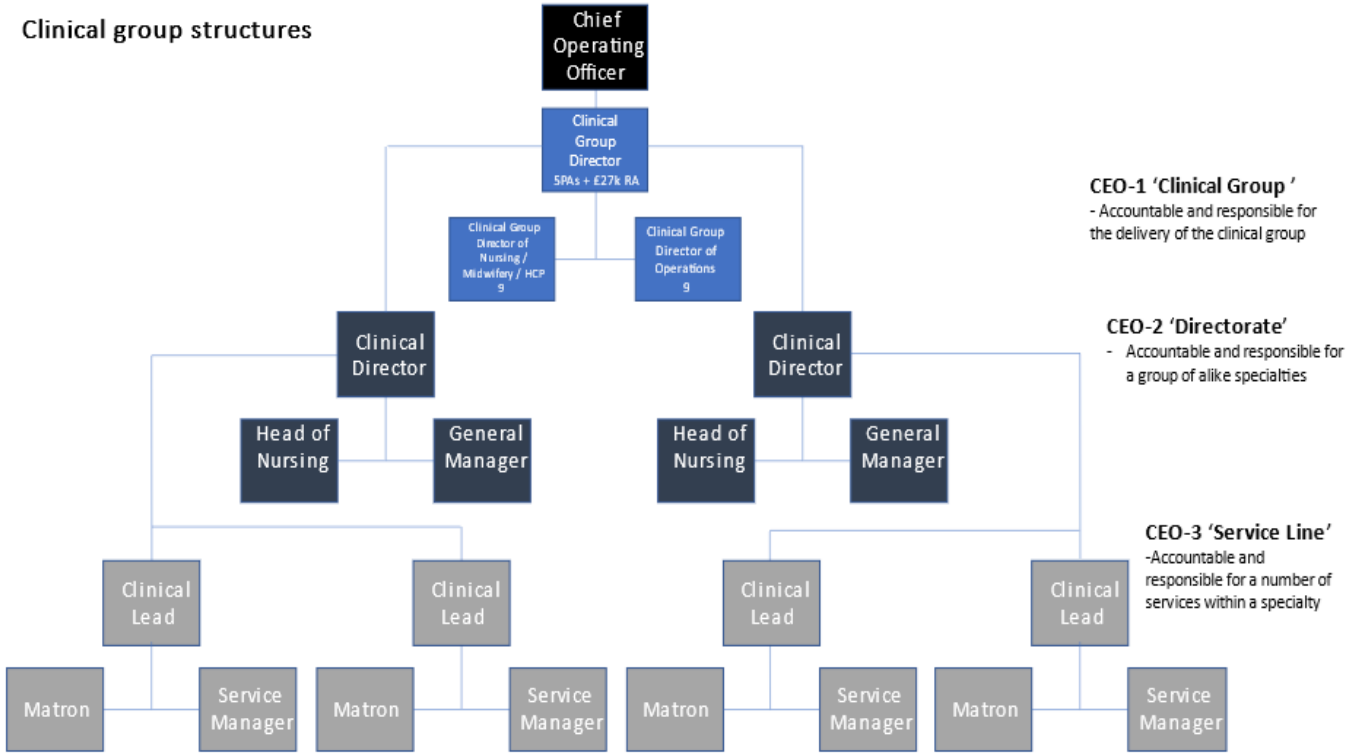
The post holder will be responsible for the line management of the Clinical Leads, valuing good performance, addressing poor performance, and enabling staff to identify concerns and ensure that these are resolved.

With guidance and direction from the Clinical Group triumvirate the postholder will contribute and implement the Clinical Group strategy. This will include working with multiple staff groups to support, influence and guide the development and delivery of excellent patient care.

The postholder will support the Clinical Group Director and others in providing strategic and inspirational leadership that will create a caring, fair and open culture in line with our Trust values.

Organisational Position

Clinical group structures



2. Relationships

The post holder is expected to establish and maintain positive interpersonal relationships with other staff members and a range of internal/external stakeholders characterised by trust, mutual respect, and open, honest communication.

3. Job summary

The Clinical Director role will take responsibility and be accountable for the following:

- Responsible for all staff groups within the directorate but holds direct line management responsibility for Clinical Leads only.
- Take on a leadership role for culture change within the Directorate and oversee the delivery of improvement actions.
- Cultivate a safe working environment where there is regular opportunity to hear and act on staff experience feedback and deliver on the plans to improve experience.
- Responsible for the development of an open and engaging culture for staff, accelerating inclusivity / allyship and promoting a patient-centred and culturally sensitive approach to the delivery of patient care.
- To role model and promote inclusion at every level, ensuring equity, helping all staff to grow, and ensuring diversity is positively valued and developed across the directorate and wider clinical group / Site.
- Ensure appropriate governance arrangements and management of clinical risk within the directorate and the wider organisation. This will include CQC requirements, completion of mandatory training requirements, complaints, incidents, risk management, audits and learning to improve patient care.
- Promoting a culture that proposes effective multidisciplinary teams working to strengthen quality, improve locally and nationally agreed patient safety measure and enhance patient experience and engagement within the directorate.
- The post holder will deputise, as required, for the Clinical Group Director.
- To ensure that within each clinical area, effective systems and processes are established to enable the delivery of the clinical governance agenda.
- Support the Clinical Group triumvirate in the achievement of goals and key performance indicators (KPIs) and put in place mechanisms to audit and evaluate strategy and operational performance.
- To provide financial stability to the directorate and wider Clinical Group through effective deployment of staff and resources, and monitor and deliver key objectives within the directorate budget.
- To participate and develop improvement plans for workforce and other areas within the designated directorate under the remit of quality, safety and efficiency.
- Ensure that all agreed outputs for the directorate are delivered, as set out in the Clinical Group's annual business plan, by working with the directorate triumvirate and other staff.
- Ensure that the resources and standards allocated to the directorate are properly and effectively deployed to deliver agreed outputs.
- Embed effective systems of job planning, objective setting and appraisals.
- Hold teams to account for delivery against directorate and the Clinical Group objectives through regular performance review meetings.

- Ensure that service guidelines and policies are kept updated and benchmarked against relevant national policies and standards e.g. GIRFT, ACSA, NICE, CNST, NHSLA.

4. Behavioural qualities

- Act as a role model for compassionate and inclusive leadership and take personal responsibility for obtaining feedback on self, and ensuring all managers and staff within the directorate are trained in EDI.
- Ensure that there is a specific commitment to deliver equality and inclusiveness in all aspects of service line activity including service provision and recruitment, development and management of staff.
- Take an operational leadership role in improving culture at service line level, delivering key actions as agreed.
- Cultivate a safe working environment where there is regular opportunity to hear and act on staff experience feedback and deliver on the plans to improve experience.
- Have difficult conversations and manage performance around behaviour effectively.
- Lead on obtaining staff feedback via different mechanisms i.e., staff survey.
- Ensure there are regular walkabouts scheduled to meet and be known to our staff.
- Clearly share an ambitious vision and goals actively aligning all teams through proactive use of the BHRUT appraisal process.
- Work in partnership with Trade Unions and professional bodies to ensure the smooth running of services, including instigating early discussions with staff side on all organisational change/projects affecting staff.
- Actively challenge discriminatory behaviour and where there is discriminatory behaviour taking place, take the appropriate action.
- Individuals who not only recognise the importance of diverse perspectives and beliefs but also actively contribute to a positive team culture. This entails treating everyone with kindness, regardless of differences, and creating an environment where all voices are heard and respected.

5. Leadership and Operational responsibilities

- Operationalise the strategic direction of the Clinical Group across the directorate and communicate key plans with front-line staff.
- Have difficult conversations and manage performance around behaviour effectively.
- Promote a culture of openness within the directorate so that all staff feel able to raise concerns within a safe, no blame environment.
- To produce an annual audit plan for the service and ensure that all national audits relevant to the directorate specialties are discussed within 6 months of report publication and a documented action plan with identified accountable individuals, clear objectives and outcome metrics is put in place.
- To hold a monthly multi-professional Quality and Safety directorate meeting to review complaints, serious incidents and good practice to ensure a documented plan of action in response to each is in place. The plan to include delegated

individual responsibility, clear outcome metrics and timelines to achieve, as well as ensure the dissemination of learning from good practice on serious incidents and complaints from directorate specialties, site and other Trust hospital sites.

- Act as a role model for compassionate and inclusive leadership and take personal responsibility for obtaining feedback on self, and ensuring all managers and staff within the directorate are trained in Equality, Diversity and Inclusion (EDI).
- Ensure that there is a specific commitment to deliver equality and inclusiveness in all aspects of directorate and wider Clinical Group activity including service provision and recruitment, development and management of staff.
- Ensure close partnership working with directorate triumvirate, and other Clinical Group colleagues to ensure effective support services are in place for all clinical areas and optimum management of all staff within the relevant directorate departments.
- Responsible for the delivery of the service in line with agreed internal and external clinical governance standards, other Trust-wide policies and processes and best practice requirements.
- Work closely with the Director of Medical Education to ensure training and education for trainee doctors are embedded in the directorate.
- In conjunction with the Clinical Group Director, ensure that job plans for all consultants and SAS staff align with the needs of the clinical services.
- Assist the Responsible Officer in making assurance statements on medical staff to support revalidation.
- Act as an authorising signatory for capital and revenue budgets within limits agreed with the care group; ensure budgetary management is appropriately delegated and that all relevant staff are appropriately trained.
- Work with the directorate triumvirate team to ensure budget setting and finance issues are maximised to effect positive performance targets.
- Ensure the effective use of resources through benchmarking against the model hospital and GIRFT.
- To lead prepare and deliver presentations on services to internal and external stakeholders as needed to showcase the service e.g. Healthwatch, CCGs, Trust Board
- In conjunction with the General Manager and Clinical Director represent and negotiate on behalf of the Trust in internal and external meetings specific to services.
- Actively challenge discriminatory behaviour and where there is discriminatory behaviour taking place, take the appropriate action

On call

To participate in the on-call rota ensuring that standards of care are addressed where necessary and take responsibility for maintaining competency in line with on call operational requirements and major incident management.

6. Policy, service, organisational and professional responsibilities

- To be responsible and accountable for policy implementation and development for the services within designated directorate.

- To lead and participate in the Clinical Groups wider policy development alongside other stake holders as appropriate.
- Supporting the development of KPIs, clinical performance structure and bench marking against best practice and national guidelines
- Ensure the embedding of an improvement culture within the directorate, with improvement plans underpinning service change in line with relevant Trust policies.
- Agree objectives for the directorate, which support the achievement of the Clinical Group plans and
- strategy.
- Identify new opportunities for the individual services within the directorate arising from the local
- and national health environment.
- Ensure the directorate contributes effectively to the Clinical Group and Trust's Planning processes.
- Represent the Trust at relevant external strategic meetings, as agreed with the Clinical Group Director.
- Ensure appropriate public and patient involvement in assessing service quality and
- improvements. Attend the Patient Experience MDT meeting as required.
- Ensure the effective implementation of Trust policies, procedures and standards.

7. General

- All staff are responsible for the continual compliance with CQC standards and outcomes.
- The postholder must be aware of, and work in line with, our Trust's Safeguarding Adults and Children procedures.

8. Personal development

All staff are required to be appraised by their line managers at least once a year at a personal development review meeting where progress made over the last year is discussed and agreed. Focus on the following year's departmental and personal objectives will be identified, discussed and agreed. Where necessary, help and support will be provided and development opportunities agreed in line with service provision and knowledge and skills competency framework.

9. Mandatory Trust responsibilities

Amending the job description

As the organisation evolves, there may arise a need to adjust the tasks and /or the responsibilities of the postholder. This will be done in consultation with the post holder with the aim of mutually agreeing to any reasonable changes

Confidentiality

The post holder must at all times maintain a complete confidentiality of the material and information that they handle. Any matters of a confidential nature, or in particular, information relating to diagnoses and treatment of patients and individual staff records must not, under any circumstances, be divulged or passed on to any unauthorised person or persons. The postholder must respect patient named confidentiality in keeping with “Caldicott principles”.

Data protection

The Trust relies on special provisions under data protection legislation to process personal information. Personal information includes name, address, national insurance number and date of birth as well as anything else confidential or sensitive. For example, racial or ethnic origin, trade union membership, health and the commission or alleged commission of any criminal or civil offences.

The Trust’s fair processing notice is on our [website](#) details what personal information the trust uses, why this is required, the lawful basis for processing (legitimate reasons for collection, storage, usage and sharing), how the Trust processes (uses, stores, retains, disposes and protects) personal information, retention periods, who we share personal information with, confirmation of your information rights and the process for reporting a complaint or concern.

The Trust will lawfully process your personal information in compliance with data protection legislation.

Leaders’ agreement

If the post holder has leadership and/or line management responsibility, then they are responsible for demonstrating, and developing in line with, the standard of behaviour as outlined in our Trust ‘Leaders’ Agreement’.

Policies and procedures

The post holder will be expected to comply with all statutory legislation, Trust Financial Framework Guidance and approved national and local policy. The postholder is also expected to be aware of our Trust’s Risk Management Strategy which includes the responsibilities placed on them by the Health and Safety at Work etc Act (1974) and the Clinical Governance Framework. All employees are expected to comply with all Trust Policies and Procedures.

Safeguarding children and vulnerable adults

Safeguarding and promoting the welfare of children, young people and adults is central to the care provided by our Trust and the post holder must be aware of their responsibilities and work in line with our Trust’s Safeguarding Adult and Children Procedures.

Health and safety

Under the Health & Safety at Work etc. Act (1974), it is the responsibility of individual employees at every level to take care of their own health and safety and that of others who may be affected by their acts or omissions at work. This includes co-operating with management in complying with health and safety obligations, commensurate with their role, to maintain a safe environment and particularly by reporting promptly any incidents, defects, risks or potential hazards.

You must co-operate with Management in discharging its responsibilities under the Health and Safety at Work etc Act 1974 and ensure the agreed safety procedures are carried out to maintain a safe environment for patients, employees, others and visitors.

Sustainable development and our health and wellbeing

The Trust is committed to UK Climate Change Act and NHS Sustainable Development Unit strategy to reduce its business activity related carbon emissions and its impact on the environment. Our Sustainability vision is to “continually sustain, retain and enhance the savings and culture change to meet our sustainability commitments.”

All staff are required to support the Trust’s Sustainability vision, which aims to minimise environmental and healthcare impacts by developing preventative approaches. This will help improve the internal and external environment, reduce impact on natural and energy resources, reduce air pollution, prevent infection, provide financial savings and improve the health and wellbeing of staff, patient and the public.

All Managers Band 7 and above are required to take appropriate responsibility in their departments. They are expected to support in raising awareness, encouraging staff on waste segregation, energy savings, promoting active and healthy modes of travel, help reduce waste and embed sustainability by completing a Sustainability Impact Assessment on their local activity and business cases.

Infection control

Employees must be aware of the responsibilities placed upon them by The Health Act (2007) to ensure they maintain a safe, infection free environment. This includes the knowledge and understanding of the management of infected patients and the principles of Standard Infection Control Precautions including the correct technique for Hand Washing and the appropriate use of Personal Protective Equipment (PPE).

Smoke free

Our Trust buildings and grounds became fully Smoke Free on National No Smoking Day 11th March 2015. Our Trust expects all staff to promote healthy living and to set good examples in their own behaviour. Those not ready to quit smoking must remain smoke free during working hours, and will not be able to smoke in Trust uniform, in Trust grounds including car parks, while driving on Trust business or take smoking breaks. Second hand smoke causes heart and lung disease, and is harmful to young children. However, disposable or rechargeable e-cigarettes (“vaping”) may be used outside hospital buildings.

General

The post holder will be expected to comply with all statutory legislation, Trust Financial Framework Guidance and approved national and local policy.

The postholder will be expected to be responsible for his/her continuing professional development and to take a proactive approach to maintaining personal and professional effectiveness in an evolving role.

The duties and responsibilities described in this Job Description are intended to be indicative but not exhaustive of the responsibilities of the postholder. As our Trust develops, the requirements of the job may change and the postholder is expected to adapt to these changes.

Equal opportunities policy

Our Trust operates in a multi-ethnic area. All members of staff are expected to take into account equalities in all areas of work.

All employees are expected to abide by our Trust's equal opportunities policy, failure to do so could result in disciplinary action up to and including dismissal.

Date: 20 May 2024

Prepared By: *Kathryn Tompsett*

Person Specification

Selection Criteria	Essential Criteria	Desirable Criteria	Means of Assessment
Education/ Qualifications	<ul style="list-style-type: none"> • Consultant status • Educated to master's degree level or equivalent qualification and or experience • Evidence of continuing professional development • Postgraduate management diploma or equivalent • Knowledge of the NHS, its infrastructure and the recent reforms 	<ul style="list-style-type: none"> • Leadership Management qualification or equivalent experience 	CV/ Interview/ Certificate
Capabilities (skills/ abilities)	<ul style="list-style-type: none"> • Able to establish and sustain effective strategic direction. • Demonstrable inclusive and compassionate leadership skills • Able to think and act strategically and to articulate a clear vision and sense of direction. • Ability to define and implement policy development at directorate level. • Communication skills, verbal and written Interpersonal skills, able to influence and motivate. • Able to prioritise and manage competing demands. • Able to lead continuous change and improvement in services, encouraging the use of new clinical and service technologies 		CV/ Assessment after shortlist/ Interview

	with a multidisciplinary team.		
Experience/ Knowledge	<ul style="list-style-type: none"> • Significant clinical experience at a senior level. • Significant experience of leadership and management. • Experience of clinical governance and of the measures to ensure patient safety. • A record of partnership working. • Track record of innovation. • Track record of managing and developing staff. • Track record of addressing poor performance. • Experience in developing and managing high quality patient experience action plans. • A good understanding of the current context of health and social care, and of clinical learning and research • A broad understanding of the systems for primary care, social care and commissioning • Knowledge of the Trust priorities • Experience in managing organisational change. • Experience in 	<ul style="list-style-type: none"> • Track record of achieving financial targets 	CV/ Assessment after shortlist/ Interview

	<p>delivering Service Improvement projects.</p> <ul style="list-style-type: none"> • Experience in developing and managing high quality patient experience action plans. 		
Personal Qualities	<ul style="list-style-type: none"> • Highly professional behaviours • Role model • Demonstrable ability to meet Trust values. • Strong sense of commitment to openness, honesty and integrity in undertaking the role • Requirement for travel and cross-site visibility • Emotional intelligence and resilience 	<ul style="list-style-type: none"> • Track record of achieving financial targets 	Assessment after shortlist/ Interview

* Evidence will take place with reference to the following information:

- A Application form
- I Interview
- T Test or Assessment
- C Certificate