

<b>Job title:</b>	<b>Clinical Practice Lead</b> Professional background: AHPs, Nursing
<b>Grade:</b>	<b>Band 8b: (dependent on skill and experience)</b> pro-rata.
<b>Reports to:</b>	Head of Clinical Delivery
<b>Accountable to:</b>	Managing Director
<b>Location:</b>	Based across Central Sussex Post holder required to travel between sites
<b>Key Relationships</b>	<ul style="list-style-type: none"> <li>• Head of Clinical Delivery SMSKP</li> <li>• Head of Operational Delivery SMSKP</li> <li>• MSK Service Manager and Deputy SMSKP</li> <li>• Clinical Professional Leads SMSKP</li> <li>• Personalised Care Lead SMSKP</li> <li>• Managing Director SMSKP</li> <li>• Patient Director SMSKP</li> <li>• Patient Partners SMSKP</li> <li>• Quality and Improvement Officer SMSKP</li> <li>• Contracts Manager SMSKP</li> <li>• Senior managers and clinicians in other organisations and across NHS and Independent Sector Providers, CCGs, CSU's, Third Sector, Local Authority</li> <li>• Partners in Practices and Practice Managers</li> <li>• Patients and the public</li> </ul>

## About the Sussex MSK Partnership Central

Sussex MSK Partnership Central is a unique and innovative expert MSK delivery organisation that combines the best of our local NHS, specialist orthopaedic knowledge to deliver clinical designed and driven pathways of care to a single standard of quality and excellence for all patients focussed around their specific needs. This is a contract commissioned by the Sussex NHS Commissioning Group and covers the areas of Crawley, Horsham and Mid-Sussex and Brighton and Hove – collectively Central Sussex.

The Sussex MSK Partnership Central (SMSKPc) is delivered by the following organisations:

- Here (Care Unbound Ltd)
- Sussex Community NHS Foundation Trust (SCFT)

The postholder will be employed by SCFT/HERE.

More on the partner organisations is outlined in Annexe A

## Job Summary

As a Clinical Practice Lead within SMSKPc, you will work within the musculoskeletal field as an Advanced Practitioner. The post holder will take joint responsibility for the delivery of all clinical care including clinical triage across the community service alongside other Clinical Practice Leads. The role will take direct responsibility for a defined group of clinicians supporting them to be autonomous clinicians, utilising advanced clinical reasoning skills to assess, diagnose and manage a complex clinical caseload.

## Key Outputs

The expectations of this role within SMSKPc are that the post-holder will:

- Take joint clinical responsibility for the governance of the clinical pathways across the community service.
- Through the multi-disciplinary team, manage the clinical network across the clinical pathway.
- Manage a defined clinical team providing care across pathways in the community setting.
- Work collaboratively with other Clinical Practice Leads, Research, Training and Education Lead as well as the MSK Service Manager and Heads of Clinical and Operational Delivery.
- Provide specialist support and advice to colleagues and other healthcare professionals within primary and secondary care and escalate/divert appropriately where necessary.
- Provide leadership to the triage team and support clinicians to use advanced clinical reasoning skills to clinically diagnose and manage a complex group of patients who have not responded to conservative measures and may need diagnostic investigation or may require surgical management.
- Request and interpret appropriate diagnostic investigations such as x-rays, blood tests and MRI scans where appropriate.
- Ensure the patients understand the clinical diagnosis and adopt a collaborative approach to patient management where the patient plays a role in deciding on appropriate management options for them including the choice of secondary care provider and the appropriateness of surgery.
- Participate in the development of clinical practice within the service.
- Participate in and support clinical audit within the service and take joint responsibility for maintaining and improving all aspects of clinical governance, evidence-based practice and quality assurance in the service.

- Participate in and support clinical research led by the Research, Training and Education Lead.
- Provide clinical leadership and expertise in the assessment and treatment of more complex patient presentations for colleagues working within all musculoskeletal rehabilitation services across Central Sussex.
- Provide clinical leadership and expertise in the assessment and treatment of more complex patient presentations for colleagues working within primary and secondary care.

## **PRINCIPAL DUTIES & RESPONSIBILITIES**

### ***Quality and Service Improvement***

1. Continuously review the clinical quality of services provided, to ensure our patients and clients receive excellent care across their whole pathway.
2. Understand all patient safety and quality indicators and use the agreed performance management framework to ensure that the service delivers against its agreed contract and development plan, delivering financial balance and agreed KPIs and CQUIN targets:
  - Review pathway performance data.
  - Review clinical outcome measures.
  - Support the Research, Training and Education Lead to develop audit plans.
  - Complaint and Incident investigation with support from the Head of Operational Delivery and/or MSK Service Manager and Quality and Improvement Officer.
  - Review of competency framework and ensuring adherence to this.
  - Chair and prepare agendas for the monthly clinical multi-disciplinary team meeting.
  - Link with the partnership contracting function and Head of Clinical Delivery to escalate concerns relating to the quality and performance of supplier partner organisations.
3. In collaboration with the Research, Training and Education Lead and other Clinical Practice Leads:
  - Agree and evaluate multi-professional systems of audit that aspire to quality improvement in the context of local and national guidelines.
  - Promote and demonstrate evidenced-based practice, initiating and participating in research projects, and encouraging and supporting staff to be actively involved in research.
  - Be responsible for identifying gaps in the evidence base.
  - Interpret new clinical policies/NICE guidelines in order to advise clinical professionals on their implementation.
  - Contribute to the academic arena through clinical teachings, pursuing research activity and writing for publication or conference presentations.
  - Assist with auditing the work of the services and preparing relevant reports.
  - To review and evaluate patient care pathways with the aim of providing examples of best practice across the regions and/or nationally, and to ensure the standards of clinical care for patients seen within the services are in keeping with the agreed care pathways.
  - To develop and implement new and agreed protocols of care as determined by new guidance.

## ***Clinical Responsibility***

To be responsible for the implementation of the integrated service model by providing and managing a clinical musculoskeletal service from supported self-management to secondary care and to assess, diagnose and manage a complex clinical caseload. This will include:

1. Supporting patients/carers regarding compliance with treatment and advice.
2. Providing specialist advice for patients to help them with self-management and acceptance of their chronic pain/reduced function, with an emphasis on evidence-based bio-psycho-social model of care.
3. Provide advice on the clinical management options available with appropriate risk/benefit information to enable the patient to make an informed choice regarding their care pathway.
4. Requesting appropriate investigations such as X-ray, MRI and blood tests, reviewing results and making critical judgements as necessary.
5. Offer clinically appropriate and individual treatment options agreed with the patient such as onward referral for musculoskeletal rehabilitation, further diagnostic investigation or onward referral to secondary care or other relevant service.
6. Effective, timely communication with GPs, and secondary care where necessary.
7. Take responsibility for delivering a whole system patient-focused approach and seamless care across professional boundaries, ensuring the safety, effectiveness and efficiency of the service at all times.
8. Ensure that clinical practice is culturally sensitive and promotes equality and diversity and that the dignity and respect of patients and carers is central to all aspects of the services provided, ensuring compliance with legislation and organisational policies.
9. To ensure that patient safety is maintained and enhanced and that a culture of patient safety is fostered and encouraged within the wider community team.
10. Demonstrate advanced knowledge, skills and experience in the field of musculoskeletal disorders.
11. Promote and demonstrate best practice, in particular to integrate the most up to date research theory into practice using advanced clinical decision-making skills.
12. Maintain contemporaneous written records to service standards of all clinical observations and interventions including protocols around consent.
13. To exercise the highest degree of professional autonomy, using and analysing complex facts and situations to implement a treatment/management strategy for the patient.
14. Contribute to the development of strategic and operational plans for the services as required.
15. Maintain a clinical portfolio to demonstrate clinical competency in area of speciality in accordance with the agreed competency framework.

## ***Professional Leadership and People Management***

1. Be fully responsible for planning and prioritising own workload within the services.
2. Carry out other professional duties that may be necessary as delegated by the Head of Clinical Delivery or Head of Operational Delivery.
3. Provide advice on the clinical management of musculoskeletal conditions to other clinicians as requested.

4. Be able to accommodate change in a rapidly changing environment and encourage team members to embrace necessary change. Have a positive attitude to challenges and devise ways to make them happen.
5. Undertake direct line management or supervisory responsibilities for a defined group of clinicians, ensuring that all staff are appraised and developed, in order to ensure an efficient, effective and engaged workforce:
  - Provide clinical and emotional support for staff working in an exceptionally busy and demanding environment.
  - Provide mentoring and peer support to members of the team.
  - Provide regular 1:1 supervision sessions and ensure that all clinicians are observed in clinic to ensure good clinical standards are maintained within the services. Ensure supervision covers:
    - Individual triage performance (rate and referral routing decisions)
    - Adherence to agreed clinical pathways
    - Competency assessment and review
    - CPD development and review
    - IPR at 6 and 12 months one of which will be a full PDP
6. Recruit clinical roles in partnership with representatives from the employing organisation as required.
7. Undertake all people management duties in accordance with employment legislation and organisational employment policies and good practice.

### ***Education and Professional Development***

1. Develop and maintain all musculoskeletal clinical skills necessary for this position, keeping up to date with current developments in evidence-based practice including reading relevant literature, and attendance at in-service training and external courses as appropriate.
2. Ensure on-going use of CPD file/professional diary in line with current registration requirements.
3. Provide relevant training and provide highly specialist advice to peers and other Health Care Practitioners including GP's as necessary regarding the assessment, treatment and management of patient with orthopaedic conditions.
4. To provide spontaneous and planned advice, teaching and instruction to relatives, carers and other professionals, to promote understanding of the aims of the service, and to ensure a consistent approach to patient care.
5. To participate in delivering a comprehensive training programme within the services, to primary care and across the local health economy.

### ***Communication***

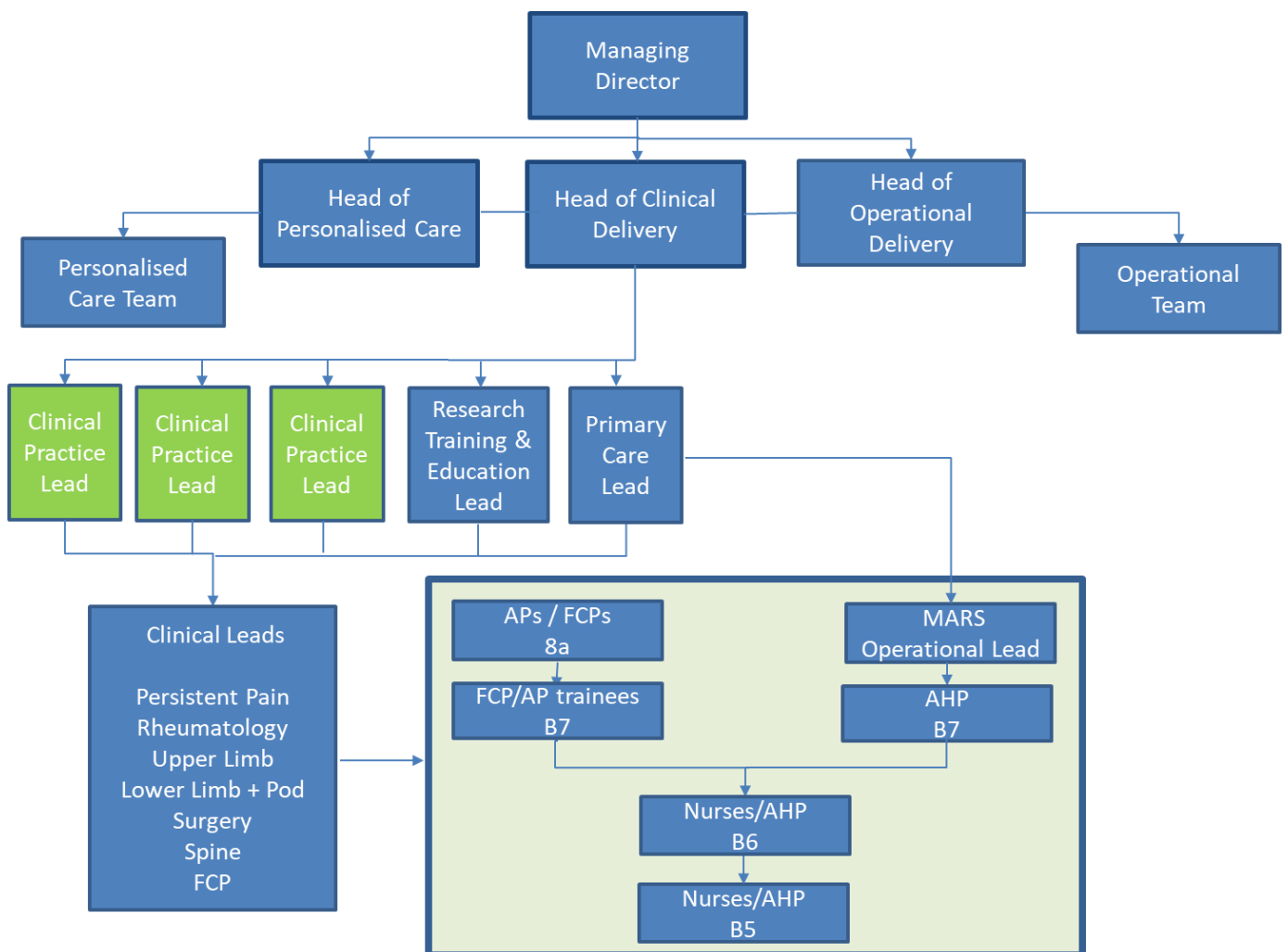
1. Sensitively explain the results of investigations and clinical diagnosis including the prognosis of the musculoskeletal condition where possible and/or the possible need for surgery.
2. Be required to communicate highly complex clinical information both written and verbal, in an easily understood form, to patients, carers, all members of the multi-disciplinary team and primary care colleagues.
3. Teach therapeutic exercises, through verbal explanation, visual demonstration or the physical guiding of the patients movements, to patients and their carers.
4. Advise patients on self-help activities available to either treat their condition or assist them in coping with their condition.

5. Defuse potentially hostile and antagonistic situations with staff, patients and relatives.
6. Support links between the Sussex MSK Partnership Central and the staff within the service, facilitating effective communication in both directions.

**Financial and Physical Responsibilities**

1. Be responsible for the safe use of equipment and reporting if equipment is not working or in poor condition. There is no one piece of equipment for which the post holder is solely responsible.
2. Be responsible for ensuring that stock levels of clinical equipment are appropriate and requesting replacements as necessary.
3. Be responsible for ensuring that medicines such as injectables and anaphylactic kits are stored appropriately and are in date as per the Medicines Management policy and that there are sufficient stock levels to ensure effective continuity of service at all times.

**Organisational Structure**



## **Flexibility**

This job description is intended to provide a broad outline of the role. The postholder may be required to carry out other duties commensurate with their banding and competence.

## **Policies and Procedures**

The postholder is required to familiarise themselves with all SCFT/HERE policies and procedures and to comply with these at all times.

## **Confidentiality**

As an employee of SCFT/HERE you may gain knowledge of a highly confidential nature relating to the private affairs, diagnosis and treatment of patients, information affecting members of the public, matters concerning staff and details of items under consideration by SCFT/HERE. Under no circumstances should such information be divulged or passed to any unauthorized person. This includes holding conversations with colleagues concerning patients or staff in situations where the conversation may be overheard. Breaches of confidence will result in disciplinary action which may involve dismissal.

## **Health and Safety**

All staff have a responsibility to maintain the health and safety of self and others within the performance of their duties.

Employees must be aware of the responsibilities placed on them under the Health and Safety at Work Act (1974) and must follow these in full at all times, including ensuring that they act in line with all agreed procedures at all times in order to maintain a safe environment for patients, visitors and colleagues.

## **Equality and Diversity**

HERE/SCFT policies and practices are designed to ensure equality of opportunity in employment and service delivery. All staff are expected to comply with these policies and practices.

SCFT is working towards equality and has policies relating to the equality of opportunity in employment and service delivery. All staff are expected to comply with these policies.

## **Use of Technology**

SCFT/HERE is making increased use of computer technology. The majority of employees (both clinical and non-clinical) should expect to use automated information systems in their work in order to improve quality and co-ordination of services, and to enable faster and more certain communication within SCFT/HERE. Necessary training will be provided.

## **No Smoking Policy**

a) SCFT/HERE operates a no-smoking policy, in line with Government legislation. This applies to all staff, visitors and patients. It is a condition of employment for staff that they do not smoke whilst on duty or in uniform or anywhere on SCFT/HERE premises. This includes electronic cigarettes.

b) Whilst we do not discriminate against employing smokers, they are expected to adhere to this policy and all prospective employees should be aware of this.

## **Professional Registration**

All employees who are required to be a member of a professional body are required to hold relevant registration and must comply with the standards and guidelines of their professional practice, education and conduct and must act at all times within the boundary of the code of conduct.

## **Infection Prevention and Control**

Infection Prevention and Control is everybody's responsibility. All staff, both clinical and non-clinical are required to adhere to the SCFT/HERE Infection Prevention and Control policy and make every effort to maintain high standards of infection prevention and control at all times thereby reducing the burden of Health Care Associated Infections.

## **Safeguarding Children, Young People and Vulnerable Adults**

SCFT/HERE is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and expects all staff and volunteers to share this commitment. Rigorous recruitment checks are carried out and successful applicants may be required to undertake an Enhanced Disclosure via the Disclosure and Barring Service (DBS).

## **Quality**

Excellent care at the heart of the community is our SCFT/HERE vision. To make sure our care meets this high standard all staff must ensure that the three themes of quality care are provided in every encounter they have with our patients. The three themes are safe care, effective care and patient-centred care.



**AGREEMENT**

This job description will be reviewed as necessary and may be amended to meet the changing needs of SCFT/HERE. It will also be used as the basis to set performance standards and/or objectives and the contents will be used as part of annual appraisals. This job description has been agreed between the post holder and SCFT/HERE.

Employees Signature: .....

Print Name .....

Date: .....

Manager Signature: .....

Print Name: .....

Date: .....

<b>JD author (name and job title):</b>	Helen Baker, Head of Operational Delivery
<b>Date JD agreed:</b>	
<b>Brief description of reason for review</b>	JD amended from previous Pathway Lead JD to reflect more generic Clinical Practice Leads. This is to align with the move away from pathways to create greater flexibility across the service and to align with the national agenda.
<b>Version number</b>	V1

## Annexe A – Key Partners of SMSKPc

### **Sussex Community NHS Foundation Trust**

SCFT is the specialist provider of community health and care services to the people of West Sussex and Brighton & Hove. Every day their expert teams provide medical, nursing and therapeutic care to more than 8,000 people.

[www.sussexcommunity.nhs.uk](http://www.sussexcommunity.nhs.uk)

### **HERE**

HERE is an innovative primary care federation, bringing together GPs, clinicians and other health partners to improve services and patient care predominantly across Brighton and Hove but also regionally and nationally. HERE supports the development of primary care practices to provide patient-focused services, and deliver cost savings and improved patient experiences by widening the scope and capabilities of primary care and community services.

[www.HERE.nhs.uk](http://www.HERE.nhs.uk)