

## Clinical Lead – Musculoskeletal

### JOB DESCRIPTION

Reports To	Senior Service Manager
Location	West Midlands
Hours of Work	As per contract

#### Personal Profile

##### Passion & Performance

**Patient focused with a positive attitude, taking pride and responsibility whilst aspiring for excellence**

- Motivates others through infectious enthusiasm and 'can do' attitude
- Maintains optimism and sense of humour in stressful situations
- Emphasises the positive side of difficulties, portraying them as opportunities
- Finds ways around seemingly insurmountable obstacles, not easily defeated
- Leads by example, takes responsibility whilst offering compassion and sensitivity

**Champions positive change, develops staff and creates a culture without fear of retribution and empowers staff, respect and diversity**

- Proactive in developing team members
- Involves team members in planning and delivering change
- Stimulates and communicates cross disciplinary communication
- Recognises and rewards effort, not just achievement
- Matches the needs of activity to available resources
- Seeks and listens to the team and stakeholders, welcoming warnings of risk or problems

**Exceptional clinical skills with a desire to develop and innovate in the field of persistent pain**

- Outstanding values that underpin clinical expertise and people management
- Experience in delivering MSK services with tangible results
- A deep understanding of the impact of MSK and well-being in the wider community
- Proven track record of influencing patients, people, commissioners and pathways
- Understand, influence and drive quality of audits and the integration of EBP
- Educational acuity in developing and providing specialist teaching within MSK
- Strong desire and drive to deliver innovation and lead on change

## **CLINICAL LEADERSHIP**

Provides clinical & professional leadership, strategic development and direction working closely with the operational Service Manager across Wolverhampton

- Responsible for the development and implementation of clinical strategies, designed to achieve Wolverhampton's services objectives in line with national targets
- Lead the development and implementation of clinical services supporting the Service Manager in key areas
- Lead the appraisal, clinical supervision and setting of personal development plans for the Advanced Practice Physiotherapists (APP)
- Corporate and clinical governance accountabilities, ensuring safe, efficient and effective care, compatible with professional and national clinical standards
- Work directly with the service manager and clinical staff to ensure services provided meet local and national targets
- Work jointly with the service manager and clinical staff implementing local and national strategies to improve the management of MSK services through advances in research, clinical practice and innovation
- Take lead in the overall planning of service delivery ensuring equity is maintained across services
- Participate at meetings in line with the CCG requirements and service specification
- Act in an advisory role using advanced knowledge and experience to advise within on professional matters and local policies / protocols
- Assist when required to plan educational programmes for undergraduate and postgraduate health care professionals working as an advisor to academic and internal learning and development programmes
- Regional responsibility for demonstrating effective use of resources in MSK services, including staffing resources, supplies and equipment for clinical application
- Identify and work with Connect Health's National Research Lead on research, audit and data collection priorities within the area of expertise to drive clinical development strategy and ensure delivery of best practice within the constantly evolving specialty
- To liaise with the Consultant Physiotherapists and Senior Service Manager for the region where required and have a close association with the Developing Consultant Physiotherapists (DCP) and Subject Matter Experts (SME) within Connect Health

## **CLINICAL**

Provide strong clinical leadership and act as a resource, providing advanced clinical reasoning skills, specialist support and advice to other clinical staff within and outside the organisation whilst maintaining a clinical caseload of highly complex patients as an autonomous practitioner

- Accountable for the clinical delivery and standards of care by directly managing the physiotherapy workforce / resources within their areas of responsibility
- Act as a role model through strong professional leadership and demonstration of competent and professional practice
- Negotiate with and motivate clinical staff to implement new ways of working
- Deal with inter-professional conflict which can arise when working in a multidisciplinary team and utilise highly developed motivational skills and communication skills to ensure effective and efficient communication within the department and also across the organisation
- In collaboration with the service manager and clinical leads, plan for and respond to the developing needs of the constantly evolving service taking cognisance of national standards
- Establish regular meetings with the service manager and clinical staff to assess plan and evaluate ongoing service delivery including staffing levels, skill mix, waiting list targets, KPIs and clinical governance frameworks
- Contribute to the recruitment, selection and interview process for Central Region services

- Analyse service delivery models assessing capacity and demand and taking appropriate action to ensure that quality and efficacy of service delivery meets strategic targets in conjunction with Service manager
- In collaboration with the service manager and clinical leads identify audit and/or research projects which will improve patient care and enhance future standards of care
- Interpret trends in patient referrals to all sites across Wolverhampton, fluctuations in demands on the service and pressure on service delivery in conjunction with national guidance and local strategic drivers and reporting findings to Service manager.
- Communicate highly complex plans of care to medical, nursing and AHP colleagues in primary and secondary care
- Review highly complex cases within clinical remit making recommendations to medical and clinical staff, whilst referring onto other specialists if and when appropriate
- Continually monitor the delivery of care provided by the clinical team, ensuring evidence-based practice is delivered and high standards of care are met
- Triage GP referrals appropriately in relation to the inclusion and exclusion criteria
- Management of patients that would have traditionally been referred into secondary care interventions
- Determine clinical diagnosis and develop effective treatment plans including referrals onto Physiotherapy, Consultants, Psychologist, Medicines Management, Social Prescribing, Rehab and other services and professionals as required
- Establish clinical credibility with Consultants and GPs in order to facilitate successful partnership working and the delivery and development of high-quality MSK services for patients.
- Independent decision making regarding the clinical diagnosis and future clinical management and where appropriate the requesting and interpretation of the results of specific medical investigations such as X rays, MRI, USS and pathology tests
- Conduct all clinical interventions and related actions in line with relevant professional standards, such as Advanced Practice Physiotherapy Network (APPN), CSP, and HCPC, as well as Connect standards/policies, contract parameters and KPIs
- Demonstrate a commitment to ongoing professional development and to maintain a contemporary record of such activity, in line with recommendations of CSP and HCPC
- Provide clinical leadership and act as a source of expertise in the management of MSK presentations to teach and mentor, educate and inform Allied Health Professionals, other health and care professionals, students, patients and carers. (DoH 2003)
- Demonstrate ability to identify concerns regarding child safeguarding, welfare and child protection and safeguarding of adults at risk
- Understand the processes for escalating concerns regarding child protection, welfare and safeguarding for their service or region
- Ensure that their own personal mandatory training is up to date including refresher training
- Professionally and legally accountable for all aspects of own work, including documentation and the management of patients in your care
- Develop and maintain clinical skills required for the post

## **PROFESSIONAL**

Provide exemplary professional and clinical leadership contributing to practice and workforce development, clinical governance and to the safe and effective delivery of clinical services. Promote and facilitate a culture which empowers patients to take responsibility for their health, well-being and future lifestyle by practising in an open transparent and inclusive manner, thereby ensuring patients have the relevant information to participate in decisions about their care (Shared Decision Making)

- Act as professional lead to clinical staff within area of work, and nominated professional lead as required for specialist service developments / projects
- Responsible for performance management of staff
- Responsible for identifying the educational and training needs for specialist/advanced practice roles and contribute to the development/delivery of educational programmes
- Responsible for ensuring that evidence-based practice determines the delivery of patient care
- Audit current practice and negotiate appropriate changes to practice
- Evaluate effectiveness of role in relation to patient outcomes, service needs and professional requirements.

## **ORGANISATIONAL**

Effectively manage a team of staff trained and untrained using both management and leadership skills

- Accountable for the effective management of resources including stores supplies, pharmacy and maintenance of equipment
- Joint Responsibility for the recruitment and selection process within remit to ensure skill mix/establishment meets workload, patient dependency levels and patient needs.
- Work autonomously organising own time
- Provide advice and is accountable for the implementation of HR policies and procedures within remit including in particular attendance, performance, conduct and capability policies.
- Ensure absence is managed in line with absence management policy across
- Exercise leadership in achieving high morale based on sound organisation, fair and clear staff relationships and good communications between all areas
- Contribute to innovation, developing, planning and implementing business cases for new services
- Participate in service waiting list initiatives by liaising with the Remote Management Centre (RMC) organising staff and liaising with the Service manager as required
- Participate in the implementation of the Major Incident Plan and act as the Major Incident Co-ordinator until control team arrives??

## **Non-Clinical**

- To implement appropriate and agreed frameworks (including in association with HR/Training function, Connect Educational Programmes) to ensure clinical competency for Community Service Clinicians to ensure Connect meets the standards of British law, National body healthcare requirements and Connect's Governance infrastructure.
- To produce and review the required legal frameworks for the delivery of healthcare in line with British law requirements, with support from the Consultant Physiotherapist such as PGDs
- To report on activities of the Connect Clinical Governance Framework and work closely with Service Manager to contribute to the development, review and quality assurance of training and development programmes are applied.
- To provide guidance to Team Leaders and Managers within the community service contract regarding the implementation of such frameworks including: Physiotherapist / APPN/ GPwSI induction, competency assessments, clinical supervision, education, and the dissemination of related information to local Team Leaders.
- To regularly appraise team members (Direct Reports) and set objectives in line with personal development and service requirements.

- To support the Operational Service Manager in influencing clinician behaviour to meet key performance indicators ensuring a commercial focus is maintained through Clinical Governance Framework.
- Ensure staff performance issues (Direct Reports) are dealt with in a professional, supportive, timely and effective manner, in line with HR Policies.
- To contribute to and carry other adhoc tasks related to role, which, by way of example, may include the following: audit, advice and opinions relating to complaints and incidents

#### Clinical Supervisor to

- Medical staff employed to work in the service
- APPs
- Physiotherapy Team leaders

#### Direct Reports

- APP's

#### Key contacts/relationships

- Local Operational Lead (I)
- Consultant Physiotherapist (I)
- Senior Service Manager
- Deputy Director of NHS Services (I)
- Commissioning Leads (E)
- Medical Consultants (E)
- GPs (E)

#### Key Tasks

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

- To be influential in the learning, development and training of internal education programs as well as leading and contributing to the education program for MSK Services
- To undertake clinical supervision with staff, to review competencies and advise on development needs.

##### **Clinical Governance**

- To undertake the measurement and evaluation of own work and current practices through the use of evidence-based projects, audit research and outcome measures.

##### **Communication**

- To communicate clinical reasoning and suggested management plans as part of a Shared Decision Making (SDM) process
- To communicate highly complex patient related information effectively and quickly to a variety of clinicians, patients and public arenas
- To communicate effectively using a range of communication skills with patients who have highly complex psychosocial/ functional needs (both on an individual basis and group setting).
- To be politically astute in breaking down historical barriers of the traditional medical model, whilst working collaboratively across organisations.

## **Management/Organisational**

- Agree priorities for own work area with the balancing managerial and clinical responsibilities
- To ensure safe working environments, which meet the requirements of health and safety regulations.
- To identify equipment needs (new and replacement) to ensure ongoing delivery of effective and efficient services.
- To liaise with the Consultants, Team Leads and Service Manager's in evaluating MSK Services and roles

## **Key Performance Measures**

- Clinical competencies of Community Service clinicians
- Patient outcomes and patient satisfaction
- Service delivery KPIs (personal and team)

## **Variation**

The duties of this post may be subject to variation from time to time following consultation with the post holder.

## **Health & Safety**

It is the general duty of every employee to take reasonable care for the health and safety of him/herself and others (including patients). This may involve the wearing of suitable protective clothing and footwear, and to co-operate with the management in meeting its responsibilities under the Health and Safety at Work Act. Any failures to take such care or any contraventions of safety or managerial instructions may result in Disciplinary action being taken.

## **Confidentiality**

All staff are required to respect confidentiality of all matters that they may learn relating to their employment, other members of staff and the general public and will be required to confirm their compliance with relevant codes of conduct.

## **DBS**

This post is subject to an enhanced level of DBS disclosure.