

Candidate Information Pack

**Clinical Lead:
Neonatal Critical Care**

Welcome from Professor Tim Briggs, National Director of Clinical Quality & Efficiency and Clinical Chair of the GIRFT Programme

The original Getting It Right First Time (GIRFT) pilot in elective orthopaedics marked an important landmark for the National Health Service (NHS) and the orthopaedic specialty. The GIRFT approach which is a clinically led, professionally supported, centrally funded peer to peer review process expanded to a further 11 surgical specialties, with the publication of the second national report relating to General Surgery in August this year. We continue to expand the number of specialties within the GIRFT process and by 2019 we will encompass 37 clinical work-streams.

I, in my role as National Director of Clinical Quality and Efficiency, and Professor Tim Evans, in his role as National Director of Clinical Productivity, have met with all the Royal Colleges and professional associations and have gained their commitment to the GIRFT programme and all are enthusiastic about participating in this clinically-led improvement programme.

Furthermore, we continue to meet with all English Medical Directors to discuss the programme, and attendance at meetings is almost 100% from English trusts with a high level of buy-in from Trusts.

The role of the Clinical Lead is critical to the success of the GIRFT approach, and offers a unique opportunity to make a difference to your speciality at a national level and improve and enhance your own knowledge, skills and career.

This information pack provides some additional background which I hope you find helpful, however please do not hesitate to contact Ruth Tyrrell, National HR Lead - GIRFT with any questions or queries.

I look forward to hearing from you.



Professor Tim Briggs
National Director of Clinical Quality & Efficiency and Clinical Chair of the GIRFT Programme

Since the Secretary of State for Health announced further support to the GIRFT programme on 8th November 2016, additional specialties have been added to the programme which now encompasses all of the following:

GIRFT clinical workstream schedule



Wave	Workstream Start date	Data packs to Trusts	Workstreams	Total
1	2012	Received	Orthopaedics	1
2	Jan-15	Received	General Surgery, Spinal, Vascular, Cranial Neurosurgery	5
3	Jan-16	Received	Urology, Cardiothoracic, Paediatric surgery, Ophthalmology, ENT, Oral & Maxillofacial, Obstetrics & Gynaecology	12
4	May-17	Received	Emergency Medicine	13
5	Jul-17	Received	Hospital Dentistry, Breast Surgery, Diabetes, Endocrinology	17
6	Sep-17	Sep-18	Radiology, Intensive & Critical, Anaesthetics & POM, Cardiology	21
7	Nov-17	Nov-18-Jan 19	Acute & General Medicine, Renal, Stroke	24
8	Jan-18	Dec-18	Neurology, geriatrics, Respiratory, Dermatology	28
9	Mar-18	Jan-19	Rheumatology	29
10	Apr-18	Feb-19	Outpatients, Gastroenterology	31
11	May-18	Mar-19	Pathology	32
12	Jul-18	May-19	Plastics/Burns	33
13	Aug-18	Jun-19	Mental Health (Locked Rehab)*	34
14	Jan-19	Nov-19	Trauma	35
15	TBC		Mental Health (CAMHS and Acute Adults)*, Paediatric medicine, Oncology	37

*Please Note that Mental Health is a single workstream but split into multiple areas of focus



Clinical work streams are already underway



Clinical workstreams visiting trusts



Clinical Lead visits already completed



Workstreams yet to start

GIRFT Neonatal Critical Care

In 2016 the National Maternity Review, “Better Births”, highlighted a number of concerns linked to neonatal medical and nursing staffing numbers, nurse training, the provision of support staff and cot capacity, and to safety and sustainability, particularly in remote and rural settings. It was recommended that a review of neonatal services, specifically regarding safety, sustainability and payment arrangements, was undertaken.

NHS England’s Women & Children’s Programme of Care Board therefore commissioned the Neonatal Critical Care Review (NCCR) from the Neonatal Critical Care Clinical Reference (CRG) - Chaired by Professor Neil Marlow. The NCCR has been running in parallel to the Paediatric Intensive Care and Paediatric Surgical Reviews.

The review has been structured into two parts. Part one comprised an evidence review which was completed in August 2017 and culminated in the release of data packs to support local maternity transformation planning. The packs covered the following themes: Integrated local maternity system planning, neonatal critical care capacity, neonatal transport transfers, reduction of term admissions to neonatal units, workforce planning and neonatal mortality.

Part two of the review focused on developing recommendations for refining the model of care delivery. A Model of Care Working Group produced the recommendations with input from a number of sub groups (Data, Workforce, Pricing). The Model of Care work was completed in September and presented at 4 regional engagement events that took place in October 2018.

In November and December 2018 the Final Model of Care Recommendations incorporating the feedback from the engagement events will be presented to the Women and Children’s Programme of Care Board, NHS England’s Senior Management Team and the Maternity Transformation Programme Board for inclusion in local maternity planning processes.

A Neonatal Critical Care GIRFT review represents a new approach to GIRFT reviews, being jointly resourced by NHSE and NHSI (GIRFT), and being commissioned as part of the national service review being led by NHSE.

Sharing of data will be key to the success of this GIRFT review, ensuring that providers are not asked to resubmit information already available and analysed by the NHSE Review Team, and that the analytical resources within the GIRFT team are focused on developing the analysis further through collation of novel data sets and building on the existing work.

An agreed approach to data sharing will also be important to ensure that the outputs of the GIRFT review, including any recommendations or outliers within the data, are fed into the Neonatal Critical Care Operational Delivery Networks (ODNs) to inform their work plans and support the implementation of the Review Recommendations through the development of local solutions.

Getting It Right First Time (GIRFT) is a national programme designed to improve clinical care in the NHS. Through innovative use of data to reduce unwarranted variations in the way services are delivered, and by sharing best practice between trusts, GIRFT identifies changes that will help improve care and patient outcomes. These changes will also invariably lead to operational efficiencies and resource savings e.g. through reduction of unnecessary procedures.

As this is a jointly commissioned review, the information collected will be shared with networks via providers and NHS England to support the implementation of the Review Recommendations via the ODNs and ensure areas of unwarranted variation are addressed as a system.

CLINICAL LEAD ROLE DESCRIPTION

JOB TITLE:	Clinical Lead: Neonatal Critical Care
RESPONSIBLE TO:	Professor Tim Briggs, National Director of Clinical Quality & Efficiency and Clinical Chair of the GIRFT Programme
ACCOUNTABLE TO:	Professor Tim Briggs, National Director of Clinical Quality & Efficiency and Clinical Chair of the GIRFT Programme
LOCATION:	Flexible
REMUNERATION:	Medical & Dental/part time
TENURE/CONTRACT:	This post starts asap and will terminate on 31 st July 2020 either on a Secondment from current employer or a temporary contract of employment. Commitment of 88 days per year – NB a fixed days per week commitment would be unlikely to work.

Role Summary/Purpose

The Getting it Right First Time (GIRFT) Programme will help NHS trusts reduce unwarranted variation in clinical quality, productivity and efficiency across 37 clinical work-streams and associated clinical services, and enable £5bn of annual recurring efficiencies to be delivered by 2020-21.

The Clinical Lead will lead the creation of a national review of all data using the proven GIRFT methodology relating to the delivery of Neonatal Critical Care services across England. Providers will be benchmarked against one another and best practice, with each trust receiving a comprehensive review of their data and receiving support to tackle the challenges and findings behind the variation that the review highlights. The report will also be shared with the relevant Neonatal Critical Care Networks and Specialised Commissioning commissioners to support the implementation of the Neonatal Critical Care Transformation Review Recommendations. The role involves close collaborative working with National Clinical Directors and Specialised Commissioning Clinical Reference Group Chairs within NHS England where they are in place and also with speciality leads where they exist within the Medical Directorate of NHS Improvement.

This GIRFT review is jointly commissioned as part of the Neonatal Critical Care Transformation Review (NCCR), therefore the post holder will need to work closely with the national and relevant regional review teams on this. The post holder will be expected to ensure there are clear links between the NCCR and the GIRFT review, and endorse both reviews within this work.

The Clinical Lead will lead in the facilitation and delivery of the following programme outputs for Neonatal Critical Care.

- Individualised trust specialty reports/dashboards and deep dive peer to peer reviews;
- Visibility of current practices and costs of the clinical work-stream;
- Identification of individual providers performance against key themes through metrics and dashboards for each specialty, including regional and national trends – consolidated through model hospital;
- Identification of key themes and benchmarks for efficiency gains and clear recommendations for implementation, including those to be considered at a network as well as organisational level;
- Contribute Specialist content for the production and dissemination of a public report outlining current status and recommendations;
- Endorse and promote the Neonatal Critical Care Transformation Review and the role of this GIRFT review within it;
- Ongoing visibility of progress and performance for each clinical pathway against key metrics for ease of identification of improvement and progress; and
- Improved medical device price transparency and use.

Essential Requirements to undertake the role:

Experience

- Currently practicing within Clinical Neonatal Critical Care (or has practised within the past 2 years);
- Skilled and effective clinical leader who is recognised as an expert by clinical colleagues and has the endorsement of the British Association of Perinatal Medicine;
- Minimum 10 years practising as a fully qualified professional in the UK;
- Experience of delivering service improvement with own or other organisation;
- Proven experience to lead, motivate, inspire & support a multi-professional teams and be able to work effectively & sensitively within it;
- Experience of leading the management of change to services.

Education / Qualifications

- Fully qualified in respective profession;
- Full registration with General Medical Council (without restrictions or warnings) and appropriate Specialist Register;
- Demonstrate the highest ethical and Professional standards;
- Evidence relevant research with recent peer reviewed publications;
- Management Qualification (Desirable)
- Masters or PhD in a relevant discipline (Desirable)

Knowledge of

- Getting it Right First Time methodology;
- National and specialty view of best practice;
- Methods of developing quality assurance, quality improvement and evidence based clinical and/or public health practice;
- In depth understanding of epidemiology and statistics;
- Understanding of the Neonatal Critical Care Transformation Review and the role of Operational Delivery Networks in supporting the development of services;
- Understanding of social and political environment including an awareness of the National policy issues for service development.

Skills & aptitudes

- Negotiation and motivational skills;
- Ability to respond to changing agendas and priorities;
- Excellent written and verbal communication skills;
- Highly developed analytical skills including the ability to analyse and evaluate;
- Research evidence from a range of sources to make recommendations and inform decision making;
- High level of computer literacy.

Travel and Availability

- Available to undertake regular travel throughout England.

Other information

Secondment Details

You and your current employer will be required to sign a secondment agreement which will formally set out the arrangements relating to your individual secondment with the GIRFT programme.

Conflict of Interest

You are required to declare any involvement, either directly or indirectly, with any firm, company or organisation which has a contract with the NHS. Failure to do so may result in your application being rejected, or, if it is discovered after appointment that such information has been withheld, then this may lead to termination of your secondment and/or dismissal.

Confidentiality

On appointment you may be given access to confidential information which must only be disclosed to parties entitled to receive it. Information obtained during the course of this role should not be used for any purpose other than that intended. Unauthorised disclosure of information may lead to termination of your secondment and/or dismissal.

Health and Safety

All staff have a general accountability for ensuring, so far as is reasonably practicable, the health, safety and welfare of colleagues.

The following should also be noted:

- Each employee is required to take reasonable care for his or her own acts or omissions and the effect that these may have upon the safety of themselves or any other person.
- Every employee must use safety equipment or clothing in a proper manner and for the purpose intended.
- Any employee who intentionally or recklessly misuses anything supplied in the interests of health and safety will be subject to disciplinary procedures.
- Every employee must work in accordance with any health and safety procedures, instructions or training that has been given.
- No employee may undertake any task for which they have not been authorised and for which they are not adequately trained.
- Every employee is required to bring to the attention of a responsible person any perceived shortcoming in the Trust's safety arrangements or any defects in work equipment.
- All employees are under a duty to familiarise themselves with the Trust's Health and Safety Policies.

Human Rights

You are required to comply with the regulations of the Human Rights Act 1998 during the course of your employment.

Employment Details

The Royal National Orthopaedic Hospital NHS Trust (RNOH) is acting as host employer on behalf of the GIRFT Programme, and it is envisaged that appointments will be on a part time secondment basis over an initial two-year period, with an anticipated average commitment of 44 days per year.

Applicants should note that the role involves regular travel throughout England.

Job Share Details

Although already a part time post, Job Share applications will also be considered. Please note if you are selected, candidates will be interviewed separately.

Further Information

For further information or confidential discussion please contact Ruth Tyrrell, National HR Lead – Getting It Right First Time Programme, on 01244 893223.

If you are not currently employed within the NHS then please contact Ruth Tyrrell directly to discuss your suitability.

How to Apply

Before applying, you should discuss this opportunity with your existing employer to obtain their support in principle for your application and seek the endorsement of the British Association of Perinatal Medicine

Please send applications for the role by email directly to Rita Patel, GIRFT Resourcing Officer: rita.patel6@nhs.net

Your application must include

- A full curriculum vitae (no more than 4 pages) including
 - Contact details for two referees (who will not be contacted without your permission)
 - A contact email address and telephone number
- A covering letter indicating
 - How you meet the selection criteria and;
 - Articulating why you are interested in the role;
 - Confirmation that you have the support of your employer/professional society.
- A completed Equal Opportunities Monitoring Form (attached)
- A completed Declaration of Interests Form (attached)

Closing date for applications: 16th December 2018

Interview date: 23rd January 2019, Venue, Wellington House, London.