

## JOB DESCRIPTION

<b>TITLE OF POST:</b>	CLEAR Practitioner –
<b>SALARY BAND:</b>	Band 8c
<b>LOCATION:</b>	CLEAR National Faculty
<b>RESPONSIBLE TO:</b>	Robert Sumpter
<b>PROFESSIONALLY ACCOUNTABLE TO:</b>	Robert Sumpter
<b>HOURS PER WEEK:</b>	22.5 hours

## JOB SUMMARY

The Clinically-Led workforce and Activity Redesign (CLEAR) programme puts clinicians at the heart of redesign projects. We achieve this by equipping them with the skills to interrogate, visualise, and model data; combining this with engagement activities across stakeholder groups to identify where new models of care and workforce could make a real difference to improve care for patients.

The **CLEAR National Faculty** is comprised of a team of CLEAR Mentors and CLEAR Practitioners who will work across the capabilities of:

- Infrastructure
- Education
- Analytics

For each CLEAR theme (e.g. Urgent and Emergency Care or Intensive Care) there will be a minimum of six team members to support it.

**CLEAR Practitioner for Education** will work as part of the CLEAR National Faculty to support the design and delivery of an educational package for the CLEAR programme, using a blended learning approach, including the virtual learning environment (Blackboard). Although the role is focussed primarily around supporting the education for CLEAR in one theme, clinicians in this role will be expected to collaborate with all members of the national faculty.

**CLEAR Practitioner for Analytics** will work as part of the CLEAR National Faculty to support the engagement with multiple stakeholders in the NHS to ensure that data is interrogated and modelled safely and accurately. Although the role is focussed primarily around supporting the analytics for CLEAR in one theme, clinicians in this role will be expected to collaborate with all members of the national faculty.

**CLEAR Practitioner for Infrastructure** will work as part of the CLEAR National Faculty to support the engagement with multiple stakeholders in the NHS and to develop and support the structure of the CLEAR programme. Although the role is focussed primarily around supporting the infrastructure of CLEAR in one theme, clinicians in this role will be expected to collaborate with all members of the national faculty

The postholders will be responsible for developing an understanding around the theme assigned to them. They will also be responsible for supervising/mentoring & line management of the CLEAR Associates on the CLEAR programme. They will demonstrate a positive, proactive approach to their work, with excellent attention to detail and a strong interest in performing redesign work that will improve outcomes for patients and staff.

## **Role**

The role is a band 8c (Agenda for Change) and requires a commitment of 0.6WTE. This role will allow the successful applicant to develop their portfolio career alongside their clinical work, developing strong leadership, management, and team-working skills. This role will initially be performed remotely & seeks someone who is a self-starter and able to act on own initiative.

The CLEAR Practitioner role will be primarily responsible for one theme in CLEAR. For the year 2020/21, CLEAR will be focusing on the themes of:

- Urgent and emergency care; and
- Intensive care.

Additional themes may emerge as the year progresses and we will recruit to these exciting new opportunities as they become available.

## **Main duties**

Key roles will include:

Information collation, interrogation, and analysis

Responsible for regularly receiving and providing complex nuanced qualitative information from a wide range of sources; where careful judgement, empathic facilitation is required to help productive discussion in understanding key challenges using own expertise within area of work to influence & guide.

Responsible for performing research and development based on CLEAR principles, analysing & interrogating highly complex quantitative and qualitative data using clinical insight and judgement to influence change at Trust level & beyond.

Responsible as the main local CLEAR Portal operator which will allow the department and other local stakeholders to engage and interrogate with the data in a meaningful way.

Responsible for local adaptations of CLEAR Portal data to meet local need.

Guided by local, departmental, and organisational strategic plans and is able to deliver models of care and workforce aligned with broader organisational goals which will have a local and national impact on model of care and workforce policy across the Trust and the wider NHS.

Responsible for regularly presenting or writing impactful reports based on findings of CLEAR analysis.

Responsible for the co-design, delivery coordination and management of the CLEAR Associate teaching programme across all CLEAR thematic areas, advising the CLEAR Foundation Teaching programme as necessary

Responsible for the development, supervision and support of CLEAR Associates in area of work targeting their training requirements as necessary to fulfil role. This will involve direct educational support, formative and summative appraisals, pastoral support, and local coordination of education for CLEAR Associates. Coaching and mentoring skills will be supported for the individuals performing this role.

Guiding & supervising the CLEAR Associates to plan new ways of implementing multidisciplinary, multi organisational working at Trusts whilst developing long term strategic plans for performance and service improvement that impact on multiple organisations nationally.

Formulate & develop long-term, strategic plans & policies of the service/directorate/& NHS nationally. Creating an operational framework that sets objectives which may be variable & impactful to meet future aims of the service, Trust and wider NHS nationally.

## EDUCATION

- Collaborating with the National Faculty for Education team to lead & design the education & training for CLEAR Associates for each CLEAR theme.
- Actively engaging with experts in the field to support the development of the programme.
- Collaborating on the design and execution of theme focus groups to understand the educational requirements for the theme.
- Supporting colleagues in the education team with the design, development and delivery of other themes of education for CLEAR.
- Tutoring on the days where there is real-time educational delivery for CLEAR.
- Liaising with and supporting the Analytics team in developing educational materials for CLEAR (i.e. collaborating to create educational materials on ICU analytics).
- Collaborating with the educational team to monitor and evaluate the educational component of CLEAR, to rapidly improve this area. Includes the coordination and processing of feedback to ensure improvement cycles are embedded within the theme.
- Working with the education team to monitor the progress of fellows and liaise with other team members to ensure the progress of fellows and associates on CLEAR projects.
- Recognising and supporting CLEAR associates and fellows requiring remediation and will provide tailored support for these candidates.
- Performing effective information gathering in a friendly, professional and sensitive manner.
- Liaising with the Blackboard Administrator to ensure materials online are accessible and up to date.
- Working closely with the Blackboard Administrator and CLEAR Programme Manager to ensure the smooth running of the course, good communication between faculty and trainees.
- Significant experience in delivering an education programme with responsibility for development of policies and implementation of training programme within specialist area
- Supporting the CLEAR programme in obtaining accreditation.
- Supporting the education team across all themes when necessary.
- Supporting the analytics and infrastructure capabilities when necessary.

## INFRASTRUCTURE

- Collaborating with the National Faculty for Infrastructure team to identify key stakeholders, develop and execute a plan to engage with them.
- Acting as the point of contact for the stakeholders assigned to them.
- Collaborating with the National Faculty for Infrastructure team to identify key stakeholders, develop and execute a plan to engage with them.
- Liaising with the CLEAR analytics and education teams to ensure the high-quality and smooth delivery of the theme.
- Performing effective information gathering in a friendly, professional and sensitive manner.
- Supporting discussions with organisations new to CLEAR to understand how the CLEAR methodology may be used to address their challenges.
- Supporting conversations with organisations about how they may develop into lead hubs for CLEAR and the benefits of this.
- Demonstrating how the CLEAR methodology, including interactive data interrogation, may be used to address challenges encountered within the theme.
- Producing highly complex information into written materials, slide decks and oral presentations that are easy to understand & communicate about CLEAR to external enquiries from NHS Trusts, senior stakeholders, Board members etc.
- Acting as Line Manager for appraisals & providing supervision and mentoring for the CLEAR Associates assigned to them.
- Supporting the Infrastructure team across all themes when necessary.
- Supporting the analytics and education capabilities when necessary.

### ANALYTICS

- Collaborating with the National Faculty for Analytics team to identify key requirements for data interrogation in each CLEAR theme.
- Supporting constructive conversations with key stakeholders regarding the scope and limitations of data analysis.
- Supporting the 33N data team in performing focus groups to ensure that data visualisations address the key challenges faced within the theme. •
- Acting as the point of contact for the stakeholders assigned to them. •
- Liaising with the CLEAR infrastructure and education teams to ensure the high-quality and smooth delivery of the theme.
- Performing effective information gathering in a friendly, professional and sensitive manner.
- Supporting the development of robust modelling tools that address the requirements of the project. •
- Demonstrating how the CLEAR methodology, including interactive data interrogation, may be used to address challenges encountered within the theme.

- Supporting and reviewing the educational materials related to training others in the use of data analytics.
- Coordinating the collection and processing of feedback to improve the visualisations and tools.
- Providing supervision and mentoring for the CLEAR associates/fellows assigned to them.
- Supporting the Analytics team across all themes when necessary. •
- Supporting the infrastructure and education capabilities when necessary

## **Communication**

The postholder requires an excellent level of written and verbal communication.

## **Training and development**

Mandatory training includes information governance.

The postholder will be responsible for the supervision and mentoring of CLEAR Associates designing, creating & managing a database of information. They will be able to perform this role via a virtual learning platform or face to face. They will be supported in this function by the National Faculty for CLEAR.

The CLEAR Practitioner in this role will be paired with a CLEAR Mentor who will support the review of their training needs, identify areas for development and create plans to address these.

## **Organisational responsibilities**

The CLEAR Practitioner will understand the financial, legal and governance structures for CLEAR and be able to articulate these to others ensuring that income generation and cost improvement programmes for the Trust are articulately presented with senior stakeholders & Board members

They will be involved in the design of the structure for the CLEAR programme going forwards; this will involve a strategy to get the CLEAR Programme recognised as training in the Royal Colleges and to obtain accreditation, &/or the engagement strategy with the NHS to ensure that CLEAR is positioned to answer the challenges faced.

## **Professional responsibilities**

The post-holder is required to follow the code of conduct of their profession and to maintain their registration.

## **Employment acts and codes of practice**

All employees are required to comply with employment legislation and codes of good practice.

## **Equality and Diversity**

We are an Equal Opportunities employer and will do all we can to make sure that job applicants and employees do not receive less favourable treatment because of their age, sex, marital status, faith, race, disability or sexual orientation, or for any other reason that is not justified.

## **Health and Safety**

In accordance with the Health and Safety at Work Act 1974, and other supplementary legislation, all employees are required to follow Trust Health and Safety policies and safe working procedures, take reasonable care to avoid injury during the course of their work, and co-operate with the Trust and others in meeting statutory requirements.

## **Infection Control**

All employees must comply with Prevention and Control of Infection policies and attend any related mandatory training.

## **Sustainability and Corporate Social Responsibility**

The Trust attaches great importance to Sustainability and Corporate Social Responsibility. It is the responsibility of all members of staff to ensure that the Trust's resources are used efficiently with minimum wastage throughout their daily activities

## **Risk Management**

Employees are required to report every incident where the health and safety of self or others has been jeopardised (including near misses) and to carry out or participate in investigations into such incidents as required.

## **Safeguarding**

All employees have a responsibility for safeguarding and promoting the welfare of children and adults. Further guidance can be sought from your Line Manager.

## **Data Protection Act**

All members of staff are bound by the requirements of the Data Protection Act 1998.

## **Rules, Regulations, Policies, Standing Orders and Financial Instructions**

All employees are required to comply with the rules, regulations, policies, standing orders and financial instructions of the Trust.

## **Research and Development Projects**

Whenever you decide to undertake a piece of research, either as a Principal Investigator or Local Researcher, or Assistant Researcher, you must comply with the principles of Clinical Governance and the Research Governance Framework.

## **Development Review**

Key performance objectives, development needs and compilation of a Personal Development Plan will be discussed and agreed at Annual Development Review meetings.

## **Training**

Post holders are required to attend any relevant and mandatory training for the post.

## **Outside Employment / Outside Interests**

Any other work or outside interests must not conflict with the duties and responsibilities of your attendance for work as an employee of East Lancashire Hospitals Trust. In accordance with legislation on working time, it is a condition of employment that all staff must inform their line

manager before taking up any private practice, work for outside agencies or other employers, other work for this Trust (including bank work) and / or voluntary work. This is to ensure there is no conflict of interest with your NHS duties.

### **Review of Job Description**

This is not intended to be a comprehensive description of the duties of the post. Due to the Trusts commitment to continuous improvement it is likely that the post will develop over time. These duties will be subject to regular review and any amendments to this job description will be made in consultation and agreement with the post holder.

### **Standards of conduct**

Conduct duties with regard to values underpinning the Trust's Vision "*to be widely recognised for providing safe, personal and effective care*":-

Values:

- Respecting the individual
- Putting patients and customers first
- Promoting positive change
- Acting with integrity
- Serving the community

Underpinning the Trust's vision and values are the following key operating principles that influence the way in which the Trust does business:

- Understand the world we live in and deal with it
- We are clinically led and management supported
- Support departments support the front line
- Everything is delivered by and through Divisions
- Compliance with standards and targets are a given. They are the things we do to help secure our independence and influence
- Quality is our organising principle – driving quality up and cost down is not mutually exclusive
- We deliver what we say we need to

Post holders are expected to work flexibly within their pay band. They should only be expected to carry our activities for which they are competent. Alternatively, they may carry out the additional duties if they are receiving support or training in order to obtain the recognised level of competence.

The Trust operates a Tobacco Control Policy.

### **ACCEPTANCE OF JOB DESCRIPTION**

I confirm I accept the duties contained in the above job description.

**NAME: ROBERT SUMPTER  
(PRINT)**

**SIGNED:** 

**DATE: 24/09/2020**

**PERSON SPECIFICATION**

**JOB TITLE: CLEAR Practitioner for Education**

<p align="center"><b>Knowledge, Experience and Training required for the Post</b></p>	<p align="center"><b>Essential at Recruitment</b></p>	<p align="center"><b>Desirable/Developed within the Role</b></p>	<p align="center"><b>Measured By</b>  <b>A – Application</b>  <b>I – Interview</b>  <b>P – Presentation</b>  <b>T - Test</b></p>
<p><b>Qualifications</b>            Give details of what qualifications are required at what level for the job            Essential or desirable</p>	<p align="center">√</p> <p>Clinician with valid professional postgraduate qualifications or post registration <i>For the purposes of this document, “clinical” and “clinician” refer to any member of the multidisciplinary team, including, but not limited to, nurses, midwives, allied health professionals, pharmacists, theatre practitioners, surgeons and doctors.</i></p>	<p align="center">√</p> <p>Post-graduate qualification in education</p>	<p>CV &amp; Application</p>
<p><b>Experience</b>            Give details of previous experience required specifying a time period            Essential or desirable</p>	<p>Minimum 6 years of clinical experience within the NHS with further experience of workforce transformation work.</p> <p>Significant extensive experience &amp; knowledge in change management, modernisation, service redesign, facilitation and successful-CLEAR projects with measurable impact for the service area.</p> <p>Experienced &amp; able to undertake research, analysing, solving and developing practical workable solutions using the CLEAR methodology and performing the CLEAR programme.</p> <p>Proven track record of implementing projects with an ability to understand and summarise complex information</p> <p>Experience of dealing with difficult situations where persuasion, reassurance and negotiation is required presenting complex and potentially sensitive information to stakeholders including frontline staff, departmental leads, and executive Board meetings.</p>	<p>Previous experience of quality improvement, transformation work, education, or health policy.</p> <p>Previous experience in a leadership role for a project.</p>	<p>Application &amp; Interview</p>

	Experience of engaging a variety of stakeholders and facilitating groups in working towards common goals		
<p><b>Knowledge and Skills</b></p> <p>Give details of any specialist knowledge required.</p> <p>Give details of any specific skills required to undertake the job Essential or desirable</p>	<p>Excellent verbal and written communication skills with previous experience of delivering high quality or peer reviewed impactful reports and presentations.</p> <p>Ability to communicate, establish credibility, motivate and develop effective working relationships at operational and senior management levels including front line clinicians, directors, senior managers and Board members.</p> <p>Able to obtain complex nuanced qualitative information from a range of stakeholders.</p> <p>Able to perform thorough quantitative interrogation, analysis, and subsequent interpretation of highly complex data into useful information.</p> <p>Able to distil and summarise quantitative and qualitative information to understand key challenges to be addressed.</p> <p>Advanced management skills acquired through Management Training Courses &amp;/or relevant experience.</p> <p>Advanced experience of using Microsoft Word, Excel, PowerPoint, and Outlook</p> <p>Highly developed specialist knowledge and clinical experience in own area of expertise acquired through relevant degree or front-line experience plus additional training to be applied in understanding patient demands and subsequent development of new models of care.</p> <p>Understands contextual demands in area of analysis including departmental, organisational,</p>	<p>Experience as a coach or mentor.</p> <p>Ability to receive, process &amp; interpret highly complex information where there may be barriers to acceptance and resistance to change</p>	Application & Interview

	<p>regional, and shifting national demands.</p> <p>Appreciate monetary considerations of fixed and variable costs in department especially relating to workforce, training, and estates redesign. Considers service budget and cost-efficiency savings during the co-design of new models of care and workforce with department stakeholders.</p> <p>Able to access and engage with new technologies and platforms including the CLEAR Portal to analyse, interrogate, and derive useful information from complex data collected in department.</p> <p>Able to consider and formulate new models of care and workforce that will address key challenges whilst working alongside key stakeholders. ensuring range of viable alternative solutions align with strategic organisational, regional, and national plans.</p> <p>Able to provide and apply specialist advice regarding workforce transformation process across departments to organisational stakeholders to develop new models of care and workforce with patient-centred focus.</p> <p>Able to engage, research and develop new thematic analysis in efforts to continue developing CLEAR alongside organisational broader strategic goals.</p>		
<p><b>Personal Attributes</b> Describe any personal attributes required e.g. organisation skills, flexible, team worker, initiative, etc. Essential or desirable</p>	<p>Ability to work &amp; remain calm under pressure with conflicting/tight deadlines &amp; fluctuating volumes of work prioritising as necessary to deadlines.</p> <p>High level of work organisation, self-motivation, whilst being adaptable and flexible in approach and attitude.</p>	<p>Ability to inspire confidence and to encourage collaborative working with motivation involving individuals and teams.</p>	<p>Application &amp; Interview</p>

	<p>Excellent organisational skills with systematic approach to work and can prioritise needs to meet deadlines.</p> <p>Able to analyse, solve and develop practical and workable solutions to a resolution.</p> <p>A commitment to improving services through an ability to sustain a clear performance focus on achieving demanding goals.</p> <p>Patient-centred thinking with a commitment to improving patient care whilst promoting the safe practice and wellbeing of staff.</p> <p>Able to inspire confidence and to encourage collaborative working and lead staff, motivate involving individuals and teams.</p> <p>Self-motivated and proactively seeks out learning opportunities and able to utilise online learning resources.</p>		
<p><b>Other</b> Any other requirements e.g. car driver Essential or desirable</p>			

## **EFFORT FACTORS**

### **PHYSICAL EFFORT**

What physical effort is required for the job?	How Often?	For How Long?	What weight is involved?	Any mechanical Aids?
<p>Regular travel to Trust sites to understand working practices or presentations , limited office/home based. Computer keyboard skills required Driving</p>	Daily	7.5 hours	n/a	n/a

Is the job holder expected to sit / stand in a restricted position?	How Often?	For How Long?	What activity is involved?
Yes	Every shift	More than 20 mins On each occasion	

**MENTAL EFFORT**

Are there any duties requiring particular concentration?	How Often?	For How Long?
Yes, given the nature of highly complex qualitative and quantitative data collation, interrogation and analysis, there is a need for prolonged periods of intense concentration to distil useful information.	Always.	Hours/Days
Are there any duties of an unpredictable nature?	How Often?	For How Long?
The role involves innovation and is inherently unpredictable.	Always.	Hours/Days

**EMOTIONAL EFFORT**

Does the job involve dealing with any distressing or emotional circumstances?	Direct / Indirect Exposure	How Often?
This role may involve occasional exposure to distressing circumstances especially during difficult conversations when imparting unwelcome news to stakeholders, Board members where performance targets have not been met.	Direct	Weekly

**WORKING CONDITIONS**

Does the job involve exposure to unpleasant working conditions?	How Often?
Ability to travel to clinical sites to observe and understand working practices. This may involve entering areas of work which are high risk such as Critical Care Covid areas.	Daily