

JOB DESCRIPTION

Post Title:	Clinical Academic Group (CAG) Co-Lead
Department/Division/ Directorate:	<p>King's Health Partners (KHP)</p> <p>(NOTE: KHP is not an employing organisation. Appointees will remain employed by their substantive employer, as one of the partner organisations or be issued an employment contract by one of the partner organisations and hold honorary status with KHP)</p> <p>CAG Leaders remain accountable under the statutory frameworks within which the four Partner organisations operate in order to comply with their terms of authorisation. A KHP Honorary Passport will be awarded to CAG Leaders to enable them to fulfil the role</p>
Grade and establishment:	<p>Consultant or equivalent if other health professional; Professor if College employee</p> <p>0.3 wte</p> <p>Inter-disciplinary job share arrangements may be considered for this job. Typically this will in the form of a shared application between a clinician and an academic. Applicants must satisfy the full range of essential criteria within their joint application.</p>
Responsible to:	Executive Director, King's Health Partners (KHP)

TERMS

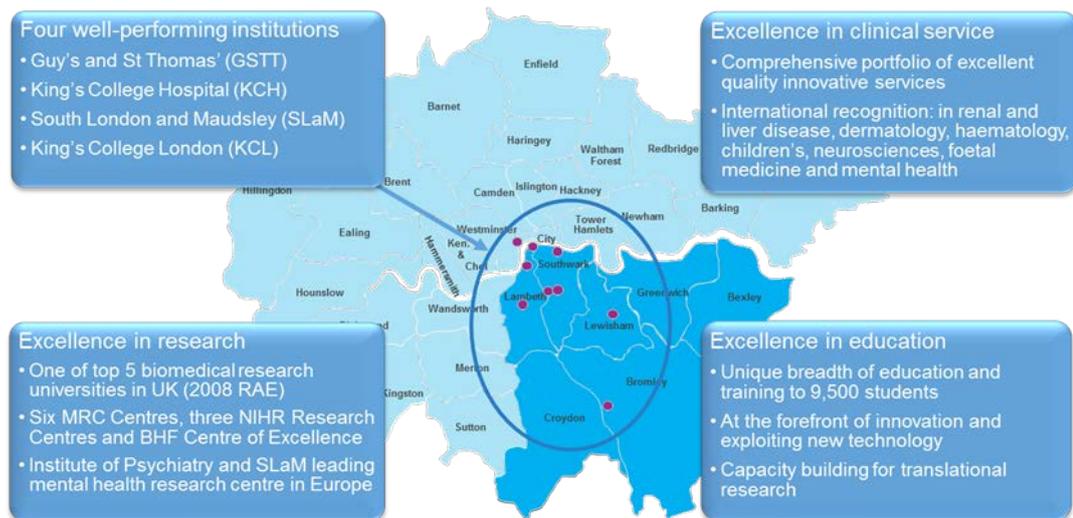
The time commitment to this appointment will vary according to the complexity and size of the CAG and will be agreed by negotiation with the KHP Executive Board/KHP Operational Executive and employing Partner. The appointment will be for a fixed term of three years in the first instance, subject to satisfactory annual appraisal, and with the potential for further extension by agreement between the appointee, KHP Executive Board/KHP Operational Executive and the relevant Partners.

An annual honorarium of £20,000 will be associated with the role, to be split equally if a shared appointment is made.

[N.B. The honorarium will be paid in addition to substantive pay (i.e. PAs plus APAs) but any existing responsibility allowance will be relinquished]

CAG Leaders performance will be supported by a 360° review, which allows for measurement of success of joint working arrangements, individual contributions to CAG development and helps to support evaluation of collaborative work styles. This process is designed to support, not duplicate, individual performance appraisal within substantive, clinical, academic or general management roles.

KING'S HEALTH PARTNERS



King's Health Partners (KHP) was established by its founding partners five years ago, unified by a common purpose **"to improve health and well-being, locally and globally"**. The collective weight of the partners has been applied to this challenge; comprising a leading university, in the world's top 20 (King's College London, KCL), two large and highly successful NHS acute Foundation Trusts (Guy's and St Thomas', GSTT and King's College Hospital, KCH), and the UK's premier mental health Foundation Trust (South London and Maudsley, SLaM), who together represent a £3.1bn partnership, with 31,000 staff and 25,000 students and 3.6m patient contacts annually.

KHP's Accreditation 2014-2019 overarching goals are:

Goal 1 - To improve clinical quality and health outcomes, informed by excellent research and education (**greater tripartite integration** supported by the development of an Academic Healthcare Organisation)

Goal 2 - To **integrate mental and physical healthcare**, in order to provide comprehensive care for all our patients, supported by integrated research and education programmes

Goal 3 - To build a **sustainable health system**, able to meet the needs of our ethnically diverse and deprived local population (having global applicability)

Tripartite integration

To pursue the AHSC "tripartite mission" KHP has developed a unique Clinical Academic Group (CAG) model, embracing each and every clinical service across all partner Trusts, as well as the majority of KCL's health schools, divisions and departments. CAGs bring together education and training, research, and clinical services, into integrated delivery units whose performance is judged against metrics spanning the tripartite agenda. This enables translation of research findings more rapidly into clinical delivery for patient benefit, and facilitates development of a workforce adequately trained, with up to date knowledge of their specialism, and the ability to work flexibly in new roles and settings.

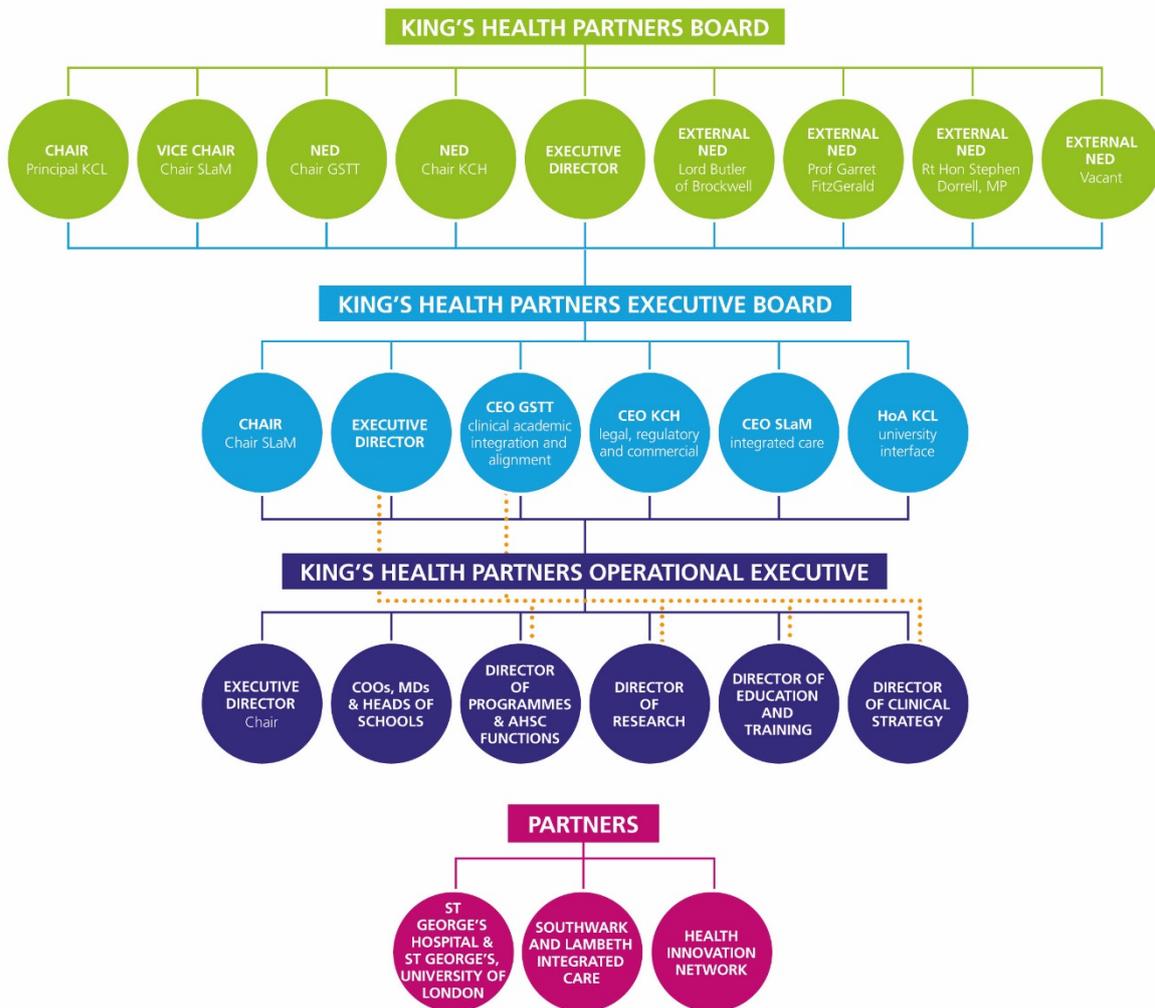
King's Health Partners brings together:

- three of the UK's leading NHS Foundation Trusts
- a university ranked 19th in the world
- 4.2m patient contacts each year
- Over 36,000 staff
- more than 25,000 students
- a combined annual turnover of £3.1bn
- clinical services provided across central and outer London locations, including seven

- mental health and physical healthcare hospitals and many community sites;
- a comprehensive portfolio of excellent quality clinical services with international recognition in cancer, diabetes, mental health, regenerative medicine, cardiac and clinical neurosciences;
- a major trauma centre and two hyper-acute stroke units.

KHP Governance and CAG reporting structure

KHP CAG Leaders are accountable to the Executive Director of KHP. The progress of KHP CAGs and the support to help them deliver is provided through the KHP Operational Executive, which is accountable to the KHP Executive Board, as described below:



JOB SUMMARY

Clinical Academic Groups are the foundations of King's Health Partners and cover all specialities across the hospital services.

The CAG Leader Role is to:

- Lead the CAG, working with a CAG Executive, to achieve the goals of the tripartite mission of a clinical, research and education strategy;
- Be an ambassador for KHP, promoting the AHSC in all aspects of work;
- Connect with front line staff across the health and university sector to promote the role and delivery of the CAG, helping them to see the connections within their own work;
- Produce and implement an annual Outcomes Book to demonstrate a continuous focus on value and quality;
- To advance the research agenda and encourage all areas of the CAG to engage with the delivery of a strategy of research excellence as measured by agreed metrics;
- Move the KHP agenda forward, working within the partner organisations where needed.

The CAG Executive, led by the CAG Leader, will achieve the following:

- Produce and implement a CAG five year strategy, building on the KHP Accreditation Document 2014-2019
- Have work streams and leads for all three areas of the tripartite mission and connect with all disciplines and grades of staff to encourage understanding, buy-in and effort;
- Connect with the KHP Education Academy and Learning Hub to advance Learning Technology and share CAG materials;
- Advance the value proposition by learning through outcomes and making continuous progress, renewed and published annually;
- Be responsible for building collaborative networks and joint working with other CAGs, research groups and external organisations, to further the aims of KHP nationally and internationally;
- Develop an "integrated team" model for CAG leadership that will shape synergy between service delivery, and single performance and governance review.
- Drive and promote the development and strategic direction of KHP and ensure common standards of performance and delivery;
- Champion the successes of the CAG, nationally and internationally, including a role in fundraising, influencing the development of CAGs within KHP and the development of academic health science centres in the UK;
- Develop, produce and publish outcome measures that: reflect developments across the tripartite agenda; demonstrate translation of research into clinical delivery and outcomes that matter to patients and the public.

The role of KHP Partner Organisations

Whilst CAG Leader appointments are aligned to King's Health Partners and its delivery structure, it is acknowledged that it is critical for KHP's partner organisations to play a pivotal role in supporting and facilitating CAG Leaders to do their jobs effectively.

ROLE OUTLINE – MAIN RESPONSIBILITIES

Strategy development:

- To develop and lead an evidence-based, tripartite strategy for the CAG, reflecting excellence in research, teaching and education and clinical service development, ensuring that this reflects KHP strategy and those of partner organisations, building on the KHP Accreditation Document 2014-2019.
- To support the KHP Operational Executive and CAG Development Group in the development of long term performance metrics across the tri-partite agenda and in line with the world-class leadership status for KHP, demonstrated through the development of a single scorecard across organisations and annually published outcomes books.
- To develop clinical academic strategies that will demonstrate improvements for the benefit of people that use our healthcare services
- To ensure CAG wide engagement on the effective delivery of the CAG strategy

Leadership Responsibilities

- To support the delivery of the KHP 5 year objectives and deliverables jointly with CAG Co-Lead
- As a systems leader, to engage people and ensure that transformational changes are delivered that enable KHP to deliver the challenging agenda
- To support the delivery of the statutory and regulatory obligations of all partner organisations involved in the CAG.
- To contribute to the success of KHP, as a member of the senior leadership team and to build and effectively lead a large, specialist, multi-disciplinary team across the partner organisations
- To work with the Partner Chief Operating Officers and Partner Medical Directors, and other relevant senior executives within KHP, to ensure coherence and continuity in strategic management and decision making
- To lead the CAG team and work in conjunction with the KHP Operational Executive to ensure the delivery of strategic and operational objectives and work towards an integrated CAG model
- To actively participate in talent development within the CAG, providing leadership support to the team and participation in appraisals
- To work with operational leads of the relevant Partner Organisations and the CAG Development Group to set clear Key Outcomes Indicators that support the monitoring of objectives, agreeing the degree of variance from the strategic trajectory to determine when intervention and escalation is required
- To engage in events across the system and work as an ambassador for KHP
- To provide appropriate information to support the quarterly review process of outcomes against the agreed metrics
- To promote the activities of KHP, the CAG and its components locally, nationally and internationally.
- To instil and convey a culture of transparency, continuous improvement with a clear focus on quality and patient safety, experience and outcomes,
- To drive the development of new and innovative services which promote KHP as a world class leader in its field

Decision Making, Planning and Problem Solving:

- To work closely with KHP Directors, Executive Directors from the Partner organisations, AHSN (South London Health Innovation Network) and other key stakeholders, such as CAG Leader peers, Partner and other KHP leads to identify the strategic direction of the CAG

- To oversee the development and performance of the CAG against plan, report on progress, risks and issues and review deviation from the strategic trajectory

Reporting and Performance Management:

- To provide regular reports on CAG outcomes metrics, against the tripartite mission as determined by the King's Health Partners Board, particularly through the development of KHP CAG scorecards and CAG outcomes books.
- To take swift and effective action to address failures in performance in the CAG, seeking support from KHP and Partners as appropriate where performance deviates from the strategic trajectory

Sensory/Physical Demands & Work Environment:

- Promote the values, goals and objectives of KHP, with equity across the partner organisations
- Responsibility for ensuring a safe working environment, with an awareness of risks in the work environment and their potential impact on own work and that of others.
- Promotion of diversity, tackling discrimination and the barriers that prevent equal access and taking forward an organisational commitment to equalities in service improvement and staff management

Special Requirements:

- You may be required to work irregular hours in accordance with the needs of the role.
- Information of a confidential nature must be kept strictly confidential and should never be disclosed either inside or outside work. It should be noted that breach of confidentiality is a serious offence which may lead to dismissal.

General:

All staff are expected to adhere to relevant policies and procedures within KHP and partner organisations.

Disclosure:

This vacancy has been defined as a 'position of trust' and is therefore exempt from the Rehabilitation of Offenders Act (1974). As such, shortlisted candidates will be required to declare full details of any criminal background, regardless of how old a conviction may be and the successful candidate will be required to apply for a standard (or enhanced) Disclosure (a criminal records check) from the Criminal Records Bureau. A criminal record will only be taken into account for recruitment purposes, where the conviction is relevant to the position being applied for, and where this is the case, will not necessarily bar candidates from employment. Any decision will depend on the precise nature of the work and the circumstances and background to the offence(s). Further information about the Disclosure scheme can be found at www.crb.gov.uk Copies of the CRB's Code of Practice and the College's Recruitment Policy for posts requiring Disclosure are available on request.

Date: Reviewed July 2014

Please note:

This job description reflects the core activities of the role and as King's Health Partners, the CAGs and the post-holder develop there will inevitably be changes in the emphasis of duties. It is expected that the post-holder recognise this and adopt a flexible approach to work and be willing to participate in training.

If changes to the job become significant, the job description should be reviewed formally by the post-holder and line manager. The HR Department of the post holder's substantive employer should then be consulted as to the implications of the proposed changes.

KHP CAG DEVELOPMENT GROUP TERMS OF REFERENCE

1) Purpose of the CAG Development Group

- Commission and oversee the contribution of the CAGs to the delivery of KHPs five year overarching goals, objectives and deliverables.
- Drive the development of CAGs through their clinical academic strategies that will demonstrates improvements for the benefit of people that use our healthcare services.
- Lead the development of the work towards an integrated CAG model to deliver sustainable CAG leadership and Executive delivery aligned with operational leadership structures within the partner organisations and build the foundations of an integrated academic healthcare organisation.

2) Authority

- The CAG Development Group is authorised by the KHP Operational Executive to instigate activity within its agreed remit that will facilitate the successful development of CAGs.
- The CAG Development Group is empowered to seek information and support as necessary from KHP Operational Executive where decisions are beyond their scope.
- The CAG Development Group has no executive authority over the Partner organisations but can offer opinions on priorities and processes where appropriate and relevant to the KHP strategy.

3) Headline Responsibilities

- Support and enable CAGs to deliver the KHP Accreditation strategic aims and goals for 2014-2019.
- Review CAG leadership and CAG strategic plans and ensure that these are aligned with the accreditation contribute to the delivery of a sustainable healthcare system for the local population.
- Ensure that CAG priorities are addressed and actions are monitored for progress, escalated to the KHP Operational Executive where appropriate.
- Report progress and make recommendations to the KHP Operational Executive Board, to ensure that obstacles are overcome and cross organisational decisions are made to shape, align and implement CAG plans.
- Enable, review and challenge progress against CAG development priorities that strive for quality and academic integration.
- Ensure that CAG clinical, education and research strategies integrate mental and physical healthcare to ensure delivery of comprehensive care for all.

PERSON SPECIFICATION

CRITERIA	E S S E N T I A L	D E S I R A B L E	HOW IDENTIFIED AND ASSESSED AP = application I = interview P = presentation R = references
Education/qualification and training			
Degree level qualification or equivalent in health related subject	x		AP
PhD or equivalent or appropriate qualification		x	AP
Full Professional Registration ¹	x		AP
Knowledge/skills			
Evidence of excellent leadership and management skills	x		AP, I
Evidence of successfully leading and managing transformational changes	x		
Evidence of working with MDTs within and across organisational boundaries in complex systems	x		
Knowledge of Higher Education	x		AP, I
Knowledge of NHS	x		AP, I
Evidence of experience/participation at an international level as a recognised expert in the field	x		AP, I, R
Understanding of the concepts and application of clinical governance	x		AP, I
Evidence of understanding of and adherence to the principles of <i>Good Medical Practice</i> set out by the General Medical Council or equivalent appreciation of clinical practice ²	x		AP, I
Experience			
Significant experience of managing and delivering objectives and meeting performance management targets	x		AP, I, R
Experience of developing and implementing strategy.	X		AP, I, R
Track record of strategic leadership of clinical, academic or research services, especially with regard to the integration of research, clinical practice and teaching to drive new models of care	x		AP, I, R
Capability and confidence to manage the research and academic agenda within the CAG and to establish its credibility as a leader in its field both on a national and international platform	x		AP, I, R
Experience of delivering in a large and complex organisation	x		AP, I, R
Evidence of contribution to effective clinical audit and clinical risk management.	X		AP, I, R
Experience of recruiting, leading and managing teams, across multi-	x		AP, I, R

¹ Applies to clinical applicants only

disciplinary groups			
Personal characteristics/other requirements			
Ability to work collaboratively with academic, research, clinical and NHS managerial colleagues	x		AP, I, R
Demonstrate KHP values through behaviours	x		
Demonstrate self-awareness and self-management	x		
Demonstrate understanding and skills required in shared leadership roles	x		
Demonstrate ability to flex leadership style and approach to help achieve the best collective results	x		
Demonstrate skills in working creatively with difference and conflict	x		
Ability to listen to different perspectives, encourage participation, make and execute decisions	x		
Ability to work well as an effective member of a multidisciplinary leadership and management team and to share and encourage good practice. Ability to motivate and bring others with them,	x		AP, I, R
Ability to review current ways of working, and identify new and innovative solutions to service delivery and partnerships	x		AP, I, R
Ability to take bold approaches to problem solving and to progress solutions effectively, e.g. modernisation of services	x		AP, I, R
The ability to take individual responsibility for planning and undertaking own work, according to clinical and scientific deadlines.	x		AP, I, R
Excellent interpersonal skills with the ability to build and influence teams	x		AP, I, R
Resilience to working in an environment that requires multitasking and deliver against objectives under pressure	x		AP, I, R
High level of work organisation, self-motivation and drive for performance and improvement and flexibility	x		AP, I, R