

Chief Medical Officer

Candidate brief



July 2022

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## Welcome

Dear Colleague,

The last two years has changed so much in the way we provide healthcare and the way in which the NHS is perceived by the people we serve. We are very proud of our workforce who continue to deliver high-quality care to the people we serve in London and Hertfordshire. That pride in our work and the amazing people we have at CLCH has helped us address the challenges brought about by COVID-19. Whatever their role, wherever they work – every single one of our 4,500 colleagues, plays an outstanding role in delivering the high quality care to our communities.



We serve some of the most diverse communities in Europe, and this is reflected in the diversity of our workforce. The disproportionate impact of Covid on underrepresented groups in our staff and local communities has further highlighted that there is so much more to be done around the EDI agenda. Health inequalities across the two million people we will serve must be tackled, and we have an exciting programme for tackling these health inequalities by working alongside our system partners.

Our new Chief Medical Officer will be at the forefront of this, providing leadership across our 5 divisions to further drive improvements for patients. The role has been updated to reflect the growth of the Trust, we now cover 4 Integrated Care Systems, encompassing 11 London Boroughs and Hertfordshire, and will play a key role in building relationships with our partners. The development of these partnerships offers us a chance to rethink how we lead and integrate our services, largely in collaboration with primary care. The Chief Medical Officer will be a role model for our values of Quality, Relationships, Delivery and Community,

I firmly believe our Trust belongs to our people – both the people we care for and the people who work here. Our service users deserve to be delivered of outstanding health and care that is value based and forward thinking. Our staff are therefore our most valued asset and the best resource we have to deliver all that is required of us. They shoulder enormous responsibility for the lives of patients and their working life must reflect this; they should be trusted with compassionate leadership, be developed to their best ability and duly recognised for their contribution. I want everyone to feel included and supported, and this role will challenge us to always be outstanding. I will support and challenge you in the same way, to deliver our shared vision for outstanding integrated health and care.

If you share these values and believe you can make a difference for our people, I would welcome your application and I look forward to hearing from you.

Best wishes,

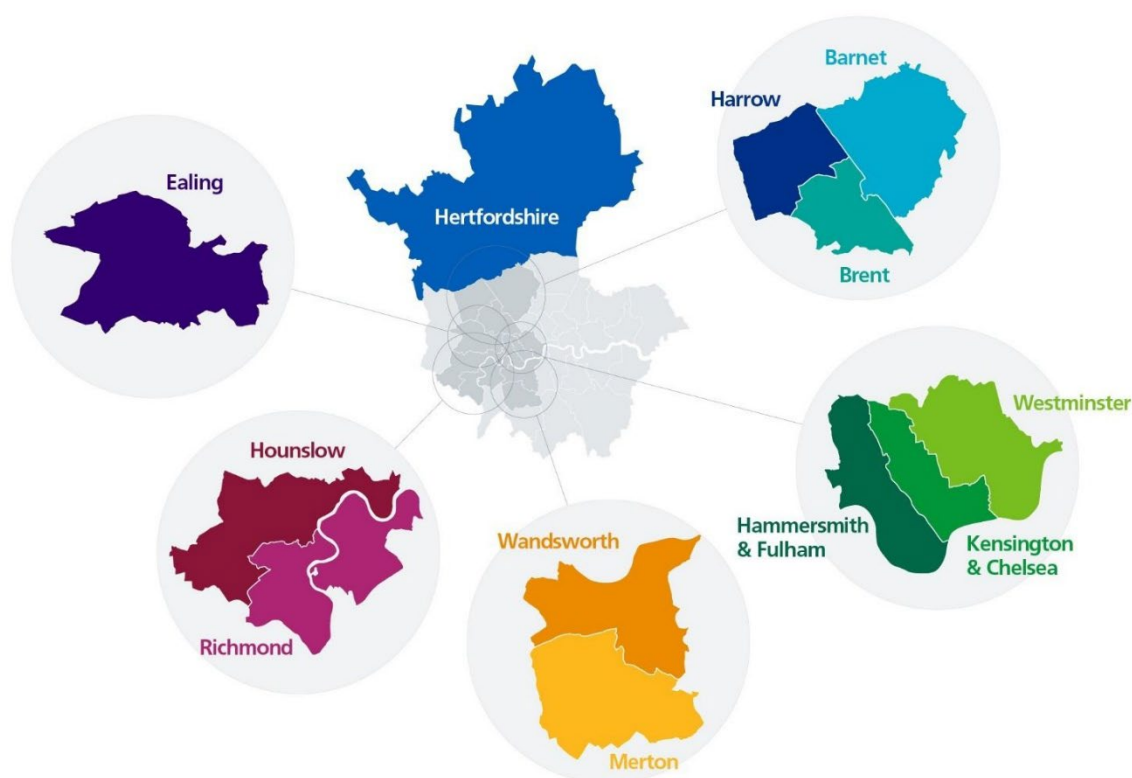
**James Benson**  
Interim Chief Executive

## About Central London Community Healthcare NHS Trust

We provide community health services to more than two million people across 12 London Boroughs and West Hertfordshire. Every day, our professionals provide high-quality healthcare in people's homes and local clinics helping them to:

- Stay well
- Manage their own health with the right support
- Avoid unnecessary trips to, or long stays in, hospital

We support our patients at every stage of their lives, providing health visiting for new born babies, through to community nurse, stroke rehabilitation and palliative care for people at the end of their lives.





## Our Vision and Values

Our vision is to provide great care closer to home.

We have four core values and linked behaviours we aim to meet at all times when working with patients, partners and colleagues:

### Our values and behaviours:

#### QUALITY:

**We put quality at the heart of everything we do.**

1. I take responsibility for the standard and outcomes of my work
2. I provide services which are safe, effective and deliver a good experience
3. I use best practice and feedback to innovate and constantly improve my service

#### RELATIONSHIPS:

**We value our relationships with others.**

1. I work collaboratively and in partnership
2. I am caring compassionate and kind
3. I support the development of skills talents and abilities

#### DELIVERY:

**We deliver services we are proud of.**

1. I treat people with courtesy dignity and respect
2. I work hard to achieve the aims of my service and the organisation
3. I make the best use of resources and provide value for money

#### COMMUNITY:

**We make a positive difference in our communities.**

1. I am visible accessible and approachable
2. I ensure people, partners and purchasers are actively engaged in planning service and care
3. I embrace difference, diversity and fairness

## Our Integrated Strategy 2020-2025

### CLCH Integrated Strategy (2020-25)

In response to external changes we have developed an integrated five year strategy to deliver great care closer to home (our vision) and to work together to give children a better start and adults greater independence (our mission). We will achieve these through our four priorities below, that are all about supporting local communities through system leadership, partnership working, and leveraging our organisational expertise and efficiencies. We are also committed to ensuring a sustainable future by reducing our environmental impact. These four priorities are underpinned by our supporting strategies for clinical services, quality, people, estates, and digital and by our organisational values.



These priorities are underpinned by the following supporting strategies that will help us to achieve our objectives:



## Job Description

Job Title:	Chief Medical Officer
Grade:	Consultant/ General Practitioner
Hours:	0.8 - 1 WTE
Responsible to:	CEO
Accountable to:	CEO
Base:	15 Marylebone Road

### JOB PURPOSE

The Chief Medical Officer, (CMO), will be an Executive Director of the Board of Directors and will carry out all statutory responsibilities associated with NHS medical Directors. They will lead a team of Trust wide medical leaders at corporate and divisional level and have professional accountabilities for all and direct management accountability for those within the corporate team.

The CMO, with the Chief Nurse (CNO), provides professional clinical leadership to all clinicians but the CMO provides clinical leadership to doctors and dentists within CLCH and medical leadership across organisational and professional boundaries. This includes in the Integrated Care Systems where CLCH delivers services, aligned to the four core purposes of those bodies, as set out by the NHS, which are to:

- to improve outcomes in population health and healthcare
- tackle inequalities in outcomes, experience, and access.
- enhance productivity and value for money
- addressing the broader social and economic development working as an anchor system.

The CMO will share corporate responsibility as a Board Director for the overall strategic development of the Trust and is accountable for the development and delivery of the Trust's clinical strategy, working with the CNO to assure and improve high quality clinical care.

### MAIN DUTIES AND RESPONSIBILITIES

#### Providing Leadership

- Provide professional leadership and strategic direction to medical & dental staff, fostering a culture that devolves decision making to the point closest to the patient and strives for excellence in the delivery of patient care.

- Take responsibility for medical leadership with the Trust, assuring the Trust of robust and effective leadership at all levels including effective systems for job planning, appraisal, and objective setting.
- Provide system leadership within the ICS footprints as required by the system at both operational and strategic levels.
- Engage with the wider leadership of the ICSs to enable collaborative working that adds benefit to patients.
- Represent the organisation at place, system, regional and national levels on professional, clinical, medical, dental, and corporate issues.
- Undertake the role of Responsible Medical Officer for Revalidation and appraisal of all medical and dental staff.
- Advise the Board on the implementation and ongoing development of medical models, strategies, and best practice.
- Advise the Board on Population Health, Public Health and Health promotion policies and practice.
- Work with the Senior Management Team to promote quality, equality, safety, and productivity throughout the organisation.
- Provide medical leadership to the organisation's emergency planning arrangements in conjunction with the Chief Operating Officer.
- Identify opportunist for development of staff internally and through external programmes, e.g., Darzi fellowships and medical support worker programmes.
- To be the named Caldicott Guardian and Director of Infection Prevention and Control (DIPC)

### Quality and Innovation

- To champion innovation and improvement across the Trust and demonstrate an understanding of how to create the conditions that support a culture of continuous improvement.
- Accountable for the delivery and reporting of the Trust's Clinical Effectiveness agenda including the development of a clinical effective annual plan, incorporating clinical audit.
- Deliver sections of the Quality Account annually and ensure timely reporting into the Quality Dashboard quarterly and set out by the trust's Quality Strategy.

### Strategic and Service planning

- Deliver and implement the CLCH Clinical Strategy, reporting delivery to Board.
- Contribute to Trust wide strategies as required including the Quality Strategy, leading on a campaign within the Equality's Strategy and the Organisational Strategy.
- Represent the Trust at strategic external meetings.
- Support Divisions in the development of clinical pathway changes as appropriate and to quality impact assessment any significant changes to service delivery.
- To provide professional leadership and expert guidance into workforce planning and advise on the strategic direction of the Trust's medical and dental services.



## Operational Management

- Lead on directorate business planning and ensure the delivery of high-quality reports from the clinical teams and groups within the directorate as agreed with by the Trust Board.
- Agree annual objectives and personal development plans with direct reports and corporate medical directors.
- Professional lead for Medicines Management, working with the Chief Pharmacist.
- Review and sign off all Patient Group Directives.
- Support the role of Director of Infection Prevention and Control (DIPC), if delegated, and working collaboratively with the Chief Operating Officer and Director of Nursing to develop a culture which embeds infection control and monitors its effectiveness., responds to changes as a result of the Covid 19 pandemic.
- Manage the Infection Control Team.

## Corporate and Clinical Governance

- To provide clinical advice in the investigation and management of complaints, serious and untoward incidents and other associated matters as required.
- Lead for Medicines Management in the organisation, ensuring the development and maintenance of a safe and effective framework for delivery and statutory compliance working alongside the Trust's Chief Pharmacist.
- Assure Compliance with national requires including the Care Quality Commission.
- Work within the provisions of Standing Orders and Standing Financial Instructions and ensure the highest standards in corporate governance and probity are maintained.

## Generic Duties for all Director Roles:

- Act as a member of the Board, to contribute to developing the strategic direction of the Trust and the wider local healthcare economy.
- To take shared corporate responsibility for the financial performance of the Trust including the achievement of financial targets and remain within financial resources available within the medical directorate budget.
- To be responsible for the performance management of their services and are expected to contribute towards the performance management agenda across the Trust in accordance with regulatory requirements.
- To be responsible for ensuring robust systems and processes are in place within their respective areas and across the Trust, to ensure that corporate and clinical governance processes are adhered to.
- To contribute to ensuring the Trust's Major Incident/Emergency Planning policies and processes are implemented and maintained.
- To contribute to ensuring business continuity is maintained as far as practicable during major incidents, emergencies, or other unusual situations.
- To ensure that good principles relating to diversity and equality are mainstreamed through all working practices.
- To annually agree appropriate objectives and personal development plan, in-line with Trust objectives, as part of the Trust appraisal mechanism.

## Clinical and Professional Practice

- To advise the Board of Directors, Clinical Leaders, and managers on medical professional issues.
- To promote a culture within the organisation which supports clinicians' learning, encourages innovations in patient care and evaluates outcomes including the leading on the Trust's approach to Evidence Based Practice, in particular NICE guidance implementation.
- To represent the organisation at regional and national levels on professional medical, dental, and corporate issues, developing partnerships, sharing best practice, and integrating this knowledge within the Trust.
- Assure compliance to all mandatory training of self and all Trust doctors and dentists.
- Champion and support continuing professional development for doctors and dentists.

## Appraisal and Revalidation

- Provide overall leadership and support to the medical and dental appraiser workforce, and ensure a robust quality assurance process is maintained for medical and dental appraisals.
- As the responsible officer (RO), make revalidation recommendations and promote, support and facilitate the implementation of national appraisal policies.
- Have experience and expertise in case management and case investigation.
- Accountable for those aspects of the local clinical governance systems that deal with monitoring doctors' performance and managing concerns about the performance and conduct of doctors and support suitable remediation.
- Accountable for liaison with the GMC on these matters and as part of routine practice with the GMC Liaison officer.
- Lead and support the CLCH medical appraisers.
- Monitoring performance of appraisers, ensuring that appraisals are conducted in line with national, regional and local guidance, and that regular feedback is provided.
- Promoting and supporting the continuous professional development.
- Ensuring compliance with all confidentiality and governance requirements.

## Professionalism

- The postholder is required to be fully registered with the GMC with a licence to practice and attain revalidation as necessary.
- The postholder will agree and review personal development objectives annually with the CEO and maybe required to share their professional appraisal outputs form and PDP.
- To participate in regular appraisals, job planning and job performance review and meet all the requirements for revalidation by the Higher-Level responsible Officer.
- The postholder is required to maintain professional indemnity cover.
- The post is subject to Enhanced Disclosure by the Disclosure and Barring Service (DBS).
- CLCH supports the requirements for continuing professional development as laid down by the Royal College of Physicians and are committed to providing time and financial support for these activities.

## OTHER DUTIES

- To adapt and develop in line with the changing needs of the role.
- To work flexibly across sites and departments from time to time as may be required.

## COMMUNICATIONS AND KEY WORKING RELATIONSHIPS

- Medical Director and Responsible Officer.
- Deputy Medical Director.
- Divisional Clinical Directors.
- Medical Appraisers.
- Case Investigators.
- CLCH Doctors and Dentists.
- CLCH Academy staff.
- Head of Research & Development.
- Medical Appraisal administrative team.
- Key stakeholders including the GMC, Academy of Medical Royal Colleges, NHS England (this is not an exhaustive list).

## OFFICE BASE

- The post holder will be provided with desk and access to IT facilities and support in a CLCH site. As CLCH is a community-based Trust, they will be expected to work flexibly across all sites when required.

## ADDITIONAL INFORMATION

### Trust Vision, Values and Behaviours

The Trust has a clear strategic vision in place: **to lead out-of-hospital community Healthcare**. The post-holder is expected to have a good understanding of how this post contributes to the achievement of the Trust vision.

The Trust expects all staff to share the values which are important to the Trust and to behave in a way that reflects these values.

The Trust values are:

- We put quality at the heart of everything we do
- We value our relationships with others
- We deliver services we are proud of
- We make a positive difference in our communities

## PROFESSIONAL STANDARDS

All staff must comply with the Central London Community Healthcare (CLCH) NHS Trust Staff Code of Conduct and demonstrate the Trust's Values and Behaviours. Senior Managers must also comply with the NHS Code of Conduct for Managers, based on the Nolan principles of public accountability. All staff employed in recognised professions are required to ensure they work to the professional standards and/or Codes of Practice set out for their professional group. In addition, staff are required to demonstrate the Customer Care Standards of the organisation.

## EQUAL OPPORTUNITIES AND DIGNITY AT WORK

It is the aim of CLCH NHS Trust to ensure that no job applicant or employee receives less favourable treatment on the grounds of race, colour, creed, nationality, ethnic or national origin, sex, marital status or on the grounds of disability or sexual preference or is placed at a disadvantage by conditions or requirements which cannot be shown to be justifiable. Selection for training and development and promotion will be based on an individual's ability to meet the requirements of the job. To this end CLCH NHS Trust has an Equal Opportunities Policy and it is for each employee to contribute to its success. All staff should treat other staff, patients and the public with dignity and respect.

## PERFORMANCE, APPRAISAL AND DEVELOPMENT REVIEW (PADR)

All staff will actively participate in the annual Performance Appraisal and Development Review (PADR) process with their line manager. All staff should have SMART objectives and a personal/professional development plan. Objectives and personal development plans should be reviewed together on an ongoing basis through regular one to ones and/or supervision. In conjunction with their manager, all staff should actively identify and pursue agreed learning and development opportunities. All managers are required to carry out annual Performance Appraisal and Development Reviews with their direct reports and support their appraisee to achieve their objectives through ongoing management supervision and one to one meeting.

## SAFEGUARDING

CLCH NHS Trust is committed to safeguarding and protecting children and vulnerable adults. All health employees have a responsibility for safeguarding and promoting the welfare of children and young people in accordance with "Working Together to Safeguard Children" HM Gov 2006. This applies to employees with both direct and indirect contact with children and families.

Employees who do not provide specific services for children and families or vulnerable adults require basic knowledge of their responsibilities to identify and refer concerns appropriately. All employees must undertake training in safeguarding children and vulnerable adults but will have different training needs to fulfil their responsibilities depending on their degree of contact with vulnerable groups and their level of responsibility.

## CONFIDENTIALITY AND DATA PROTECTION

Employees will have access to confidential information and will be required to ensure that the highest level of confidentiality is always maintained, adhering to all policies relating to confidentiality.

Employees are required to obtain, process and/or use person identifiable information in a fair and lawful way. The use of such information is governed by the Data Protection Act 1998 (DPA) and includes both manual and electronic records. Staff are expected to hold data only for the specific registered purpose and not to use or disclose it in any way incompatible with such purpose, and to disclose data only to authorised persons or organisations as instructed, in accordance with the Data Protection Act 1998.

## ACCESS TO HEALTH RECORDS

All staff who contribute to patients' health records are expected to be familiar with, and adhere to CLCH's NHS Trust Records Management Policy. Staff should be aware that patients' records throughout CLCH NHS Trust will be the subject of regular audit. In addition, all health professionals are advised to compile records on the assumption that they are accessible to patients in line with the Data Protection Act 1998. All staff that have access to patients' records have a responsibility to ensure that these are maintained, and that confidentiality is protected in line with CLCH NHS Trust Policy.

## HEALTH AND SAFETY

All staff are required to comply with the requirements of the Health and Safety at Work Act and other relevant health and safety legislation and CLCH NHS Trust Policies and Procedures. All staff are required to make positive efforts to promote their own personal safety and that of others by taking reasonable care at work, by carrying out requirements of the law or following recognised codes of practice and co-operating with safety measures provided or advised by CLCH NHS Trust to ensure safe working.

Managers are responsible for implementing and monitoring any identified risk management control measures within their designated area/s and scope of responsibility. In situations where significant risks have been identified and where local control measures are potentially inadequate, managers are responsible for bringing these risks to the attention of the appropriate Committee if resolution has not been satisfactorily achieved.

All staff must ensure that waste produced within CLCH NHS Trust is disposed of in such ways that control risk to health, or safety of staff and the public alike in accordance with relevant legislation and procedures contained within the policy.

## INFECTION CONTROL

All staff are required to follow CLCH NHS Trust infection control policies and comply with all measures known to be effective in reducing infection risk. All staff must complete infection control



training at induction, and all staff whose duties involve patient contact must also complete infection control refresher training annually.

## NO SMOKING POLICY

There is a no smoking policy in operation in CLCH NHS Trust. In accordance with this policy smoking is positively discouraged and is not permitted in any areas.

## ENGAGING PATIENTS AND THE PUBLIC

CLCH NHS Trust is committed to putting patients, their carers, and the public at the heart of everything we do. **Engaging People is everybody's responsibility – regardless of the job that you do.**

Everyone is responsible for encouraging people to be engaged in decisions about their care and treatment, through providing information and responding to concerns. All staff should seek people's views about services, respond to feedback and actively involve people to find solutions to meet expectations, where possible. All staff should take part and promote Trust- wide activity, such as Patient Reported Experience Measures (PREMs) and promoting the recruitment of new Foundation Trust members. All staff should take a note of any feedback that you receive from patients and feed this back to your manager or through complaints and compliments procedures.

## JOB DESCRIPTION

The above list of duties is not intended to be exhaustive, and you will be required to undertake any other duties commensurate with the grade and in line with the requirements of the post. The duties and responsibilities may be subject to change, which will be done in discussion with the postholder.

**PERSON SPECIFICATION**  
**Job Title:** Chief Medical Officer

Factors	Criteria	Assessment
<b>Qualification/Experience</b>		
<i>Essential</i>	<ul style="list-style-type: none"> <li>▪ Qualified medical practitioner</li> <li>▪ Full GMC registration with a licence to practise</li> <li>▪ Higher medical qualification (MRCP, MRCP or equivalent)</li> <li>▪ Work permit for the UK</li> </ul>	AF, C
<i>Desirable</i>	<ul style="list-style-type: none"> <li>• Postgraduate higher qualification: PhD, Diploma or Master's degree in an appropriate subject</li> <li>• Accredited clinical &amp; educational supervisor</li> <li>• GP educator – teacher/ trainer/ course organiser</li> <li>• Qualified medical appraiser</li> <li>• Experience and Understanding of NHS E/I and Stakeholder Organisations</li> </ul>	AF, C
<b>Knowledge/Skills</b>		
<i>Essential</i>	<ul style="list-style-type: none"> <li>• Excellent oral and written communication skills including active listening skills, the ability to understand and summarise a discussion, provide constructive challenge and give effective feedback</li> <li>• Objective evaluation skills</li> <li>• Experience in change management</li> <li>• Proven leadership skills including delegation, , time management and networking skill.</li> <li>• IT literacy</li> </ul>	AF, IV
<i>Desirable</i>	<ul style="list-style-type: none"> <li>• Case Manager and Investigator training</li> <li>• Experience in change management</li> </ul>	
<b>Research, Audit and Teaching</b>		
<i>Essential</i>	<ul style="list-style-type: none"> <li>• Evidence of critical thinking</li> <li>• Evidence of ability to apply evidence to practice</li> <li>• Evidence of completed research and audit</li> </ul>	AF, IV

<i>Desirable</i>	<ul style="list-style-type: none"> <li>Publications in peer-reviewed journals</li> </ul>	AF, IV
	<ul style="list-style-type: none"> <li>Evidence of leadership in research &amp; audit projects and steering groups</li> </ul>	
Interpersonal skills		
<i>Essential</i>	<ul style="list-style-type: none"> <li>Evidence of good personal organisation</li> <li>Evidence of effective interpersonal and communication skills (especially around sensitive and complex situations)</li> <li>Evidence of working within and leading a multidisciplinary team</li> <li>Evidence of ability to work collaboratively within a team</li> <li>Resilient and able to meet the demands of the post, able to take on unscheduled tasks and work competently and effectively under pressure.</li> <li>Flexible approach with ability to adapt to changing or conflicting priorities.</li> </ul>	IV
Management		
<i>Essential</i>	<ul style="list-style-type: none"> <li>The authority and decision-making skills needed to lead a multidisciplinary team in a complex environment</li> <li>Awareness of understanding of health, safety and security issues for self and others</li> <li>Willingness and skills to recognise and challenge unacceptable behaviour and if necessary escalate</li> </ul>	AF, IV
<i>Desirable</i>	<ul style="list-style-type: none"> <li>Attendance at recognised management and /or leadership course</li> </ul>	AF, IV
<i>Other requirements - desirable</i>	<ul style="list-style-type: none"> <li>Able to be flexible with travel</li> </ul>	IV
<p>* Assessment will take place with reference to the following</p> <p>AF – Application Form, IV – Interview, P – Presentation, T-Test, C Certificate</p>		

## TERMS & CONDITIONS OF SERVICE

Post Title	Chief Medical Officer
Base	15 Marylebone Road
Contract Type	Substantive
Hours	0.8 – 1 WTE
Salary	VSM
Pensions	You will automatically join the NHS Pension Scheme, but it is possible to opt out and make your own private pension arrangements.
Annual Leave	Standard as per the national agreement

### Probation Period:

All posts in CLCH are subject to a 6 month probationary period, during which time you will be expected to demonstrate your suitability for the post. This does not apply to current employees.

### Nationality:

This post is open to UK nationals, EU and certain non-EU citizens. Other nationals must be free from any restriction to reside or take up employment in the UK, in order to be considered for this post.

### Notice Period:

6 months

### Method of Payment:

Monthly direct credit transfer into bank or building society.

### No smoking policy:

The Trust has a no smoking policy.

## Process & Timescales

Closing date	Monday 22nd August
Preliminary Interviews with GS	w/c 5 <sup>th</sup> September
Final panel interview	22 <sup>nd</sup> September

Please note that at first interview with GatenbySanderson, you will be required to provide proof of identity and, where necessary, permission to work as required by the appropriate National Government.



## How to Apply

For a confidential discussion please contact our recruitment advisers at GatenbySanderson:

David Heaton, Researcher

E: [david.heaton@gatenbysanderson.com](mailto:david.heaton@gatenbysanderson.com)

T: +44 (0) 113 205 6094

or

Melanie Shearer, Partner

E: [melanie.shearer@gatenbysanderson.com](mailto:melanie.shearer@gatenbysanderson.com)

T: +44 (0) 7785 616 548

or

Jim Canning, Delivery Consultant

E: [jim.canning@gatenbysanderson.com](mailto:jim.canning@gatenbysanderson.com)

T: +44 (0) 7384 113 158

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Candidates will be selected for interview based on how closely they demonstrate their skills and experience in relation to the job description and person specification.

Applications should consist of **a full curriculum vitae** detailing career and achievements, as well as **a supporting statement** which addresses the role description and person specification. Applications should be made via our website:

<https://www.gatenbysanderson.com>

In addition, please ensure that you provide the following information:

- Your latest remuneration including any benefits and notice period.
- Daytime, evening and/or mobile telephone numbers as well as your personal email address (to be used with discretion).
- Contact details for two referees. Referees should be people who can comment authoritatively on you as a person and as an employee and must include your current or most recent employer or his/her authorised representative. Confidential references are taken up on candidates shortlisted for formal interviews. However, we will refer back to you for confirmation that referees may be approached before any contact is made with them.
- Confirmation of your availability for meetings on key dates as outlined above.

The closing date for applications is **Monday 22nd August 2022**

Once the closing date for applications has passed, applications will be evaluated according to the person specification and the Selection Panel will select which candidates will be invited to take part in the next stage of the process.