

## Chair for the South West Managed Clinical Network (Dental)

### JOB DESCRIPTION

#### 1. Post Details

<b>Job Title:</b>	<b>South West (SW) Managed Clinical Network (MCN) Chair – Dental (Urgent Care)</b>
<b>Accountable to:</b>	LDN Chair SW
<b>Responsible to:</b>	Head of Primary Care Commissioning & Transformation
<b>Hours:</b>	To be agreed (paid at Guild Rate of £300 per session 2020/21)
<b>Location:</b>	NHS England and Improvement South West Offices. The post holder will be required to travel widely across the South West and flexible working is expected.
<b>Duration:</b>	The post will be for a 3-year term

NHS England and NHS Improvement's South West Local Professional Network – Dental (LDN) exists in order to improve care across a regional basis for patients within their scope of practice. NHS England and NHS Improvement's South West Dental Reform Board sets the strategic direction for the work of the LDN and specifies key objectives for the Managed Clinical Networks which have been established to deliver whole system work programmes.

#### 2. Job Purpose / Summary

NHS England published Commissioning Guides for the specialties in dentistry; the intention of the Guides was to encourage improved patient experience in receiving dental care across all aspects of dentistry in primary, salaried, secondary and tertiary care.

The comprehensive integration of these services required NHS England & NHS Improvement to establish Managed Clinical Networks (MCN) for each of the specialties, to link clinicians across all settings and to provide patient-centred care throughout the review and refinement of the clinical pathway including improving clinical effectiveness, equity of access, efficiency and parity of outcome, to improve patient care, access and outcomes. The current specialities are Orthodontics, Special Care, Restorative and Oral Surgery.

It will be the responsibility of the Chair of each MCN to oversee the functioning of such in line with the Terms of Reference published by NHSE/I. This will require close communication with identified clinicians from all aspects of dentistry who have successfully applied and been appointed to the Network. Ultimately, the role of the MCNs,

through the leadership of the Chairs, will be to ensure high quality patient care in an equitable manner across the region.

It should be appreciated that where there is a specific need, time commitments are likely to be greater, and this would need to be negotiated as required by local circumstances. Time commitments are to be reviewed and renewed on a regular basis.

## **Key Job Specific Responsibilities**

### **Clinical Leadership & Collaborative Working**

- Establish and maintain a comprehensive structure of the MCN involving all appropriate representations
- To foster and create a culture of clinical engagement across the MCN to continuously improve services
- Promote leadership that is central to the delivery of all commissioning activities
- Maintain the engagement of all members of the MCN in developing and implementing evidence-based pathways
- Establish effective collaborative working to ensure the Network meets local and national priorities and action plans
- Establish good communication with the Local Dental Network (LDN)
- Report regularly to the LDN on progress in respect of agreed work plans
- Share information, such as the establishment of improved care and pathways, with other MCNs both locally and nationally
- Ensure that a robust appraisal system for members of the MCN is in place through collaboration with Health Education England
- Ensure that good managerial practice is maintained in the running of the MCN, such as the organization of regular meetings, setting of agendas and release of minutes of meetings
- To cope with uncertainty and lead others through such
- To adhere to the relevant professional codes of conduct
- Appropriate support will be provided dependent upon the development needs of the individual chair.

### **Improving Quality and Outcomes**

- Present to the Network the information received on clinical needs assessments, service delivery, quality, treatment outcomes, cost-effectiveness and equity of access data, in order to advise NHSE/I, Health Education England (HEE), Public Health England (PHE) and LDN leads
- Develop and improve referral management systems through effective leadership
- Assure an appropriate and effective quality assurance programme is in place at all times
- Communicate with both LDN and HEE where a need for further education has been identified
- Encourage the MCN to develop more flexible and efficient use of the clinical skills available
- Enable and assure that the MCN implements systems to benchmark provider

- performance using audit and outcome measures
- Encourage and lead on the use of innovation in all aspects of work
- Mediate where necessary, in such matters as conflicts of view or interest, to enable and encourage reconciliation

### **Enabling Patient and Public Involvement**

- Promote an open and transparent policy of public engagement within the MCN
- Ensure effective and regular interaction with patient and public groups in respect of feedback and consultation on proposed workplans
- To act as a champion for patients and their interests in respect of the strategy development and decision-making of the MCN

### **Promoting Equality**

- Ensure robust communication between all members of the MCN at all times
- Ensure that the MCN consider improvement of care and systems that specifically address health inequalities
- Encourage the development of a wide range of skill mix within the MCN and across all clinical settings
- Uphold organizational policies and principles on the promotion of equality

### **Principles and Objectives of LDN and MCNs:**

The generic objectives of the LDN and MCNs are to:

- focus on coordinating care pathways between providers to ensure consistent, equitable access to specialist resources and expertise within their clinical service area across the region;
- provide impartial clinical advice and expertise to both providers and commissioners in order to develop equitable, high standard services for patients and improve access and care outcomes.

### **Specifically, the LDN and MCNs should:**

- Ensure, through clinical collaboration, effective and efficient patient flows between providers to achieve a networked provision of services.
- Take a whole-system collaborative approach to ensure the delivery of a safe and effective service across the patient pathway, adding value for all its stakeholders.
- Support intelligence-led commissioning for improved pathways of care, through engaging a diverse range of organisational, clinical, patient, carer and public stakeholders.
- Ensure clinical guidance and service standards are consistent across all providers, to improve outcomes and enhance patient and family experience.
- Focus on clinical effectiveness through facilitation of comparative benchmarking, evaluation, audit and review of services, promoting adoption of best practice.

- Fulfil a key role in assuring providers and commissioners of all aspects of quality and best practice as well as supporting the coordination of provider resources to secure the best outcomes for patients across the designated geographic area.
- Support capacity planning and activity monitoring with collaborative system forecasting of need, demand and supply

**The role of the MCN is to:**

- Produce and deliver an annual work programme focussing on local need, improvement in outcomes, increasing the quality of services provided, and the identification and realisation of efficiencies;
- Agree upon, and adopt, evidence-based clinical and operational protocols which will be followed by all participating Providers;
- Develop recommendations for service change or increased investment, with supporting evidence, which should be considered by NHSE&I South West and system partners;
- Identify mid and long-term risks to service delivery and sustainability, and propose options for mitigating or resolving these risks;
- Lead implementation of national reviews and national service standards. In circumstances where full literal implementation is not possible due to the South West geography or other factors, develop mitigations or local models of delivery which achieve the aims of these national directions
- Develop and propose arrangements for closer collaboration between participating Providers in order to benefit the clinical service area at system level, including through innovative models such as shared staffing, pooled waitlists or virtual joint decision-making.
- Review business cases or investment proposals advanced by any participating provider to commissioners and agree a recommendation to NHSE&I South West as the commissioner.
- Develop proposals to generate savings where there is a net benefit for the system, regardless of which organisation benefits from these savings. This might be through one of several approaches:
  - Streamlining the activity that needs to be undertaken and charged for, for example through better case management and decision-making, or removing steps from the pathway;
  - Reducing the cost to the provider of delivering the activity even where this does not reduce the number of chargeable events, for example through workforce efficiencies, pathway improvements, and reduction of waste;
  - Increasing the capacity of the service to deliver within current resource, allowing an improvement in throughput for the same or marginally higher cost;
  - Proposing investments in the service area, even where these might increase costs to NHSE&I South West, but where the proposals would release greater costs or efficiencies to system partners responsible for other parts of the pathway, reducing overall NHS spend;
  - Proposing investments in adjacent service areas or elsewhere in the clinical pathway which might increase costs to other system partners but

where the proposal would release greater costs in clinical service area covered by the LDN, reducing overall NHS spend.

### **Quality and Service Improvement**

- To ensure that the Network activities support delivery of equitable, quality service provision for all patients.
- Maintain a comprehensive vision for the delivery of national imperatives and local solutions.
- To use Network, National and Regional benchmarking information to identify areas for improvement and develop strategies to address them as needed.
- To engage with clinicians, senior managers and commissioners to support service improvement using evidenced national quality products, Local and National audit programmes.
- Support the portfolio of programmes / projects in demonstrating value for money, tracking, managing and delivering the agreed and expected benefits.
- To engage and develop collaborations for quality improvement across whole health communities, for the realisation of equitable access and quality care in the achievement of better patient outcomes and ambitions for our patients and clinicians

### **Using insight and evidence for improvement**

- Use data and best practice evidence to shape policy and decision-making to ensure continuous improvement;
- Build quality impact and equality impact assessments into service improvement opportunities to ensure good oversight of progress as well as key interdependencies
- Ensure a robust risk management and mitigation governance process
- including and responding to;
  - GIRFT recommendations, narrative and supporting detailed data
  - The findings of any clinical audit, peer review and network related clinical or operational incidents
  - Detailed datasets which underpin submissions to national databases or registries
- Data will be used to support network activities, including:
  - Identifying opportunities for service improvement;
  - Identifying and understanding variation in practice, and developing proposals to address this;
  - Capacity and demand analysis;
  - Workforce planning;
  - Monitoring uptake of agreed network protocols and support targeted engagement intervention;
  - Identifying potential, quality, safety or resilience risks;
- Benchmarking and understanding the drivers of cost in the service area and developing proposals which improve efficiency, increase productivity and improve the value return on spend

## **Information Governance**

- To ensure compliance with all confidentiality and governance.
- To adhere to NHS England and Improvement and any other relevant professional codes of conduct at all times.

## **Commissioning Arrangements**

NHSE&I South West remains at all times the responsible commissioner for the clinical service area covered by the LDN and MCNs, ultimately, decisions regarding changes to these commissioned services will be made through NHSE&I South West's own internal governance processes.

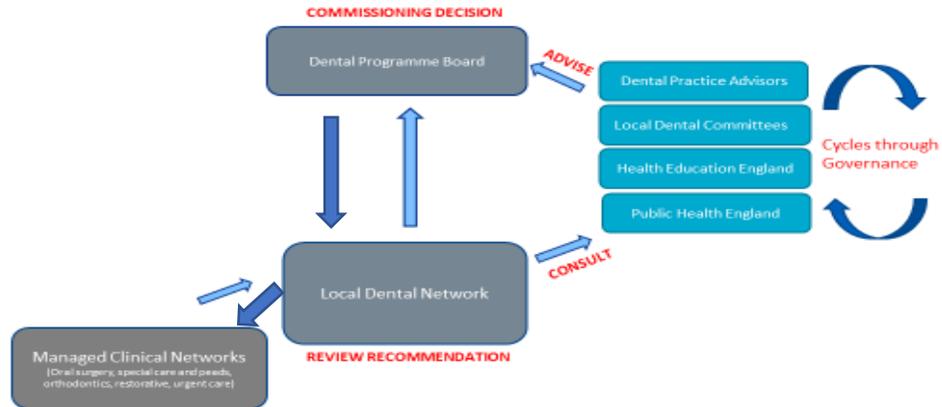
## **Key Working Relationships**

Key working relationships will be,

- Line Management: via the LDN Chair SW
- Programme Delivery Management: via the Head of Primary Care of NHS England NHS Improvement SW
- SW Dental Commissioning Team
- System Transformation Leads including those in SW Specialised Commissioning, NHS England NHS Improvement
- Clinicians from various professions from tertiary, secondary and primary care providers
- Patient and Family representatives
- NHS England NHS Improvement Quality Assurance and Nursing Leads
- Clinical Commissioning Groups (CCGs)
- Primary Care Networks and Primary Health Care Teams
- Public Health England (PHE)
- Health Education England (HEE)

## Commissioning decision making;

# Governance



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The post-holder will work to annual priorities with clear objectives as defined with and agreed by the Dental Reform Programme Board.



<b>Knowledge</b>	<ul style="list-style-type: none"> <li>• Knowledge and experience of working in formal clinical networks within the NHS</li> <li>• A good understanding of how to use data to improve quality &amp; productivity</li> <li>• Good understanding of health system dynamics and the reform programme</li> <li>• Understanding of the broader framework of the NHS alongside current policies in relation to health and social care</li> <li>• Understanding of social and political environment</li> <li>• Able to travel throughout the MCN region as required</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of service improvement tools and techniques</li> </ul>	A/I A/I A/I A/I A/I
<b>Skills and Abilities</b>	<ul style="list-style-type: none"> <li>• Excellent leadership skills and the ability to build and motivating teams</li> <li>• Ability to proactively manage and communicate with a wide group of stakeholders</li> <li>• Ability to develop effective and mutually supportive relationships with key partners across dental network</li> <li>• Able to navigate and negotiate the NHS and wider health, social care and political landscape</li> <li>• Able to assimilate complex and lengthy information and make decisions in an ambiguous and fast-moving environment</li> </ul>		A/I A/I A/I A/I A/I

	<ul style="list-style-type: none"> <li>• Able to develop effective and mutually supportive relationships with key partners within and without organisations</li> <li>• Strong intellectual, strategic and systematic thinking skills, with the ability to think creatively and laterally to achieve outcomes</li> <li>• The ability to plan and structure work, manage time effectively, lead and to chair meetings with an ability to prioritise and blend competing interests</li> <li>• Strategic thinker with proven leadership skills</li> <li>• Excellent oral and written communication skills with the ability to develop strong working relationships with clinicians and managers at all levels</li> <li>• Effective interpersonal, motivational and influencing skills</li> <li>• Ability to respond appropriately in unplanned and unforeseen circumstances</li> <li>• Good presentational skills (oral and written)</li> <li>• Pragmatic negotiator with sensible expectation of what can be achieved</li> <li>• Ability to design, develop, interpret and implement policies</li> <li>• Able to operate effectively across organisational boundaries</li> <li>• To cope with uncertainty and lead others through such</li> </ul>		<p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p>
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	<ul style="list-style-type: none"> <li>• Computer literate (evidence of knowledge and use of a variety of software packages eg MS Office)</li> </ul>		
<b>Values and behaviours</b>	<ul style="list-style-type: none"> <li>• Demonstrable commitment to and focus on quality, promotes high standards to consistently improve patient outcomes.</li> <li>• Works across boundaries, looks for collective success, listens, involves, respects and learns from the contribution of others</li> <li>• Ability to represent the best interests of a network</li> <li>• Ability to think strategically and support the network with transformational change where this is necessary in order to meet standards</li> <li>• Ability to work effectively within multi-disciplinary team</li> <li>• Enquiring, critical approach to work</li> <li>• Commitment to continuing education</li> <li>• Willing and able to meet travel requirements of post</li> <li>• Ability to put personal or provider specific views aside in order to represent the views of broader stakeholders</li> <li>• Demonstrably involves patient and the public in their work</li> <li>• Values diversity and difference, operates with integrity and openness</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of introducing innovation into practice</li> <li>• Evidence of successful collaborative working in region and across organisational boundaries</li> </ul>	<p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A</p> <p>A</p> <p>A</p>

	<ul style="list-style-type: none"> <li>• Uses evidence to make improvements, seeks out innovation</li> <li>• Actively develops themselves and others</li> <li>• Demonstrable commitment to partnership working with a range of external organisations</li> <li>• Able to prioritise work</li> <li>• Able to work well against a background of change and uncertainty</li> <li>• Adaptable to situations, can work productively with people of all capabilities and attitudes</li> <li>• Commitment to team-working and respect and consideration for the skills of others</li> <li>• Self-motivated, pro-active and innovative</li> <li>• High standards of professional probity</li> <li>• Proven and recognised interest in clinical service development</li> </ul>		<p>A</p> <p>A</p> <p>A</p> <p>A</p> <p>A</p>
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**A= Application form, I= Interview**  
PERSON SPECIFICATION

