

Role Description

Role Title: Clinical Chair

Responsible to: CCG Member Practices

Accountable to: CCG Member Practices and the public

Overall Purpose of Role

The Clinical Chair supports the Accountable Officer in discharging the responsibilities of the CCG.

The Clinical Chair leads the Governing Body, ensuring it remains continuously able to discharge its duties and responsibilities as set out in the Constitution.

The Clinical Chair shares responsibility with the other members of the Governing Body for ensuring that the CCG exercises its functions effectively, efficiently, economically, with good governance and in accordance with the terms of the CCG constitution as agreed by its members.

The focus of the Clinical Chair will be strategic and impartial, providing a view of the work of the CCG that is removed from the day-to-day running of the organisation.

The Clinical Chair is the individual recognised by the CCG as the leading clinician who represents the clinical voice of its members. They are also responsible for ensuring that public and patients' views are heard, their expectations understood and, where appropriate and as far as possible, met.

The Clinical Chair is the senior clinical voice of the CCG, and will take the clinical lead in interactions with stakeholders, including NHS England. They are also responsible for ensuring that the CCG builds and maintains effective relationships, particularly with the individuals involved in overview and scrutiny from the Local Authority.

The Clinical Chair also provides expert clinical leadership, advice and support to strategic programmes of work such as the West Yorkshire & Harrogate Health & Care Partnership.

The Clinical Chair will also work closely with the Accountable Officer as the CCG moves forward with the NHS intention to adopt a population health management approach to commissioning and develop integrated care systems that will require flexibility of staff and the CCG.

Specific Responsibilities as Clinical Chair:

Governance

As well as sharing responsibility with the other members for all aspects of the CCG governing body business, the Clinical Chair has specific responsibility for:

- leading the Governing Body, ensuring it remains continuously able to discharge its duties and responsibilities as set out in this Constitution;
- overseeing governance and building and developing the CCG Governing Body and its individual members;
- ensuring that the CCG has proper constitutional and governance arrangements in place and behaves with the utmost transparency and responsiveness at all times;
- ensuring that, through the appropriate support, information and evidence, the Governing Body is able to discharge its duties;
- supporting the Accountable Officer in discharging the responsibilities of the organisation;
- contributing to building a shared vision of the aims, values and culture of the organisation;
- leading and influencing to achieve clinical and organisational change to enable the CCG to deliver its commissioning responsibilities;
- ensuring that public and patients' views are heard and their expectations understood and, where appropriate as far as possible, met;
- ensuring that the CCG is able to account to its local patients, stakeholders and NHS England and builds and maintains effective relationship particularly with the individuals involved in overview and scrutiny from the Local Authority.

The Clinical Chair also provides expert clinical leadership, advice and support to strategic programmes of work such as the West Yorkshire & Harrogate Health & Care Partnership.

Clinical Leadership

The Clinical Chair is the individual recognised by the CCG as the leading clinician who represents the clinical voice of its members and has specific responsibility for:

- providing clinical leadership to all clinical members of the CCG working closely with member practices to ensure clinical engagement at locality and practice level;
- having specific leadership for the development of the quality agenda within the CCG;
- being clinically accountable for all clinical executive and clinical lead members of the CCG.

Clinical Commissioning

The Clinical Chair is responsible for ensuring that the CCG commissions the highest quality services with a view to securing the best possible outcomes for our patients within the resource allocation and maintain a consistent focus on quality, integration and innovation. This will include a particular focus on the development of new models of care in Leeds.

To achieve this the Clinical Chair:

- leads and influences clinical and organisational change to enable the CCG to deliver

- commissioning responsibilities;
- ensures the CCG is responsive to the views of local people and promotes self-care and shared decision-making in all aspects of its business;
- ensures that public and patients' views are heard and their expectations understood and, where appropriate, met;
- ensures that the organisation is able to account to its local patients, stakeholders and NHS England;
- supports the CCG to build and maintain effective relationships with partners, particularly from provider organisations and Leeds City Council;
- works with West Yorkshire CCGs to continue to develop a West Yorkshire wide approach with regard to specific commissioning areas;
- manages Governing Body non executive members and the Accountable Officer (i.e. appraisal, objective setting, standards of behaviour, etc.), actively supporting the Accountable Officer in discharging the responsibilities of the CCG;
- provides close personal support to and management of the Assistant Clinical Chair who jointly will develop succession planning of clinical leaders.

The Clinical Chair will bring to the Governing Body the following leadership qualities:

- creating the vision - effective leadership involves contributing to the creation of a compelling vision for the future and communicating this within and across organisations including community providers and the CCG's membership;
- working with others - effective leadership requires individuals to work with others in teams and networks to commission continually improving services;
- being close to patients - this is about truly engaging and involving patients and communities;
- intellectual capacity and application - able to think conceptually in order to plan flexibly for the longer term and being continually alert to finding ways to improve; demonstrating personal qualities - effective leadership requires individuals to draw upon their values, strengths and abilities to commission high standards of service; and
- leadership essence - can best be described as someone who demonstrates presence and engages people by the way they communicate, behave and interact with others.

Appendix A

Person Specification for the role of Clinical Chair

Core Understanding, Skills, Experience and Knowledge - Essential (E) / Desirable (D)

Qualifications & Training

- A practising senior clinician, with current registration with the relevant professional body (e.g. GMC), from a practice in Leeds. [E]
- A qualification in leadership skills at post graduate level or equivalent leadership experience. [E]

Eligibility

- To not be subject to any of the disqualification criteria for Governing Body members. [E]
- If a GP, the Chair must appear on the Leeds Performers List with no conditions. [E]

Experience

- At least five years working in general practice and four year's experience of working in a leadership role. [E]
- Previous experience of working in a collective decision making group such as a board or committee. [E]
- Experience of contributing to the development of strategic objectives. [E]
- Previous experience of developing vision and values in a group.[D]
- Experience of involving and engaging with a wide range of stakeholders.[D]
- Experience of assessing and confirming that appropriate systems of internal control and assurance are in place for all aspects of governance including financial and risk management. [E]
- Experience of giving an independent view on possible internal conflicts of interest. [D]
- Experience of chairing meetings.[E]
- Experience of involving and engaging with a wide range of stakeholders including GPs, health care professionals, patients and the public in commissioning.[D]
- Experience of securing or supporting improvements for patients or the wider public.[E]

Knowledge & Skills

- Understanding of government policy, national priorities and local issues in relation to health and social care with a detailed understanding of the CCG's strategy and knowledge of the health needs of the population of Leeds and the NHS Constitution. [E]

- Working knowledge of corporate governance as a key element of integrated governance.[E]
- An understanding of the principles of value for money and performance management. [E]
- An understanding of the role of audit in wider accountability frameworks. [D]
- An understanding of the resource allocations devolved to NHS bodies and a general knowledge of the accounting regime within which a CCG operates.[D]
- Commitment and desire to continue developing personal leadership skills.[E]
- Excellent communication and interpersonal skills including experience of delivering presentations to a wide range of stakeholders.[E]
- Ability to interpret complex issues balancing competing and often sensitive priorities as part of decision making. [E]
- Ability to plan, prioritise and manage workload and meet deadlines with minimum supervision.[E]
- Ability to analyse and interpret complex national and local policies. [E]
- The confidence to question information and explanations supplied by others, who may be experts in their field. [E]
- The ability to influence and persuade others articulating a balanced, not personal view, and to engage in constructive debate without being adversarial or losing respect and goodwill, taking an objective view, seeing issues from all perspectives and especially external and user perspectives. [E]
- Excellent listening and negotiating skills. [E]
- Ability to communicate in plain English in documents and at public meetings.[D]
- Ability to work on own initiative. [E]
- Ability to work under pressure and to tight deadlines. [E]
- Ability to build relationships with a diverse range of stakeholders. [E]

Personal Attributes

- Commitment to sustaining professional ambition and meeting patients' need. [E]
- Display the values of honesty and integrity, and respect confidentiality. [E]
- Commitment to ensuring that the organisation values diversity and promotes equality in all aspects of its business. [E]
- The motivation to improve the NHS and the confidence to take on challenges. [E]
- Capable of working flexibly, to include evening work on occasion. [E]

Appendix B

Member of Governing Body Responsibilities:

In addition to the responsibilities above the Clinical Chair as a member of the CCG's Governing Body shares responsibility as part of the team to ensure that the CCG exercises its functions effectively, efficiently, economically, with good governance and in accordance with the terms of the CCG's constitution as agreed by its members. Each individual is there to bring their unique perspective, informed by their expertise and experience. This will support decisions made by the Governing Body as a whole and will help ensure that as a Governing Body member and Clinical Lead:

- there is a culture that ensures the voice of the member practices is heard and the interests of patients and the community remain at the heart of discussions and decisions continues to develop;
- the Governing Body and the wider CCG act in the best interests with regard to the health of the local population at all times;
- the CCG commissions the highest quality services with a view to securing the best possible outcomes for their patients within their resource allocation and maintains a consistent focus on quality, integration and innovation;
- decisions are taken with regard to securing the best use of public money;
- the CCG, when exercising its functions, acts with a view to securing that health services are provided in a way which promotes the NHS Constitution, that it is there to improve our health and wellbeing, supporting us to keep mentally and physically well, to get better when we are ill and when we cannot fully recover, to stay as well as we can to the end of our lives;
- the CCG is responsive to the views of local people and promotes self-care and shared decision-making in all aspects of its business; and
- good governance remains central at all times.

As well as sharing responsibility with the other members for all aspects of the CCG Governing Body business, the individuals acting on behalf of member practices will bring the unique understanding of those member practices to the discussion and decision making of the Governing Body as their particular contribution.

Core Attributes and Competencies for member of Governing Body:

Each individual needs to:

- demonstrate commitment to continuously improving outcomes, tackling health inequalities and delivering the best value for money for the taxpayer;
- embrace effective governance, accountability and stewardship of public money and demonstrate an understanding of the principles of good scrutiny;
- demonstrate commitment to clinical commissioning, the CCG and to the wider interests of the health services;
- be committed to ensuring that the Governing Body remains "in tune" with the member practices;

- bring a sound understanding of, and a commitment to upholding, the NHS principles and values as set out in the NHS Constitution;
- demonstrate a commitment to upholding The Nolan Principles of Public Life along with an ability to reflect them in his/her leadership role and the culture of the CCG;
- be committed to upholding the Standards for members of NHS Boards and Governing Bodies in England, being committed to ensuring that the organisation values diversity and promotes quality and inclusivity in all aspects of its business;
- consider social care principles and promote health and social care integration where this is in the patients' best interest.