



**Improvement**

**Clinical Lead – Pathology**

**Getting It Right First Time  
Programme**

**Candidate Information  
Pack**

## Welcome from Professor Tim Briggs, National Director of Clinical Quality & Efficiency and Clinical Chair of the GIRFT Programme

The original Getting It Right First Time (GIRFT) pilot in elective orthopaedics marked an important landmark for the National Health Service (NHS) and the orthopaedic specialty. The GIRFT approach which is a clinically led, professionally supported, centrally funded peer to peer review process expanded to a further 11 specialties, with the publication of the second national report relating to General Surgery in August this year. We continue to expand the number of specialties within the GIRFT process and by 2019 we will encompass 34 clinical work-streams.

I, in my role as National Director of Clinical Quality and Efficiency, and Professor Tim Evans, in his role as National Director of Clinical Productivity, have met with all the Royal Colleges and professional associations and have gained their commitment to the GIRFT programme and all are enthusiastic about participating in this clinically-led improvement programme.

Furthermore, we continue to meet with all English Medical Directors to discuss the programme, and attendance at meetings is almost 100% from English trusts with a high level of buy-in from Trusts.

The role of the Clinical Lead is critical to the success of the GIRFT approach, and offers a unique opportunity to make a difference to your specialty at a national level and improve and enhance your own knowledge, skills and career.

This information pack provides some additional background which I hope you find helpful, however please do not hesitate to contact Ruth Tyrrell, National HR Lead - GIRFT with any questions or queries.

I look forward to hearing from you.



Professor Tim Briggs  
National Director of Clinical Quality & Efficiency and Clinical Chair of the GIRFT Programme

## Overview of the Getting It Right First Time Programme

GIRFT is a methodology that seeks to improve the quality of clinical outcomes, to reduce unwanted variation and complications and employs data sets for a range of surgical specialties, expanded to 34, to demonstrate that immediate quality improvements for patients can, in turn, provide cashable savings to the NHS.

The first 'Getting it right first time' (GIRFT) report, published by Professor Tim Briggs in 2012 suggested that changes could be made to improve pathways of care, patient experience, and outcomes - with significant cost savings, and now forms a key part of the roll-out of the recommendations in Lord Carter's report (February 2016) in operational performance and productivity in acute hospitals.



The second report on General Surgery was published in August 2017 and equally identified significant differences in the way general surgery services are delivered and in the outcomes they produce.

## GIRFT Beyond Orthopaedics – Next Steps

GIRFT is fundamentally an approach that is complementary to all the programmes that exist across the health service. However, it is also something new in that it is pulling together and comparing multiple data sources in a way that will help providers to understand the real issues relating to their quality or productivity in a national clinical and operational context. It is a complement to RightCare, support to commissioners, data source for the CQC, reassurance to patients and clinicians and of course the tax payer through

- Avoiding and preventing £1bn of wasted costs, unnecessary treatment and patient suffering every year.
- Establishment of regional architecture, with regional clinical directors to hold Trusts to account and drive implementation of the recommendations using the metrics.
- Procurement resources established regionally to drive transparency, evidence-based product rationalisation and better procurement – linked to Category Towers
- Inclusion and focus on Productivity, including job planning.
- Directly link best practice on Nursing and Allied Health Professionals.
- Deep dive visits with all Trusts rather than a sample within each specialty.
- Implementation of Lord Carter recommendations.

Since the Secretary of State for Health announced further support to the GIRFT programme on 8<sup>th</sup> November 2016, additional specialties have been added to the programme which now encompasses all of the following:

Orthopaedics	Spinal	Vascular	General Surgery
Urology	ENT	Oral and Maxillofacial	Cardiothoracic
Obstetrics and Gynaecology	Ophthalmology	Paediatric General Surgery	Neurosurgery
Emergency Medicine	Breast Surgery	Hospital Dentistry	Cardiology
Plastic Surgery and Burns	Diabetes	Endocrinology	Imaging and Radiology
Intensive and Critical Care	Gastroenterology	Geriatric Medicine	Respiratory
Dermatology	Neurology	Rheumatology	Renal
Pathology	Acute and General Medicine	Outpatients	Anaesthesia and PeriOperative Medicine
Mental Health	Stroke		

## CLINICAL LEAD ROLE DESCRIPTION

<b>JOB TITLE:</b>	Clinical Lead for Pathology
<b>RESPONSIBLE TO:</b>	Professor Tim Briggs, National Director for Clinical Quality and Efficiency and the Programme Board
<b>ACCOUNTABLE TO:</b>	Professor Tim Briggs, National Director for Clinical Quality and Efficiency
<b>LOCATION:</b>	Flexible
<b>REMUNERATION:</b>	Medical & Dental/part time
<b>TENURE/CONTRACT:</b>	Initially a 2 year secondment from current employer or 2 year temporary contract of employment Commitment of 88 days per year – NB a fixed days per week commitment would be unlikely to work.

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### Role Summary/Purpose

The Getting it Right First Time (GIRFT) Programme will help NHS trusts reduce unwarranted variation in clinical quality, productivity and efficiency across 34 clinical work-streams and associated clinical services, and enable £5bn of annual recurring efficiencies to be delivered by 2020-21.

The Clinical Lead will oversee the creation of a national review of all data using the proven GIRFT methodology relating to the delivery of Pathology across England. Providers will be benchmarked against one another and best practice, with each trust receiving a comprehensive review of their data and receiving support to tackle the challenges and findings behind the variation that the review highlights. The role involves close collaborative working with National Clinical Directors and Specialised Commissioning Clinical Reference Group Chairs within NHS England where they are in place and also with speciality leads where they exist within the Medical Directorate of NHS Improvement.

The Clinical Lead will specifically facilitate and lead the delivery of the following programme outputs for Pathology

- Individualised trust specialty reports/dashboards and deep dive peer to peer reviews;
- Visibility of current practices and costs of the clinical work-stream;
- Identification of individual providers performance against key themes through metrics and dashboards for each speciality, including regional and national trends – consolidated through model hospital;
- Identification of key themes and benchmarks for efficiency gains and clear recommendations for implementation;
- Contribute Specialist content for the production and dissemination of a public report outlining current status and recommendations;

- Ongoing visibility of progress and performance for each clinical pathway against key metrics for ease of identification of improvement and progress; and
- Improved medical device price transparency and use.

## Essential Requirements to undertake the role:

### Experience

- Currently practicing with Clinical Specialty (or has practised within the past 2 years);
- Skilled and effective clinical leader who is recognised as an expert by clinical colleagues and has the endorsement of their specialty society;
- Minimum 10 years practising as a fully qualified professional in the UK;
- Experience of delivering service improvement with own or other organisation;
- Proven experience to lead, motivate, inspire & support a multi-professional teams and be able to work effectively & sensitively within it;
- Experience of leading the management of change to services.

### Education / Qualifications

- Fully qualified in respective profession;
- Full registration with General Medical Council (without restrictions or warnings) and appropriate Specialist Register;
- Demonstrate the highest ethical and Professional standards;
- Evidence relevant research with recent peer reviewed publications;
- Management Qualification;
- Masters or PhD in a relevant discipline.

### Knowledge of

- Getting it Right First Time methodology;
- National and specialty view of best practice;
- Methods of developing quality assurance, quality improvement and evidence based clinical and/or public health practice;
- In depth understanding of epidemiology and statistics;
- Understanding of social and political environment including an awareness of the National policy issues for tertiary care development.

### Skills & aptitudes

- Negotiation and motivational skills;
- Ability to respond to changing agendas and priorities;
- Excellent written and verbal communication skills;
- Highly developed analytical skills including the ability to analyse and evaluate;
- Research evidence from a range of sources to make recommendations and inform decision making;
- High level of computer literacy.

### Travel and Availability

- Available to undertake regular travel throughout England.

## Other information

### Secondment Details

You and your current employer will be required to sign a secondment agreement which will formally set out the arrangements relating to your individual secondment with the GIRFT programme.

### **Conflict of Interest**

You are required to declare any involvement, either directly or indirectly, with any firm, company or organisation which has a contract with the NHS. Failure to do so may result in your application being rejected, or, if it is discovered after appointment that such information has been withheld, then this may lead to termination of your secondment and/or dismissal.

### **Confidentiality**

On appointment you may be given access to confidential information which must only be disclosed to parties entitled to receive it. Information obtained during the course of this role should not be used for any purpose other than that intended. Unauthorised disclosure of information may lead to termination of your secondment and/or dismissal.

### **Health and Safety**

All staff have a general accountability for ensuring, so far as is reasonably practicable, the health, safety and welfare of colleagues.

The following should also be noted:

- Each employee is required to take reasonable care for his or her own acts or omissions and the effect that these may have upon the safety of themselves or any other person.
- Every employee must use safety equipment or clothing in a proper manner and for the purpose intended.
- Any employee who intentionally or recklessly misuses anything supplied in the interests of health and safety will be subject to disciplinary procedures.
- Every employee must work in accordance with any health and safety procedures, instructions or training that has been given.
- No employee may undertake any task for which they have not been authorised and for which they are not adequately trained.
- Every employee is required to bring to the attention of a responsible person any perceived shortcoming in the Trust's safety arrangements or any defects in work equipment.
- All employees are under a duty to familiarise themselves with the Trust's Health and Safety Policies.

### **Human Rights**

You are required to comply with the regulations of the Human Rights Act 1998 during the course of your employment.

### **Employment Details**

The Royal National Orthopaedic Hospital NHS Trust (RNOH) is acting as host employer on behalf of the GIRFT Programme, and it is envisaged that appointments will be on a part time secondment basis over an initial two-year period, with an anticipated average commitment of 88 days per year.

Applicants should note that the role involves regular travel throughout England.

### Job Share

Although already a part time post, Job Share applications will also be considered.

### Further Information

For further information or confidential discussion please contact Ruth Tyrrell, National HR Lead – Getting It Right First Time Programme, on 01244 893223.

If you are not currently employed within the NHS then please contact Ruth Tyrrell directly to discuss your suitability.

### How to Apply

**Before applying, you should discuss this opportunity with your existing employer to obtain their support in principle for your application and seek the endorsement of your professional society.**

Please send applications for the role by email directly to Rita Patel, GIRFT Resourcing Officer: [rita.patel@rnoh.nhs.uk](mailto:rita.patel@rnoh.nhs.uk)

Your application must include

- A full curriculum vitae (no more than 4 pages) including
  - Contact details for two referees (who will not be contacted without your permission)
  - A contact email address and telephone number
- A covering letter indicating
  - Your area of interest;
  - How you meet the selection criteria and;
  - Articulating why you are interested in the role;
  - Confirmation that you have the support of your employer/professional society.
- A completed Equal Opportunities Monitoring Form (attached)
- A completed Declaration of Interests Form (attached)

**Closing date for applications:**

Friday 6 October 2017

**Interview date:**

Tuesday 31 October 2017 (central London)