

Resource Pack 20 - Cluster Lead Role (sample)

1. OVERALL AIM OF THE SERVICE

To provide Primary Care clinical leadership within the specified locality/Cluster for the strategic development and planning of services, improvement in the quality and safety of primary care services, integrated working and chronic disease management.

2. SERVICE OBJECTIVES

The aim of the service is to provide general practitioner leadership both at a corporate level and within the identified localities/Clusters in developing a new service model for Hywel Dda University Health Board, where emphasis is on providing safe services of a high quality as close to a patient's home as possible. This will be achieved through the development of primary care and community based services.

3. WHO WILL BE PROVIDED WITH THE SERVICE

The Service Provider will work with the GP practices within their locality/Cluster as well as the secondary care providers, local authority, other primary care providers, the third sector and senior managers both within the county of the specified locality/Cluster and at a corporate level in Hywel Dda University Health Board.

4. LOCATION/S OF SERVICE

The service will be provided in many settings where applicable

5. REQUIREMENTS TO DELIVER THE SERVICE

- The Service Provider will be a general practitioner with enthusiasm, commitment to primary and community service improvement and required clinical and leadership skills.
- Professionally and operationally accountable to the Associate Medical Director for Primary Care, Hywel Dda University Health Board.
- To work collaboratively with the Primary Care Cluster Development Manager, providing clinical input, mentoring and support for the management/PT4L work programme of the locality/Cluster.
- Act as Cluster Lead for the specific locality/Cluster to ensure that the Cluster develops and delivers a commissioning and improvement plan for the population of the specified locality/Cluster. This plan will be collectively agreed and be an integral part of the integrated networks/counties.
- To provide clinical leadership for the specified locality/Cluster to ensure that Primary Care services are strong, sustainable and of high quality and where there are risks to support the implementation of mitigation actions. This will include communicating with and visiting individual practices with the support of the corporate Primary Care Team.
- Act as Cluster lead in developing closer links and communication between the corporate University Health Board teams, secondary care providers, local authority and third sector with the GP Practices within the specified locality/Cluster. This communication link would act both ways with information, concerns and advice.

- To actively promote positive peer review between primary care providers, including non-GMS providers, to share best practice and reduce inappropriate variation utilising available information and dashboards. This will require supporting a culture of openness within the specified locality/Cluster.
- To act as GP link with specified work streams within the UHB. This will require information and views to be sought between the GP Lead network and with locality/Cluster stakeholders, it will also require some meetings to be attended and actions to be delivered. Intermittent reports will be required to the GP Leads meetings.
- To represent the locality/Cluster at appropriate decision making forums and meetings in order to represent the benefits and abilities of primary care and to facilitate the shift of resources.
- Ensure that the principles of governance, education, professional and service development underpin the work of the County GP Leads.
- The Service Provider will be expected to attend leadership and quality improvement training arranged by the University Health Board and Welsh Government with other senior managers and clinicians.

SERVICE AVAILABILITY

The Service Provider will be available to undertake this work for xxx sessions per month, for forty-six (46) weeks of the year. xxx sessions devoted to county, xxx sessions devoted to corporate. One session is equivalent to three and a half (3.5) hours.

[Role Redesign in the NHS in Wales](#)

Example 2

BETSI CADWALADR UNIVERSITY LOCAL HEALTH BOARD

JOB DESCRIPTION

JOB DETAILS

Job Title: Cluster Lead

Grade:

Salary Scale : Consultant Grade

Hours: up to 2 sessions (7.5 hours) per week (Job share considered)

Department: Area Team East

Base: To be agreed dependent on area

ORGANISATIONAL ARRANGEMENTS:

Accountable to: Area Medical Director

Responsible to: Head of Primary Care & Commissioning

KEY WORKING RELATIONSHIPS:

Area Director

LHB Clinical and other staff in the Cluster including Area Director of Clinical Services , Head of Community Services, Head of Pharmacy, Head of Therapies and all Cluster Support Staff

GPs, Practice Managers and Nurses in the cluster
Clinical and non-clinical staff outside the cluster, including clinical and non-clinical staff within BCUHB who are not area-based such as the Primary and Community Corporate Department, Primary Care Support Unit and Information Departments
Local Public Health Wales Team
Local Authority Staff leads in the cluster area and county
Local Authority Elected Members
Voluntary Sector
Stakeholder Engagement Groups as appropriate

JOB PURPOSE:

The postholder is responsible for leadership in the cluster, working closely with the Matron, social services senior managers, other local authority partners, third sector colleagues and stakeholders. The postholder is responsible for the leadership and development of the Cluster Team (previously known as Locality Leadership Team) including Local Authority lead staff and the third sector. The postholder will lead the planning, evaluation and delivery of local services according to population need and will promote the development of effective, efficient primary and community services for the cluster. This will focus on seeking better integrated care to promote independence and reduce reliance on hospital care.

The postholder will work closely with all the GP practices in the cluster, identifying areas of concern and discussing service change, as well as supporting the delivery of the relevant aspects of the GMS Contract, specifically the Locality Cluster Development Plan.

The post holder will be either a clinician or other healthcare professional but in any event, they will have knowledge of the local area and people working within it. They will lead the Cluster Team to identify and deliver opportunities for service change and improvement within the clusters and working across clusters as appropriate.

DUTIES AND RESPONSIBILITIES:

LEADERSHIP

Work with BCUHB senior clinicians, executive and senior managers, independent contractors, Local Authority, voluntary sector, Public Health Wales and other service providers in the cluster to develop effective care services, which best meet the needs of the local population.

Establish effective relationships with, and gain the support of GPs and all practice staff within the cluster to develop the service model including the delivery of service changes and support the delivery of the relevant elements of the GMS contract. This will focus on the on-going implementation and monitoring of the Cluster Plan in line with population need and strategic plans, informing the Health Board Operational Plan.

Promote a culture based on safe, effective clinical practice, encouraging initiative, high standards of performance and quality of care, which demonstrates sound clinical governance.

Support the development of effective clinical partnerships in the cluster and across boundaries.

Drive forward a culture of change, innovation and modernisation to underpin the development of the cluster and facilitate improvement in clinical services.

Support the development of local policies and procedures with adherence with organisational policies.

Represent the Cluster at Area meetings, public meetings, LA meetings, relevant BCUHB meetings. Provide papers, presentations and locality feedback on all relevant areas, recognising that some of these may be contentious and require strong change management skills.

Represent the Cluster within the LHB and other organisations' meetings as required, contributing to the strategic development of health services and other priorities in the locality.

Develop effective communication methods with practitioners and staff within the cluster regarding service aims and progress in achieving change.

Promote effective engagement with secondary care and community services to support the development and delivery of services in the cluster eg Mental Health, Children's Services, Therapies.

SERVICE DELIVERY AND PERFORMANCE

Lead the Cluster Team and liaise with corporate and area senior managers to ensure sound Cluster plans are agreed and delivered, supported by robust performance managements arrangements.

Support the Area Team in addressing specific priorities and issues in relation to individual practices, local services and the Cluster as a whole.

Chair Cluster meetings and monitor progress of Cluster plans in partnership with cluster support staff.

Support the Cluster Team members in the management of community services within the locality.

Ensure strategic area plans support the delivery of locality/cluster priorities.

Share learning and developments with counterparts across BCU to enable spread of good practice.

Seek opportunities to develop community based care in line with the Board's strategic direction for Primary and Community health services. Lead the cluster in developing these opportunities and delivering the necessary service changes.

PATIENT CARE PATHWAYS

Lead the evaluation of patient pathways and service provision within the cluster, identifying deficiencies and working with local staff to implement service improvement.

Develop proposals for the reconfiguration of health and social care services and the development of innovative community based services in the cluster, using agreed pathways of care between primary and secondary care to reduce dependence on acute hospitals.

Promote the development of out of hospital services challenging traditional service models and supporting service redesign.

RESOURCE MANAGEMENT

Lead the drive towards the reduction of harm, waste and variation in clinical service delivery, with a focus on prudent healthcare

Working with the other Cluster Leads review and demonstrate the effective use of resources within the cluster to deliver 'Value for Money', maximum benefit to patients and ensure services are safe and provided within the resources available.

Support the development of cluster budgets and lead the management of these resources.

Influence primary care clinicians in their use of resources e.g. prescribing and referrals, to promote high quality, evidence based, cost effective service delivery.

Work with colleagues to develop cost effective service models, which maximise the potential of community based services and deliver value for money.