



Clinical Director for Improvement Programmes

Role description and person specification

Reports to – RCP clinical vice president (CVP).

Operational relationships – executive director for Improvement, deputy director Care Quality Improvement Directorate.

Working hours – up to 2 days per week. This can be worked flexibly, and some work can be done remotely. The RCP is an inclusive organisation; job share applications welcomed.

Location – Applicants will need to be based within the UK and will be expected to work flexibly to meet the requirements of the role. Working will be an appropriate mix of remote and on site working, with RCP offices being in London and Liverpool, but also elsewhere as required by remit of post. International travel may on occasion required.

The purpose of your role

The RCP is continually looking to improve the ways that we support and engage with our members. We bring physicians together to collaborate, and the networks we do this through are an essential part of a successful future and the pursuit of our mission and vision.

In the Care Quality Improvement Directorate (CQID) our **mission** is to empower and lead clinicians (in both the UK and our global communities) to implement high impact improvement that delivers safe, effective, personalised and high-quality quality care for patients underpinned by continuous quality improvement. Our **vision** is to empower every physician and patient with the knowledge, skills, and experience to deliver high quality patient centred care, setting the standard for high quality care and patient safety. To achieve this:

- *We will mobilise our world class clinical quality improvement expertise by delivering ground-breaking healthcare improvement projects and world leading audit and accreditation programmes.*
- *We will deliver continuous quality improvement in healthcare by harnessing the collective power of our internationally renowned clinical experts working in partnership across multi-disciplinary teams with patients, carers and the wider healthcare system.*

- *We will lead this pioneering collaboration to deliver innovation, spread learning and accelerate improvement to achieve the best possible health and healthcare for everyone.*

The overarching purpose of this role is to provide clinical and strategic leadership to the design and delivery of Clinical Improvement Programmes as part of the improvement priority of the RCP strategy. You will work closely with the Clinical Director for Patient Safety and Clinical Standards. You will report to and agree priorities for delivery in role with the CVP. This role will have a key contribution to developing robust business strategies and plans for current and proposed future programmes of work to ensure that they are supportive of clinical teams, aligned to national improvement programmes and policy and improve patient care and outcomes. Working alongside the CVP and the RCP development team, the close working and relationship management of funders/sponsors is an important element of the role.

Working as part of the CQID senior management team, this post will specifically take a lead and responsibility for activities that support:

- **Clinical Leadership to Audit Improvement Programmes**
 - Oversight, continuous review and development of the RCP Clinical Audit Programmes (including the National Respiratory Audit Programme and the Falls, Fractures and Fragility Audit Programme).
 - Clinical leadership of the Audit Programmes including support and direction to the 2 senior clinical leads including appraisal performance review.
- **Clinical Leadership of ‘Medical Care driving change’** [RCP Medical Care | Resources for sustainable healthcare.](#)
 - Develop ‘Medical Care – driving change’ (MCDC) as the brand and **delivery** unit for an integrated improvement, innovation and implementation support offer to both our members and fellows but also the wider NHS.
 - Develop the RCP ‘improving’ strategic theme website ([Improving care | RCP London](#)) offer integrating MCDC and wider services and offers provided by CQID.
 - Developing a ‘Clinical Improvement & Innovation Network’ of members and fellows including the Chief Registrar alumni.
 - Developing improvement support propositions and thought leadership to clinical teams and organisations in the UK and through our global community.
 - Developing an eco-system of partnerships with the NHS and a broad range of other public/private/3rd sector organisations relevant to the improvement, patient safety and digital health agendas.
 - Working alongside the MCDC editorial team in developing the improvement portal and establishing relationships with key partners and funders.
 - Line management of clinical lead/Editor In-Chief of Medical; Care Driving change improvement portal.
- **Improvement support to development and leadership programmes, including Chief Registrar Programme** [Chief Registrar Programme | RCP London](#)
 - Supporting the clinical and educational leads for the Chief Registrar programme and other improvement development programmes as required to ensure appropriate and relevant development of contemporary improvement knowledge and skills
 - Creating connections between national improvement programmes and leaders with RCP improvement leadership programmes

- Seek opportunities and work with education colleagues around future improvement skills and leadership programmes
- **Strategy and Governance**
 - To contribute to the RCP's strategic objectives through clinical leadership of its improvement programmes in a manner that is consistent with its values.
 - To implement internal governance processes via the CQID Operational Board and RCP Improving Board to ensure programmes continue to be delivered to high-quality, to the satisfaction of all stakeholders and within allocated resources.
 - To advise and represent the College on matters relating to healthcare improvement reporting to and deputising for the CVP as needed.
 - To be proactive in seeking opportunities to enhance the impact of the RCP's improvement work, identifying partnership or collaborative working with external colleagues where appropriate.
 - To work collaboratively with RCP colleagues across directorates to maximise the impact of improvement and activities.
 - To chair improvement programme boards.
- **Leadership and Professional Advice**
 - To work with the CVP to ensure that development and delivery of programmes are aligned to strategy and achieving expected outcomes.
 - To work with College Officers and colleagues in the wider RCP to provide thought leadership and support for interpreting national policy relevant to improvement and innovation, translating into recommendations and action where relevant.
 - Identify opportunities for CQID to lead on healthcare innovation where it can improve the quality, safety, and effectiveness of healthcare.
 - To provide advice, leadership and support for RCP programmes to maximise partnership working with patients and carers in the CCQID and across the RCP. To work with the Executive Director for Improvement and CQID Deputy Director to provide oversight of tenders, external reports, improvement support plans and contracts as necessary.
 - To work in collaboration with senior managers to ensure existing work continues to be clinically relevant and supportive of NHS colleagues and services that are working to improve care for patients.
 - To provide support to senior managers in the directorate to address and resolve any issues of clinical performance or strategic and programme risk.
 - To support RCP fellows who represent RCP on external bodies related to clinical improvement and innovation
 - To provide direct support to clinical fellows supporting CQID activity, including appraisal, where required.
 - To work with senior managers in programme and project teams to address and resolve matters arising from CQID's work which impact on safety and quality.
- Developing partnerships with the NHS and a broad range of other organisations relevant to clinical improvement and innovation agendas. The review and development of RCP's existing improvement and innovation programmes making recommendations to the CVP and Executive Director for Improvement.
- Subject to robust business cases, the development of programmes providing skills in leading change and innovation with the physician and wider multi-disciplinary workforce.

How we will measure your success

Success in the role will be established through your ability to work as part of a team and the quality of relationships that you nurture with key stakeholders and within the RCP. We will measure this based on:

- Your support for the CVP, Executive Director for Improvement and CQID Deputy Director in delivering CQID's Operational Plan agreed annually and monitored via the Improving Board.
- Achievement of objectives (agreed with the CVP and Executive Director for Improvement) and as part of an annual appraisal process with the CVP.
- Your ability to work in a team alongside other directors in the directorate and to support teams across the directorate and the college where appropriate.
- Successful engagement of stakeholders, including those wishing to form strategic partnerships.
- Your support of programme clinical leads and managers.
- Your ability to work autonomously, use initiative and problem solve
- Feedback from the CQID team, external stakeholders and RCP colleagues as part of a 360-degree appraisal process.
- Your contribution to and support of the RCP values.

Your experience includes

Essential

- **Qualifications**
 - Consultant level doctor or equivalent.
 - Being an experienced consultant physician or Specialist doctor who is a fellow of the RCP, in good standing with your employer, GMC and RCP.
 - Evidence of continued professional development relevant to this post.
- **Experience and skills**
 - NHS leadership experience with a good understanding of NHS, healthcare management structures and systems with experience of holding a management role within a large provider.
 - Credibility and recognition as a leader in healthcare improvement.
 - Significant experience of leading local, regional or national healthcare improvement, innovation.
 - Experience of working with national and international improvement organisations.
 - Experience of partnership working across healthcare sectors and professions including successful initiation and facilitation and maintenance of multi-professional strategic partnership working, including patient / public involvement.
 - Experience of managing underperforming teams and / or individuals, and risk mitigation.
 - Experience of obtaining funding through bid, proposal or tender writing, developing business development plans along with oversight of budgets.
 - Experience of acting as a project sponsor including oversight of project planning, delivery and evaluation within a robust governance framework.
 - Ability to work effectively as part of a team; coaching and encouraging contributions from

members, reviewing and supporting their performance to promote improvement and ensure outcomes are met.

- Effective verbal and written communication skills: strong verbal reasoning and the ability to clearly articulate complex messages; experience of writing and editing reports, academic papers and materials for lay and non-clinical audiences.
- Experience of managing senior clinicians and multi-disciplinary teams, encouraging contributions from others, reviewing and supporting the performance of teams to promote development and ensure outcomes are met.
- Experience of drafting reports to publishable standards.
- Able to interpret national policy directives and to translate these into implementation plans.
- A demonstrable ability to provide leadership and create consensus, with experience in a senior leadership role.
- A demonstrable ability to work collaboratively across specialties and institutions.
- The ability to delegate effectively, ensuring appropriate skills and experience are deployed from a team to deliver strategic objectives.
- An ability to professionally chair meetings and committees, appraise direct reports and work collaboratively in a multidisciplinary environment.
- Knowledge and understanding of quality improvement, assurance methods and standard setting.

Desirable

- Management or leadership qualification.
- Recognised training and preferably a qualification in improvement science and/or healthcare improvement.
- An understanding of the information governance and ethical requirements relating to the collection and use of data, and the legal and professional responsibilities of those leading such work.
- Experience and understanding of business development and of identifying and successfully delivering business opportunities.
- An existing network of international and UK contacts with physicians and others in leadership positions in the medical profession / healthcare industry.

Board and committee membership

- Council (attending, non-voting member, subject to governance review currently underway).
- Medical Specialties Board.
- GIRFT / NHSE stakeholder Meetings.
- Improving Board (Deputy Chair).
- Research committee and global committee.
- NRAP Board (chair).
- FFFAP Board (chair).
- Attendance and representation of the RCP at the National Audit of Dementia Board.

Tenure of post

2-year initial term. With review point at 12 months. Can be extended following formal annual review with the CVP on mutual agreement of the post holder and the RCP to a maximum of 4 years.

Appraised by

RCP clinical vice president.

Financial aspects

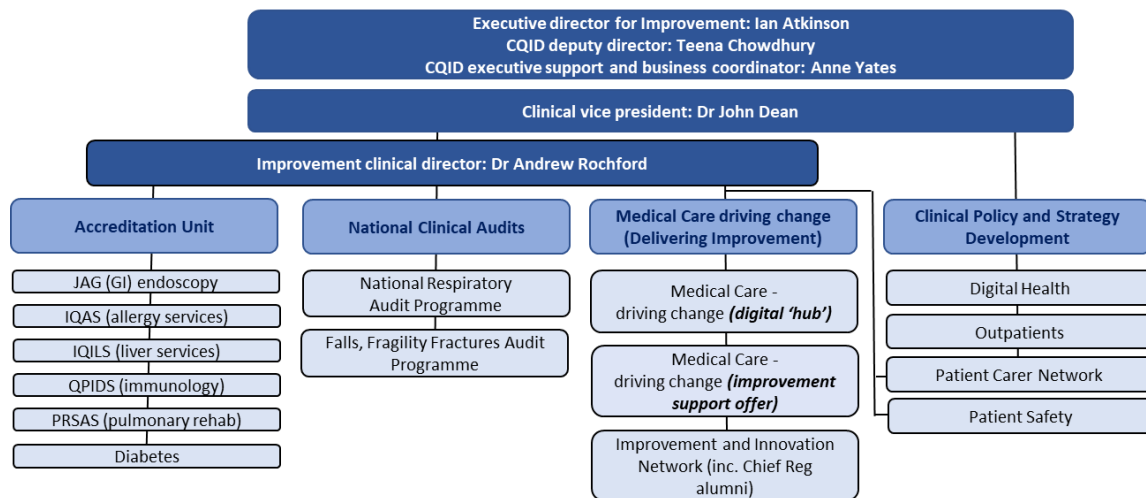
Candidates for this role should be aware that it is the duty of a candidate to obtain advance agreement from his/her employing authority that they will be given adequate time to perform the duties of this role. This is in line with the 'Appropriate release of medical colleagues for the purposes for carrying out work for the wider health system' NHSE guidance May 2022 ([B1659-letter-appropriate-release-of-medical-colleagues-may-2022.pdf](#))

The RCP appreciates the cost pressures on NHS employers and is therefore, able to offer a 'Clinical Release Supplement' to the employer towards the cost of backfill of up to £12,000 per annum. This offer is subject to satisfactory annual appraisal and to your approval of a job plan that provides adequate time to allow you to perform your RCP duties. Appointees can claim reimbursement of eligible expenses incurred in carrying out their roles, in line with RCP policy.

Directorate support

The RCP is comprised of five directorates. This role is based within the Care Quality Improvement Directorate (CQID) reporting to the CVP but will also work with teams across the RCP and external NHS healthcare improvement leads to provide improvement support to any new or existing opportunities for programmes of work that support RCP members and their teams at all stages of their careers.

CQID delivers ambitious programmes of work that primarily aim to improve care for patients, but also make significant contributions to developing physicians throughout their careers and shaping the future of health and healthcare. The CQID teams are led by the Executive Director for Improvement and CQID Deputy Director (who are RCP staff) working in partnership with the Clinical Vice President and Improvement Clinical Director (who are RCP officers). The current structure (prior to this appointment) is set out in the graphic below.




We currently deliver this agenda through the following operational and clinical leadership capacity:

Role	Time Commitment
Clinical Vice-President (John Dean)	x3 days per week
Executive Director for Improvement (Ian Atkinson)	Full-time
Improvement Clinical Director (Andrew Rochford)	x2 days per week
Deputy Director, CQID (Teena Chowdhury)	Full-time

The improvement Clinical Director post is being replaced by this post and the Clinical Director for Patient Safety and Clinical standards. Therefore, adding capacity for the Directorate and RCP work in this area.

Clinical Director for Patient Safety and Clinical Standards	Clinical Director for Improvement Programmes
<ul style="list-style-type: none"> To lead on the delivery of the RCP Patient Safety Strategy 	<ul style="list-style-type: none"> Audit Programme Clinical Leadership
<ul style="list-style-type: none"> Accreditation Unit Clinical Leadership 	<ul style="list-style-type: none"> Medical Care – driving change (Improvement Support and Implementation Offer)
<ul style="list-style-type: none"> Excellence in Patient Care Awards 	<ul style="list-style-type: none"> Improvement support to development and leadership programmes, including Chief Registrar Programme

Senior programme managers, clinical leads and project teams are in place to support all the key programmes of work. CQID teams are based in both London and Liverpool. The CQID utilises a variety of methods and approaches to help drive improvement and change in the delivery of healthcare and clinical



practice in collaboration with medical specialties, national clinical improvement programmes and key external stakeholders. Work is patient-focused, clinically led and delivered by multi-disciplinary teams. It is well-supported by communications and policy expertise, and other corporate functions. Work is funded via contracts and awards from organisations and charities, and through partnerships with external funders including NHSE and industry.

Application and deadline

Application is via a short CV (max four pages) and cover letter should be submitted care of the Executive Director for Improvement (ian.atkinson@rcp.ac.uk). The cover letter should clearly set out how you fulfil the requirements of this post as outlined in this document. The deadline for applications is at midnight on **5th March**, with virtual interviews taking place on **Friday 14th March**.

If you wish to discuss the role, please contact The Executive Director for Improvement, Ian Atkinson, (ian.atkinson@rcp.ac.uk). The CVP and other officers are also available to discuss the role, this can be arranged through the CQID team.

The Royal College of Physicians (RCP) believes that equality of opportunity is fundamental in whatever way individuals become involved with the RCP, whether as physicians, physicians-in-training or staff. It welcomes and actively seeks to recruit people to its activities regardless of race, religion, ethnic origin, disability, age, gender and sexual orientation. The RCP aims to reflect the diversity of its members in all its committee, senior roles and staff.

Our values

We are committed to **taking care, learning, and being collaborative**. These values drive the way we behave, how we interact with each other, and how we work together to achieve our vision and improve patient care.


We value taking care

This means we behave respectfully towards people, whatever their role, position, gender or background. It means we act as representatives of the RCP and take decisions in the interests of the organisation as a whole.

We value learning

This means we continuously improve through active learning and honest reflection, so that we grow personally and as an organisation, while striving for excellence. We support learning and development opportunities.

We value being collaborative



This means we work together towards the RCP's vision in a collaborative and professional way, understanding that individuals bring different strengths and approaches to our work. We value diversity and each other's contributions.

As a volunteer you are expected to comply with all RCP data protection and security policies and procedures.

Reviewed – Jan 2025

Next review – To be reviewed annually as part of annual appraisal.