

Job description

Population Health Management – Clinical Lead



...we are caring and compassionate

...we deliver quality and value

...we work in partnership



Name:
Job title: Population Health Management Clinical Lead
Team: Health and Care Partnership
Business unit:
Reports to:
Accountable to: Director of HCP Delivery
Band: 7
Location:
Last updated: 02/08/2022

Job purpose

Population Health Management is a partnership approach across the NHS, other public sector services including the voluntary sector and the public, all of which have a role to play in addressing the interdependent issues that affect people's health and wellbeing. It is an approach that aims to improve physical and mental health outcomes, promote wellbeing and reduce health inequalities across an entire population by working together as a system.

Population health management provides the ability to understand variation through benchmarking both measurable quantitative and the softer qualitative data and comparisons to improve clinical outcomes. It will help identify people who are currently well, but at risk of developing long-term conditions. This targeted approach will work at two levels:

- individual (known individual risk factors)
- population (known risks in certain populations and communities).

This approach will help to prevent or delay the onset of long-term conditions, their functional consequences and the progression of frailty. Population health management will therefore enable more people to benefit from early identification and treatment, personalised care planning, self-management support, medicine management and secondary prevention services. The care model that population health management enables will support improvements in people's knowledge, skills and confidence to self-manage that will stop, or delay, progression of frailty and functional impairment or disability.

Through the Population Health Management programme we will build shared purpose through meaningful enactment with voluntary services, communities, residents and patients to build strong resilient communities that are empowered to deliver positive impacts on health and wellbeing. The post holder will be an individual who has the initiative to identify ways to share ideas, data and resident experience in order that we can build communities that will support our residents, and that as a system we can work collaboratively to address the root causes of inequalities that present themselves.

Cardiovascular Disease (CVD) causes a quarter of all deaths in the UK and is a major driver of health inequalities, accounting for a quarter of the life expectancy gap between deprived and affluent communities. The PHM team have been pro-actively working with GP practices to implement systems reduce referrals and admissions to the trust for secondary intervention and mitigate risk. Long Term Conditions (LTC) including Diabetes, high blood pressure and high cholesterol are leading risk factors that drive mortality and morbidity from CVD. Around 30% of people with hypertension are unaware of their condition, and pre-pandemic Quality and Outcomes Framework (QOF) data showed that around 1/3 of people with diagnosed hypertension are not treated to target. Most recent QOF data (2020-21) shows that optimisation rates have deteriorated substantially during the pandemic as patients' access to healthcare has been disrupted.

In order to mitigate the risk of high-risk patients needing secondary care intervention, the PHM team would like to add additional support from a clinician or Prescribing Pharmacist who would be able to support GP practices by reviewing high risk patients.

The post holder will:

- Proactively identify, diagnose, and manage treatment plans for patients at risk of developing a long-term condition as identified through agreed risk stratification mechanisms (as appropriate).
 - Prescribe and review medication for therapeutic effectiveness, appropriate to patient needs and in accordance with evidence-based practice and national and practice protocols and formularies.
 - Work with patients and their carers to support compliance with and adherence to prescribed treatments.
 - Provide information and advice on prescribed or over-the-counter medication on medication regimens, side-effects and interactions.
 - Support patients to adopt health promotion strategies that promote healthy lifestyles and apply principles of self-care.
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- Identify opportunities, and support GP practices and the local Health and Care Partnership (HCP) to reduce clinical variation and develop a culture of on-going improved care for patients with a focus on population health management.
 - Work under the direction of the Clinical Variation Programme Manager and as part of the Integrated Care Partnership Team.
 - Provide the data links to support the wider population health management work and as such is the critical link between Medway and Swale, individual practices, the Local Care Teams, local authority and the wider system.
 - The post holder will establish trust and interface regularly with all system partners in order to facilitate the evidence to enable the wider team to communicate and champion the vision for change and improvement through activities such as sharing best practice and assisting practices and local care teams to identify potential for improvement. In this position the population health management lead will broker and engage resources as needed, to ensure the success of the improvement project. Working in collaboration with the wider H&CP system, identify improvement opportunities by mapping population health data and other intelligence, observing and delineating practice operations, define and align program improvement goals with practice's improvement priorities, assess needs, and gather baseline data to produce timely and valuable results.
 - The post holder will aid practices in customizing systems and processes to fit their own situation and incorporating the changes into their day-to-day routines for increased likelihood of sustainability.
 - Maintain standards the clinical lead will provide ongoing support to practitioners in collecting, interpreting, and communicating data, and developing action plans accordingly.
 - The post holder will support practices with the ongoing implementation of specific programmes of work as required ensuring equity across the Medway and Swale health economy.

Organisational chart

Can be requested.

1. Communication and relationship skills

- To provide and receive highly complex, sensitive or contentious information where there may be significant barriers to acceptance which needs to be overcome by using a high level of interpersonal and communication skills.
- Relationships will be critical to the success of the post. The post holder will pro-actively develop strong working relationships with GPs, Public Health and wider system colleagues to ensure that the objectives of the H&CP population health management programme are met.
- There will be a responsibility to support partnership working with a wide range of stakeholders to promote integrated whole system delivery of safe, effective and personalised care and continuously seek to reduce clinical variation and improve quality outcomes for the Medway and Swale populations.
- Ability to present highly complex, sensitive and/or contentious information in relation to population health management to a variety of audiences in terms of size and level.
- To be able to appropriately deliver the key messages and deal with any contentious, hostile and difficult conversations across a wide breadth of communications.

2. Knowledge, training and experience

- Hold a Degree in a health/Management related subject or hold a professional qualification in data analysis or be able to evidence experience of health service management including change management, or be able to demonstrate relevant equivalent experience.
- Experience of working in a primary care setting.
- Knowledge and understanding of the primary care computer information systems is desirable
- Experience of leading, co-ordinating and managing practice improvement projects, including the on-going monitoring and evaluating of any changes, using evidence-based project management approach.
- Good organisational skills and experience or knowledge of service improvement methodology, diagnostic tools and delivering on improvement plans.
- Experience in leading the development of performance monitoring/data collection systems and embedding the usage throughout organisations, including acute and community settings.
- Experience of analysing and interpreting data sets.
- Experience of producing written briefings and reports including text and graphics and having formatted them to a high standard.
- Highly developed interpersonal skills with ability to relate effectively with staff at all levels.
- Evidence of continuing professional development.

3. Analytical and judgement skills

- Lead work under the guidance of the Director of HCP Delivery to establish timely and robust data collection and sharing processes for information required to support the delivery of the population health management programme and reduce unwarranted clinical variation.
- Ability to undertake detailed analysis of complex and wide-ranging data sets.
- To be able to make judgements through comprehensive interpretation and present detailed verbal and written interpretation of data, with recommendations of actions required to a wide variety of audiences.
- Ability to act with discretion and understand the need for confidentiality.

- Understanding complex data or information and using judgement skills to formulate solutions, recommending/deciding on the best course of action/treatment.

4. Planning and organisational skills

- Required to plan and organise a broad range of complex activities, some of which are on-going, and which require the formulation and adjustment of plans or strategies i.e. coordinate and manage complex clinical variation reduction plans in collaboration with GPs, practice staff and wider system colleagues positively impacting on quality outcomes for patients.
- Ensure robust governance arrangements are in place for the planning, presentation and progression of the key operational, performance, quality and risk objectives in line with the HCPs operating plan and strategic developments.
- As part of the wider HCP team contribute towards the development of the on-going quality agenda.
- Be responsible for the planning, organisation and prioritisation of own workload without direct supervision and meet required deadlines for completion.
- Areas of the role where planning and organisational skills are required, this may be planning clinical or non-clinical activities meetings, diary management, conferences, strategic planning etc.
- This should include short- and long-term planning responsibilities and the specific involvement of the post holder.

5. Physical skills

- Advanced keyboard skills for producing presentations, reports, spreadsheets and correspondence using Microsoft Office Suite IT packages and applications.
- Driving between practices and base.

6. Responsibility for patient / client care

- Provides specialised advice to general practice, primary care teams and local care teams to reduce clinical variation and improve care for patients.
- Respect the confidence of patients, clients and their carer's and abide by the Code of Conduct and Caldecott requirements for confidentiality at all times.
- Complying with the Data Protection Act in all respects, with particular relevance to the protection and use of patient information.
- Maintain HCP and patient records (both paper and electronic) in accordance with approved policies to facilitate clinical care and effective administration.

7. Responsibility for policy and service development implementation

- Contribute and support the development of business cases and action plans for service development in line with national policy and local direction.
- Responsible for identifying local and national good practice in delivery of safe and effective services, ensuring information and learning is disseminated effectively and proposals made for local planning.
- To utilise redesign tools to enable continuous quality improvement.

- Responsible for ensuring effective communication and implementation of policies and/or service development relating to reduction of clinical variation and improved quality and safety.
- Complying with HCP policies to ensure there is a safe and secure environment that protects patients, staff and visitors and their property, and the physical assets and the information of the organisation.
- Support the co-ordination and collation of information to respond to Freedom of Information requests in line with expected deadlines as set out in the relevant policies and procedures.

8. Responsibilities for financial and physical resources

- This post does not hold any responsibility in relation to financial budgets.
- The post holder must observe a personal duty of care in relation to equipment and resources used in the course of work.

9. Responsibilities for human resources (HR)

- May be required to demonstrate own activities or workplace routines to new or less experienced employees within own work area.
- Work closely with all members of the wider HCP team to support the delivery of corporate objectives.

10. Responsibilities for information resources

- Responsible for the design and development of population health dashboards to meet specifications used to monitor a range of metrics.
- Regular requirement to use Microsoft Word, PowerPoint and Outlook to create letters, reports and presentations in relation to all aspects of the clinical variation reduction agenda of work.
- Requirement to use Excel to create statistical reports requiring formulae.
- Regular requirement to disseminate information in electronic format to large groups of people.
- Responsible for maintaining electronic filing systems in line with HCP requirements.

11. Responsibilities for research and development (R&D)

- Regular responsibilities for research and audit work that will help contribute to the improvement of quality, safety and patient experience in population health management
- The post holder will support for the production of options papers and business cases considering the best clinical evidence and having reviewed relevant audit data.
- Responsible for implementing and coordinating R&D programmes or activity is a requirement of this role.

12. Freedom to act

- Expected results are defined but the post holder decides how best they are achieved.
- Guided by principles and broad occupational policies and/or regulations.
- Interpretation of national guidance, contracts and policy for the HCP.
- To attend meetings on behalf of Senior Managers, as delegated.
- The ability to plan and organise own workload without direct supervision, with strategic direction from the HCP leadership board.

13. Physical effort (refer to effort factor questionnaire)

- Daily use of keyboard
- Requirement to carry laptop computer and/or projection equipment to meetings for presentation purposes on regular basis.

14. Mental effort (refer to effort factor questionnaire)

- Frequent periods of concentration where the work pattern is predictable but subject to change
- Will be expected to arrange and manage meetings where requested.

15. Emotional effort (refer to effort factor questionnaire)

- Occasional exposure to distressing or emotional circumstances i.e. imparting unwelcome news

16. Working conditions (refer to effort factor questionnaire)

- Office and or Home-based role.
- Regular practice visits within the Medway and Swale locality
- Frequent driving / use of public transport for local practice visits/meetings.
- Occasional driving / use of public transport for regional meetings.
- The organisation is in a period of rapid change which may lead to modification of structures and job descriptions. The post holder will be expected to co-operate with changes subject to consultation, at any time throughout the duration of your contract.

Physical effort

This factor measures the physical effort (sustained effort at a similar level or sudden explosive effort) required for the job. It takes account of any circumstances that may affect the degree of effort required, such as working in an awkward position or confined space. Please tick the appropriate box in the table below.

Job requirements	Yes / no	Average number of shifts per week	Average number of times per shift	Average duration of each occurrence	Average weight lifted
Standing / walking for substantial periods of time?	N				
Standing / sitting with limited scope for movement for long periods?	N				
Making repetitive movements?	N				
Inputting at a keyboard?	Y				
Kneeling, crouching, twisting, bending or stretching?	N				
Climbing or crawling?	N				
Working in physically cramped conditions?	N				
Working at heights?	N				
Pushing / pulling trolleys or similar?	N				
Running?	N				
Cleaning / pot washing?	N				
Lifting weights / equipment with mechanical aids?	N				
Lifting weights / equipment without mechanical aids?	N				
Manual digging?	N				
Other? (please specify)					

Mental effort

This factor measures the mental effort (concentration, responding to unpredictable work patterns, interruptions and the need to meet deadlines) required for the job. Please tick the appropriate box in the table below and describe the level of alertness / concentration required when undertaking certain activities. Please note that the periods of time in the table refer to continuous periods of concentration.

Job requirement	Average duration	How often per day / shift?	Are there interruptions?	If yes, do they require you to change what you are doing?
Check documents	Y			
Carry out calculations	N			
Analyse statistics	Y			
Operate equipment / machinery	N			
Drive a vehicle	N			
Carry out screening tests / microscope work	N			
Carry out clinical / therapeutic / social care / diagnoses / assessments	Y			
Attend meetings (please describe role)	Y			
Prepare detailed reports	Y			
Carry out formal student / trainee assessments	N			
Undergo cross examination in court	N			
Carry out clinical, therapeutic or social care interventions / treatment	Y			
Carry out non-clinical fault finding	N			
Other (please specify)				

Is the pattern of this work predictable in nature? Yes?

If no, please describe below, including examples of activities / responsibilities that make it unpredictable.

Emotional effort

This factor measures the emotional effort required to undertake clinical or non-clinical duties that are generally considered to be distressing and/or emotionally demanding. Please complete the table below, indicating whether you carry out the activities listed as examples.

Examples	Number of occasions per week / month / year
Giving unwelcome news to patients / clients / carers / staff	N
Processing, eg typing / transmitting, news of highly distressing events	N
Providing a service for distressed / angry patients / clients	N
Dealing with difficult situations / circumstances	Possible
Designated to provide emotional support to front line staff	N
Providing a care or therapy service to emotionally demanding patients / clients	Possible
Caring for the terminally ill	N
Communicating life changing events to patients / clients	N
Dealing with people with challenging behaviour	N
Arriving at the scene of a serious incident	N
Other (please specify)	

Working conditions

This factor measures the demands arising from inevitably adverse environmental conditions (such as extreme heat / cold, smells, noise, fumes) and hazards, which are unavoidable (even with the strictest health and safety controls), such as road traffic accidents, spills of harmful chemicals, aggressive behaviour of patients, clients, relatives, carers).

Please describe where you work and state percentage of time in each area below:

Please complete the table below concerning the conditions in which you are required to work or illness /injury to which you are exposed.

Are you require to work in, directly with or exposed to:	Yes / no	Frequency per week / month / year
Driving / being driven in normal situations (excluding driving to work)?	Y	
Driving / being driven in emergency situations?	N	
Inclement weather?	N	
Use of VDU more or less continuously?	N	
Excessive temperatures?	N	
Unpleasant smells / odours?	N	
Excessive noise and / or vibration?	N	
Dust / dirt?	N	
Humidity?	N	
Exposure to dangerous chemicals / substances in containers?	N	
Exposure to aggressive verbal behaviour where there is no or little support?	N	
Unpleasant substances / non-household waste?	N	
Noxious fumes?	N	
Infectious material / foul linen?	N	
Fleas or lice?	N	
Body fluids, faeces, vomit?	N	
Exposure to dangerous chemicals / substances not in containers?	N	
Other (please specify)		

Corporate accountabilities

Equality and diversity

The post holder will comply with all policies and procedures designed to ensure equality and diversity of employment and services across the organisation.

Standards of professional and business conduct

The postholder will be required to comply with the organisation's standing orders and standing financial Instructions, and at all times deal honestly with the organisation, with colleagues and all those who have dealings with the organisation, including patients, relatives and suppliers. The postholder will also be required to comply with the Code of Conduct for NHS Managers and / or the relevant professional codes of conduct.

NHS values

All staff must be committed to abiding by the NHS values and our organisational values; open and truthful in all their dealings with patients and the public, being caring and compassionate, working in partnership and delivering quality and value. Organisational and personal interests must never be allowed to outweigh these.

Control of infection

All staff whether clinical or non-clinical are required to comply with the Health and Social Care Act 2008. Code of Practice for the prevention and control of infections and related guidance. Therefore the postholder is expected to keep patients, visitors, themselves and other staff safe by continuously reducing the risk of healthcare associated infections.

Risk management and health and safety

The postholder will ensure compliance with the organisation's risk management policies and procedures. These describe the organisation's commitment to risk management, the recognition that our aim is to protect patients, staff and visitors from harm, and stress that all staff have a responsibility to minimise risk. The postholder will be required to observe local health and safety arrangements and take reasonable care of him / herself and persons that may be affected by his / her work.

Governance standards

Comply with the relevant governance standards applicable to the organisation as communicated to the postholder from time to time

Confidentiality

To respect the confidence of patients, clients and their carers relating to their condition, their family and their financial and other circumstances and not to disclose any such information to others who are not authorised to have it, either within or outside the organisation. To abide by the organisation's code of conduct and Caldicott requirements in confidentiality at all times.

Records management

To maintain organisation and patient records (both paper and electronic) in accordance with organisation policies to facilitate clinical care and effective administration.

Freedom of Information

To provide advice and assistance to all persons who propose to make, or have made requests for information, and to ensure all requests for information are managed appropriately in accordance with organisation Freedom of Information procedures.

Data protection

To comply with organisation's policies and the Data Protection Act in all respects, with particular relevance to the protection and use of personal and patient information.

Security

To comply with organisation policies to ensure there is a safe and secure environment that protects patients, staff and visitors and their property, and the physical assets and the information of the organisation.

Safeguarding and protecting children and vulnerable adults

All staff must be familiar with and adhere to Medway Community Healthcare Safeguarding Policies, procedures and guidelines for both children and vulnerable adults. This must be in conjunction with the Kent and Medway Safeguarding Children Procedures and Kent and Medway Safeguarding Vulnerable Adults Multi-Agency Policy, protocols and guidelines. All staff are required to attend mandatory safeguarding children and vulnerable adults training and updating relevant to their position and role.

Person specification

Criteria	Essential	Desirable
Qualifications	Registered nurse or Allied Health Professional and/or Bachelor Degree in Health / Management related subject or Hold a professional qualification in data analysis and / or be able to demonstrate relevant experience and; Evidence of continuing professional development.	Project management qualification Coaching qualification
Experience	<p>Experience of working within the NHS.</p> <p>Advanced clinical assessment.</p> <p>Advanced diagnostic skills.</p> <p>Management of patients with long-term conditions and complex needs.</p> <p>Accountability and understanding of own role</p> <p>Local and national health policy.</p> <p>Clinical governance issues in primary care.</p> <p>Clinical leadership skills.</p> <p>Communication skills, both written and verbal.</p> <p>Capable of working autonomously and ability to build strong working relationships</p> <p>Experience of collecting, analysing and interpreting complex data sets.</p> <p>Experience of leading, co-ordinating or supporting a change management or practice improvement projects.</p> <p>Experience of working with a wide range of stakeholders and multiple agencies.</p> <p>Experience of working in primary care or evidence of a clear understanding of primary care working.</p>	Experience of service improvement methodology, diagnostic tools and delivering on improvement plans.
Special knowledge / expertise	A clear understanding of the impact of population health management on patient care and practice improvement principles	Coaching experience Experience of working with Primary Care computer information systems e.g. Vision One, EMIS

Disposition, adjustment, attitude and commitment	<p>Planning and organisational skills.</p> <p>Able to plan and undertake own workload without direct supervision.</p> <p>Ability to take initiative and consistently drive to provide a high standard of work.</p> <p>To confidently engage with clinicians and other operational staff to address variation in clinical practice.</p> <p>The ability to bring new approaches to old problems.</p> <p>To recognise the needs and feels of others whether directly or indirectly expressed.</p> <p>The ability to maintain a high level of performance when faced with opposition or hostility from others.</p> <p>The ability to handle failures constructively.</p>	
Practical / intellectual skills	<p>The ability to analyse and manipulate complex data from a range of sources and make recommendations.</p> <p>Excellent communications skills, both written and oral, with ability to explain complex issues to stakeholders in a clear, concise and understandable way.</p>	
MCH values	<p>Being caring and compassionate</p> <p>The health and wellbeing of our patients and staff are my priority.</p> <p>I show kindness and humanity.</p> <p>I am inclusive and non-discriminatory.</p> <p>Working in partnership</p> <p>I ask for, respond to and offer feedback which improves the quality of our services.</p> <p>I work effectively as part of my immediate team, the wider organisation and with external partners to achieve shared goals.</p> <p>I take responsibility and ownership for my area of work and I meet and manage expectations.</p> <p>Delivering quality and value</p> <p>I raise my concerns and I am open and honest when things do not go well, learning from successes and mistakes.</p> <p>I make the most of resources and reduce waste and inefficiencies.</p> <p>I seek out, share and actively</p>	

	<p>participate in new ideas and ways of working.</p> <p><i>These are the core values and behaviours expected of all roles within MCH and individual performance in relation to the values is assessed in your PDR. A full description is available from your manager and the intranet.</i></p>	
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