

Clinical Leads Chair Application Pack



Contents

Overview	2
Job Description and Person Specification	3
A bit about The Royal College of Ophthalmologists... ..	7
Professional Standards Committee Terms of Reference	9
Clinical Leads Forum Terms of Reference.....	13
Other important documents.....	15



Overview

The Clinical Leads Forum is a way for ophthalmology clinical leads to liaise and discuss service delivery issues, successes, challenges and opportunities. It is a key engagement mechanism between the RCOphth and those responsible for the delivery of services in the UK and acts as a two-way communication and learning resource. During the COVID-19 pandemic early days it was a vital way of supporting clinical leads and distributing information in the rapidly changing circumstances.

As the chair of the forum you will play an active role in supporting ophthalmic clinical leads in their roles via activities such as:

- Active contribution to new or posted topics on the clinical leads forum online discussion group
- Organising the Clinical Leads Forum meeting at least annually
- Supporting development of educational and guidance resources for clinical leads where these have been identified as needed
- Providing mutual support, communication and advice for clinical leads, mainly via the online clinical leads forum discussion group
- Supporting clinical leadership seminars and sessions at the RCOphth Annual Congress
- Providing advice and responses to queries for the RCOphth, College officers and chairs and externally on issues of clinical leadership in ophthalmology as required.
- Reviewing documents and guidance for the College which require a clinical leadership perspective.
- Supporting the NOD so that ophthalmologists and provider organisations have the ability to benchmark themselves and improve the safety of services

Job Description and Person Specification

Post:	Clinical Leads Forum Chair
Responsible to:	Chair of Professional Standards Committee
Date Agreed:	29/07/2021
Duration of Appointment	3 years (renewable for three years or for duration as role as employing organisation's clinical lead)

The Royal College of Ophthalmologists (RCOphth) champions excellence in the practice of ophthalmology and acts as the voice of the profession. We are the only professional membership body for medically qualified ophthalmologists and for those who are undergoing specialist training to become ophthalmologists with over 4,000 members worldwide. Ophthalmologists are at the forefront of eye health services because of their extensive training and experience in the area.

You will provide leadership of the Clinical Leads Forum supporting ophthalmic clinical leads in their roles. The Clinical Leads Forum is a key engagement mechanism between the RCOphth and those responsible for the delivery of services in the UK and acts as a two way communication and learning resources. It supports the RCOphth strategic plan and allows clinical leads to liaise to discuss service delivery issues, successes, challenges and opportunities.

Professional Standards Leadership

- Provide visible leadership, using your insight into service delivery challenges to help develop and communicate the Professional Standards Committee's strategic vision, purpose, outcomes and goals in accordance with the RCOphth strategic plan
- Work collaboratively with the Chair of Professional Standards, Head of Professional Support and other colleagues to develop and deliver the organisational business and operational plan
- Active contribution to new or posted topics on the clinical leads forum online discussion group
- Organising the Clinical Leads Forum meeting at least annually
- Supporting development of educational and guidance resources for clinical leads where these have been identified as needed, including liaison with the Education Committee
- Supporting clinical leadership seminars and sessions at the RCOphth Annual Congress
- Providing advice and responses to queries for the RCOphth, College officers and chairs and externally on issues of clinical leadership in ophthalmology as required.
- Reviewing documents and guidance for the College which require a clinical leadership perspective.
- Supporting the NOD so that ophthalmologists and provider organisation have the ability to benchmark themselves and improve the safety of services
- Promote the highest standards of governance, propriety and conduct

- Review and respond to documents and correspondence passed to the Professional Standards Committee by the President and Chief Executive and provide advice to the President, College Officers, Board of Trustees and Chief Executive, as required
- Provide feedback on forum discussion that require RCOphth formal response or may need to trigger new work streams at least three times a year as part of reports to the Professional Standards Committee meetings.

The Chair of the Committee is recruited by interview through a fair and open process as stated in the Bye Laws. Selection is made by an appointment panel.

KEY WORKING RELATIONSHIPS

The Chair is supported by the Chair of the Professional Standards Committee and a professional staff team comprising of:

- Head of Professional Support - member of the senior management team (SMT), providing guidance and working closely with the Chairs to deliver the RCOphth's strategy with responsibility for the department's operational plans.
- Events Manager – responsible for the operational delivery of department events
- Quality Improvement Manager – who also works with the chair of the Quality and Safety Committee and Chair of the Review Service.
- Various sub-committee chairs – see terms of reference
- Administrative support for managing and moderating the clinical leads forum online

You will work in partnership with the Committee, RCOphth staff and other stakeholders to focus on providing opportunities that meet for quality improvement for ophthalmology patients.

External stakeholders can include: UK Ophthalmology Alliance, National Elective Care Transformation Team, Getting it Right First Time (GIRFT), service organisation and professional standards groups, General Medical Council (GMC), General Optical Council (GOC), optometric professional bodies (College of Optometrists, Association of Optometrists, LOCSU), Royal College of Nursing Ophthalmic Nursing Forum, British and Irish Orthotics Society (BIOS), Care Quality Commission (CQC), Medicines and Healthcare products regulatory Agency (MHRA), National Institute for Health and Clinical Excellence (NICE), National Clinical Assessment Service (NCAS), National Commissioning Board and other commissioning related groups, Clinical Commissioning Groups (CCGs), Clinical Council for Eye Health Commissioning (CCEHC)

PERSON SPECIFICATION

	Criteria
Eligibility	<ul style="list-style-type: none"> • Fellow or Member of the Royal College of Ophthalmologists in good standing • Substantive NHS consultant or SAS post for at least three years and currently a clinical lead/director for an UK based ophthalmology service • Licence to Practice • Demonstrable commitment to a CPD programme • UK resident
Impactful Strategic Leadership	<ul style="list-style-type: none"> • A successful track record of impactful strategic leadership and driving change • Establish and articulate a strong strategic direction and persuasive vision for the future • Ability to promote shared identity, values, ownership, empowerment and pride in an organisation, planning and delivering results • A forward looking and continuous improvement approach to ensure future sustainability and success • Experience of chairing committees • Understanding of the evolving service delivery landscape e.g. Integrated Care Systems, National Elective Care Transformation programme
Effective Governance and Accountability	<ul style="list-style-type: none"> • Working knowledge and understanding of information governance regulations and requirements • Understanding of the regulatory framework governing medical professionals, provider organisations and allied health professionals • Familiarity with the commissioning environment
Working collectively and collaboratively	<ul style="list-style-type: none"> • Confident communicator with written and verbal communication skills; the ability to relay key routine information and handle ad hoc enquiries • Evidence of engagement with patient groups and the ability to translate complicated information for a lay audience • Ability to communicate and engage effectively; to successfully influence a wide range of stakeholders, including building influential networks • Good organisational, prioritisation and time management skills and meets deadlines in an accurate manner • Develop relationships with organisations that inspire common purpose • Acts with honesty and integrity and promotes openness and transparency • Commitment to equality and diversity and understanding of how this applies to the work of the audit • Committed to own continuing professional development

Communication Skills and Behaviours	<ul style="list-style-type: none"> • Excellent communication, diplomacy, influencing and leadership skills • A high level of personal credibility within the profession • Ability to work collaboratively • Ability to work to tight timescales • Commitment to high professional standards for the benefit of patients and the profession
Other requirements	<ul style="list-style-type: none"> • Occasional requirement to work evenings or weekends or travel within the UK •
Legal, regulatory and compliance responsibility	<ul style="list-style-type: none"> • Compliance with health and safety procedures, including prompt reporting of any defects, risks or potential hazards • Compliance with the RCOphth's data protection and privacy policies • Up to date equal opportunities training

TIME COMMITMENT

- Estimated at 5-6 days per year for meetings plus email correspondence and forum discussion monitoring and responses
- Regular meetings/teleconference with the Head of Professional Support/Chair of Professional Standards recommended c. at least one per quarter
- Ad hoc meetings: e.g. meetings with other officers or College members of staff, liaison with other bodies, representing the President at meetings. These are infrequent and are arranged at times to suit the post holder.
- It is possible to conduct nearly all the Committee business between scheduled meetings electronically and remotely. i.e. reading papers and emails, responding to these and dealing with other queries, amounts to about 2-3 hours per week. This is in addition to time spent at meetings.

A bit about The Royal College of Ophthalmologists...

Strategy

We launched our new [Strategic Plan 2020 -2022](#) in October 2019.

Our vision is 'That everyone should have access to high quality eye care'. Our core aims are:

1. To carry out '**Our Purpose**' as defined in our Charter
2. To define, provide guidance and support for the '**Workforce**'
3. To '**Lead**' in maintaining high standards and speak out where care falls short
4. To '**Evolve**' and continually assess our work in the most efficient and effective way

Priorities and campaigns

The RCOphth campaigns for change that meet our strategic aims, for and on behalf of members. Some of these priorities are:

1. **AQPs/Independent Treatment Centres**: impact on the HES, training, conflict of interest
2. **Commissioning**: influencing the commissioning of services in regions, using case studies to highlight best practice
3. **Workforce**: well-being, career attrition, capacity to meet demand, multidisciplinary teams
4. **Hospital space and technology**: developing community hubs, joined-up technology and IT infrastructure
5. **Professional leave**: influence trusts to release consultants for assessing, examining and training of the workforce
6. **National Ophthalmology Data Audit (NOD)**: funding to sustain the NOD, raise awareness of the impact of audit on patient care, reduction in intraoperative complications by 38% and potential £2m savings for the NHS (*briefing note attached*)

We launched our [Manifesto](#) in 2019 in response to the election and set out some of the above campaign call to actions.

Most recently we have responded to the COVID-19 pandemic in the following ways

Set up a responsive COVID-19 group of College officers and staff. We have published [guidance on our website](#). Working across other sub-specialty groups and in collaboration with partners, such as NHSE and the College of Optometrists. COVID-19 has accelerated ideas and new practice thinking, we have:

- Developed guidance to support resetting of services
- Developed interim guidance to support the recovery of services
- Will continue to work with partners to promote new learnings, new models of care pathways, the use of new technology, such as video consultations

National Outpatient Transformation Programme (NOTP)

In the last quarter of 2019, NHSE had recognised Ophthalmology as the first specialty to be piloted as part of the NOTP, working with the RCOphth as a partner.

- The aim is reduce outpatient appointments by 30%
- COVID-19 has accelerated innovation and NHSE has a strong desire to make the new ways of working across the primary and secondary care pathways sustainable
- NHSE have recruited clinical leads to this work. We are pushing for a restart of the programme as quickly as possible

We work across a number of partner organisations in health and government

- Chairs and committees identify areas of strategic importance and input into our services with highly-valued clinical expertise and knowledge
- Staff work in partnership with our chairs and committees to advice, recommend and facilitate the development of activity within resources and funding available to achieve agreed objectives and set policy
- We all work with counterparts in the health sector such as NHSE/I and nation health services, AoMRC, other medical royal colleges, GMC, HEE, academic institutions
- The Policy & Communications team works across those same organisations as well as government and parliament

Keeping in touch

We send **Eyemail**, our bi-weekly e-newsletter out to all members on a Thursday (*check your spam folder*)

We publish and post out **College News** quarterly and invite members to contribute to news about colleagues, successes and activities around the four nations

We will be launching a **new website** in 2021.

Professional Standards Committee Terms of Reference

December 2018

Purpose / aims

1. Set standards of safe and high quality ophthalmic care.
2. Liaise externally to ensure College standards and guidance have considered the views of relevant stakeholders and non-College standards and guidance have considered the views of the College and its members.
3. To communicate key standards to ophthalmologists and all those involved in the widest sense in ophthalmic healthcare and work to ensure they are utilised and upheld.
4. To support professionals and relevant stakeholders to deliver services which achieve College and national standards
5. To highlight and act to effect or support change where standards are not being met

Functions/delivery of aims

1. Produce and disseminate up to date standards and guidance, and support other organisations in producing their own relevant standards and guidance, in the areas of:
 - a. ophthalmic and eye care service delivery
 - b. commissioning of services
 - c. care for specific groups of disorders or for specific groups of patients
 - d. non-clinical /professional areas of ophthalmic service such as leadership and management, revalidation
2. Maintain active links and communication with key stakeholders including patients, other professions (clinical, managerial, commissioner) and national bodies such as healthcare regulators, to ensure appropriate College input into ophthalmic-relevant external guidance and regulatory activities, and to ensure College guidance is appropriately consulted.
3. Actively support commissioners, providers and professionals to follow College and other key standards, and provide advice on relevant standards, how to implement them and how to assess adherence.
4. Issue clinical practice support documents on eye conditions or treatments, working with the Scientific Committee where relevant. Such documents do not have the status or authority of full NICE-level guidelines.
5. Provide advice to providers or commissioners of ophthalmology services where external advice is sought for proactive quality assurance or quality improvement, or where something has gone wrong with a clinical service, where concerns have been raised about the clinical care provided by an ophthalmologist, or where an eye department is in dispute with its host trust. Although the College has no statutory

right to inspect or accredit clinical services, it aims to provide rapid, high quality specialist advice when requested to do so.

6. Highlight issues, raise awareness and advise on potential action, where evidence emerges of poor standards or quality.

Composition

- Chair
- Chairs of subcommittees and working groups that report to the Professional Standards Committee
- Representatives that report to the Professional Standards Committee
- Ophthalmologist in Training Representative (nominated by the OTG)
- Council Member(s)/Regional Representative(s) by agreement and whilst on Council
- Other members can be drawn from College membership based on the demonstration of skills or knowledge that would be of value to the group at discretion of the Chair
- SAS Representative (nominated by the SAS Group)
- Lay Representative (nomination by the Lay Advisory Group)
- Representative from Association for Health Professionals in Ophthalmology
- Other College Officers may attend any committee, subcommittee or group

Members will generally serve for a period of three years, renewable once

Reporting groups

- Paediatric Sub-committee
- Informatics and Audit Sub-committee
- Ocular Tissue Transplant Standards Group
- Quality and Safety Group
- Clinical Leads Forum
- Healthcare Resource Group
- SAS Group

Reporting representatives

- Chair of the Review Service
- Driving Standards
- British Ophthalmic Anaesthesia Society
- Dementia
- Revalidation

Other groups or representatives may report for time limited purposes or ad hoc e.g. Refractive Surgery Standards Group, Learning Disabilities advisor, British Standards Institute Ophthalmic Instruments Committee advisor. Members of the PSC may act as representatives for certain external meetings and report ad hoc e.g. AoMRC consultant to consultant referral group, ophthalmology / ENT CRG representatives.

Chair

The Chair will be appointed by an open application process. All UK based College members who hold a substantive NHS consultant or SAS post are eligible to apply.

Term – 4 years (not renewable)

Reporting and Committee Membership

The Committee shall report to the College Council.

Process

The committee will meet three times a year. Topics may be discussed by email in between meetings. Members are expected to read the meeting papers in advance of the meeting and these will be sent one to two weeks before by email and may include several enclosures.

The content of meeting will be minuted by a member of the College staff and will be placed before the next Council.

To promote free and open debate the discussions in meetings should be regarded as confidential. The minutes of meetings are a matter of record.

Key external relationships

- Department of Health
- NHS Improvement
- NHS England
- Academy of the Medical Royal Colleges (AoMRC)
- Individual Medical Royal Colleges
- General Medical Council (GMC)
- General Optical Council (GOC)
- Organisations representing other eye care professions e.g. College of Optometrists, Association of Optometrists, Association of Health Professionals in Ophthalmology (AHPO), BIOS
- Care Quality Commission (CQC)
- National Institute for Health and Clinical Excellence (NICE)
- National Clinical Assessment Service (NCAS)
- Medicines and Healthcare products Regulatory Agency (MHRA)
- National Patient Safety Agency (NPSA)
- Voluntary or charitable organisations with an interest in eye care
- Ophthalmology Clinical Reference Group (CRG)
- Clinical council for Eye Health
- Commissioners
- Health Quality Improvement Partnership
- British Standards Institute (BSI)

Conflicts of interest

The Chair is expected to complete and update regularly a declaration of interests. All other members are expected to declare any interests which may be (or which could reasonably be perceived by others to be) a conflict of interests in relation to matters under discussion in the committee, or when contributing to authorship of documents originating from the committee. Members should withdraw from any discussions where there might be a conflict, if appropriate.

Quorum

The quorum of the Professional Standards Committee shall be 6 members.

Voting

Decisions will generally be reached by consensus. Where it is necessary to vote, the decision will be carried by a simple majority and the Chair may choose to have the casting vote.

General

In accordance with College policy, all correspondence and other dealings with professional and other organisations will be prepared within the College by College staff or copies sent to College staff. Where appropriate, copies of correspondences will be sent to the chair of the relevant committee which covers the matter in question for comment and information.

Membership of the committee shall be terminated if there is repeated non-attendance at meetings.

No sponsorship may be sought or accepted without prior permission of the Honorary Treasurer.

Ordinarily, no member may be paid or accept payment in cash or kind for work undertaken on behalf of the subcommittee or the College. However, if this is necessary, under exceptional circumstances, it should be discussed in advance with the Honorary Treasurer and Chair of Professional Standards. Expenses to attend group meetings and committee meetings at the College will be met at the usual College rates. Expenses for all other meetings will only be paid with the prior approval of the Honorary Treasurer or the Chief Executive.

The Professional Standards Committee shall abide by the Charter, Ordinances and Bye-laws of the College.

Author: Melanie Hingorani, Beth Barnes

Date: 9 October 2020

Review date: January 2021

Clinical Leads Forum Terms of Reference

Purpose / aims

- To help support ophthalmic clinical leads in their roles
- To support the development of educational and guidance resources for clinical leads

Functions/delivery of aims

- Clinical Leads Forum meeting at least annually
- Provide mutual support, communication and advice for clinical leads, mainly via the online clinical leads forum discussion group
- To support the production of guidance or educational material, with the appropriate College staff and chairs, for clinical leads
- To support clinical leadership seminars and sessions at the College Annual Congress
- To provide advice and responses to queries for the College, College officers and chairs and externally on issues of clinical leadership in ophthalmology as required.
- To review other documents and guidance for the College which require a clinical leadership perspective.

Composition

- Chair
- Chair of Professional Standards
- Current UK based clinical leads in ophthalmology
- UK Ophthalmology clinical directors, medical directors
- RCOphth Chair of external service reviews

Members will generally be involved for as long as they hold the above position.

Chairmanship

The Chair of the forum will be appointed by an open application process or by agreement with the rest of the forum. All UK based RCOphth members who hold a substantive NHS consultant or SAS post who are an active clinical lead in ophthalmology are eligible to apply.

Term – 3 years (renewable for three years or for duration as role as centre clinical lead)

The Chair will attend the Professional Standards Committee meetings at least once annually and submit update reports to all the Committee meetings on any key issues.

Reporting and Committee Membership

The forum shall report to the Professional Standards Committee.

Process

The group will conduct its core business as a virtual group liaising mainly via an e-mail group.

Conflicts of interest

The Chair is expected to complete and update regularly a declaration of interests. All other members are expected to declare any interests which may be (or which could reasonably be perceived by others to be) a conflict of interests in relation to matters under discussion in the group, or when contributing to authorship of documents originating from the forum. Members should withdraw from any discussions or document involvement where there might be a conflict, if appropriate.

Voting

Decisions will generally be reached by consensus. If there is any significant disagreement, the decision of the Chair, in consultation where necessary with the Chair of Professional Standards, will stand.

General

In accordance with College policy, all correspondence and other dealings with professional and other organisations will be prepared within the College by College staff or copies sent to College staff. Where appropriate, copies of correspondences will be sent to the chair of the relevant committee which covers the matter in question for comment and information.

Membership of the forum shall be terminated if there is repeated non-response to communications.

No sponsorship may be sought or accepted without prior permission of the Honorary Treasurer.

Ordinarily, no member may be paid or accept payment in cash or kind for work undertaken on behalf of the forum or the College. However, if this is necessary, under exceptional circumstances, it should be discussed in advance with the Honorary Treasurer and Chair of the subcommittee. Expenses to attend group meetings and committee meetings at the College will be met at the usual College rates. Expenses for all other meetings will only be paid with the prior approval of the Honorary Treasurer or the Chief Executive.

The Clinical Leads Forum shall abide by the Charter, Ordinances and Bye-laws of the College.

Author: Beth Barnes

Date: 29 July 2021

Review date: February 2023

Other important documents...

1. [Strategic plan](#)
2. [Equality, monitoring and diversity policy/form](#)
3. [Conflict of interest policy/form](#)
4. [Media Policy](#)
5. [Organogram \(organisational chart\)](#)