

APPENDIX 1

JOB DESCRIPTION

Job Title: Deputy Medical Director, Symphony Healthcare Services Ltd
Reports to: Medical Director, Symphony Healthcare Services Ltd
Accountable to: Board of Symphony Healthcare Services Ltd

Role Purpose

Symphony Healthcare Services Ltd (Symphony) is a General Practice organisation and a subsidiary of Somerset Foundation Trust (SFT). Symphony is providing innovative “at scale” solutions to support Primary Care. It is a key partner in the developing Somerset Integrated Care System and is supporting the sustainability and transformation of Primary Care through the development of novel integrated and “at scale” care models.

The Deputy Medical Director will be a voting member of the Symphony Healthcare Services Board and a senior executive supporting the Medical Director, with clinical responsibility for ensuring the organisation delivers the highest quality of safe and effective healthcare to the patients registered with the Symphony practices. The Deputy Medical Director will support the Medical Director in providing clinical leadership to the organisation, lead on the areas of performance and recruitment / retention, be a contract holder enabling Symphony to operate GMS Contracts, and support the line management of the practice Clinical Leads and other Clinical Leads (e.g. education, research) included within the organisation’s Medical Leadership structure. They will also work a minimum of 2 sessions in a clinical GP role within one or more of the Symphony practices.

The Deputy Medical Director will have clinical accountability (delegated from the Medical Director) for the performance of all medical practitioners working in Symphony whether employed by the organisation or including doctors in training. In addition, the Deputy Medical Director will work with the Symphony Education Lead, Clinical Director for Quality and Clinical Safety, and Nursing & Allied Health Professionals (AHP) Director to support the development of and provide assurance for the performance of all other clinical practitioners employed by the organisation.

The Deputy Medical Director will have a strategic role not only within Symphony, but also externally at local level. They will play an essential role in the development of a Symphony Care Strategy, and in networking with local and national providers, and other relevant agencies to develop and secure adequate resources for the services provided by the organisation.

The Deputy Medical Director will also lead on the organisation’s GP recruitment and retention, work with the Symphony Education Lead to ensure that there is a robust mentoring and support system available to GPs working in the organisation, promote the benefits of being a GP in Symphony locally, regionally and nationally, and support the Medical Director in continually reviewing and revising the Symphony GP employment model.

Due to the current contractual constraints placed on the national General Medical Services (GMS) Contract, requiring doctors registered on the GP Performers’ List (Registered List) to be the majority contract holders, the Deputy Medical Director will, together with the Medical Director, be the Contract Holder (though a “Nominee Partnership”) for all GMS contracts operated by Symphony. The Deputy Medical Director will not derive any benefit from being the Contract Holder as the GMS Contract is sub-contracted to Symphony, but will in turn be indemnified by the Foundation Trust against the risks associated with being the Contract Holder.

As one of the Contract Holders for all the GMS contracts provided by Symphony, the Deputy Medical Director will, together with the Medical Director, fulfil all the statutory duties required from the

Contract Holder, including signing all GMS annual contract variations and other contractual documents requested by the relevant commissioner.

The Deputy Medical Director will be expected to exemplify behaviour that promotes collaborative ways of working and integrated service delivery, with a personal drive to increase the health and wellbeing of the patient population, promote the Symphony “at scale” model, and support the sustainability and development of wider General Practice services in the area(s) in which Symphony operates.

Key Responsibilities

- Senior Contract Holder of all the GMS practice contracts, and a Signatory for the GMS contracts provided by Symphony Healthcare Services.
- Have a solid understanding of the contracting mechanisms, including the implications of the “Nominee GP” structure and the sub-contracting mechanism through which Symphony operates GMS contracts.
- Ensure compliance with medical revalidation for GPs employed by Symphony and be responsible (delegated from the Medical Director for all performance matters related to doctors working within the Symphony practices, not confined to directly employed GPs.
- Have joint responsibility with the Nursing & AHP Director for the development and performance of all other clinical staff working within Symphony.
- Support the Medical Director in the responsibility for the overall clinical performance of Symphony, and provide clinical leadership in all areas pertaining to the role (clinical, education, research, data, digital, quality and innovation).
- Together with the Medical Director, line manage and provide support to the Symphony practice Clinical Leads, in addition to other clinicians leading on areas such as education, quality, transformation and research.
- Work with the Medical Director and Clinical Director for Quality and Clinical Safety to provide advice and support to practice Clinical Leads and the Symphony Central Team in relation to the management clinical complaints.
- Oversee the safety and effectiveness of the provision of General Practice services (core and non-core) to the patients registered with Symphony practices. Report related concerns, risks and remedial proposals to the Managing Director as appropriate.
- Have the lead responsibility to ensure compliance with medical revalidation for GPs employed by Symphony, and lead the internal management of performance concerns related to doctors working within the Symphony practices, not confined to directly employed GPs.
- Ensure the Symphony appraisal and performance policies are followed for Symphony employed GPs and that incidents discussed in performance review are communicated into the medical revalidation process, working with the Deanery, Performance Advisory Group (PAG) and relevant Responsible Officer (RO).
- In conjunction with the Director of HR, investigate disciplinary and grievance procedures in accordance with the GMC Medical Performance and Conduct procedure and Symphony policies.
- Be a voting member of the Symphony Healthcare Services Board.
- Promote and represent the best interests of Symphony within local, regional and national forums, promoting collaboration and integration and supporting the Medical Director and Managing Director in negotiations with commissioners, stakeholders, and other providers.
- Act as an ambassador for Symphony and General Practice through engagement events and the provision of education and training events.

- In conjunction with the Director of HR, take lead responsibility for the recruitment, selection, development and management of all GPs employed by Symphony.
- Endeavour to maintain good staff morale within the GP workforce and ensure appropriate staff support through a variety of structures is readily available. Specifically, work with the Symphony Education Lead to ensure that opportunities are available for each GP to access appropriate supervision, mentoring and career development.
- Support the Medical Director in reviewing and revising the Symphony GP employment model.
- Support the development and review of the Symphony Clinical Workforce plan and clinical operations model.
- Ensure that practice workforce plans and planned rotas provide at least the agreed minimum level of clinical cover to Symphony services at all times.
- In conjunction with the Executive team, contribute to the development and review of strategies, policies and the Symphony Business Plan.
- Support senior Symphony Directors to ensure systems are in place so that all clinical policies, guidelines and standards are disseminated, understood and followed in line with statutory requirements as stated by the Care Quality Commission and with any external auditors, delegating this to the relevant Clinical Director as appropriate.
- Maintain confidentiality of clinical information under General Data Protection Rules (GDPR), the Data Protection Act, and General Medical Council codes of practice, in addition to assuring the same for all medical staff working with Symphony patients.
- Ensure compliance with relevant statutory requirements as they affect the Symphony service, e.g. Health and Safety at work (including Manual Handling regulations), fire safety, data protection, clinical governance and the Care Quality Commission.
- Ensure all clinical records are maintained according to statutory requirements and specifically, GDPR, Care Quality Commission and the GMC.
- In conjunction with the Medical Director, be responsible for the delivery of high-quality clinical services to patients and their relatives/carers, ensuring that their physical, psychological, spiritual, emotional and social needs are met whenever possible within the available resources.
- In line with the business needs of Symphony, and working with the Operations, Finance and HR Directors, develop the clinical workforce model and clinical operational model, monitor and maintain clinical workforce needs, observing budgetary constraints and ensuring minimum expected standards of care are not compromised.
- Provide relevant reports in conjunction with the Medical Director to Governance Groups and the Symphony and SFT Board of Directors.
- Promote the principle and ethos of lifelong learning and ensure that clinical practice is evidence based and linked to latest research.
- Clinically lead on the exploration of options for innovation within Symphony, and support the implementation of innovative solutions agreed by the Symphony Board and Executive Team, delegating this as appropriate.
- Provide clinical leadership in the exploration of digital tools and solutions to support operations in Symphony, delegating this as appropriate.
- Provide clinical advice to the Symphony Data Team and support the organisation to be data driven.
- Support the process of standardisation of protocols and processes within the Symphony practices, working with the Clinical Reference Group to collate, approve, and disseminate these to the Symphony practices.
- Participate in the Clinical Lead rota, and be available at other times (during working hours) for advice when the duty Clinical Lead is not available, or in matters of particular complexity requiring additional advice.

- Provide senior medical, clinical, contractual and operational advice to all staff including the Symphony Central Team. The Deputy Medical Director will therefore be expected to be fully competent in relation to General Practice contracts, Safeguarding, Confidentiality, NICE guidance, Data Protection, GMC, NMC and HCPC codes of conduct, and all the areas of care (including non-NHS services) provided by the Symphony practices.

Key Relationships

<input type="checkbox"/> Medical Director, Symphony <input type="checkbox"/> Managing Director, Symphony <input type="checkbox"/> Clinical Leads and Practice Managers <input type="checkbox"/> Symphony Healthcare Services Management Team (Directors) <input type="checkbox"/> Symphony Board <input type="checkbox"/> Executive Team, SFT <input type="checkbox"/> Medical Director, SFT <input type="checkbox"/> SFT Board Members <input type="checkbox"/> Hospital Consultants/Clinical Directors <input type="checkbox"/> GP Provider Board <input type="checkbox"/>	<input type="checkbox"/> NHS Somerset (ICB) <input type="checkbox"/> Dorset ICB <input type="checkbox"/> Somerset Council CEO/DASS/Elected Members <input type="checkbox"/> Community Services providers <input type="checkbox"/> NHS England <input type="checkbox"/> PCN Clinical Directors <input type="checkbox"/> Somerset LMC <input type="checkbox"/> Department of Health & Social Care <input type="checkbox"/> Local MPs <input type="checkbox"/> <input type="checkbox"/>
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Clinical Leadership Responsibilities (may be delegated to relevant Clinical Directors)

Leadership & Supervision
'Go to' person for complaints, performance queries, clinical queries, etc.
Support the Clinical Director(s), Symphony Clinical Leads and Clinical Lead roles within the practice, ensuring practice clinical leads are appointed to relevant areas (e.g. prescribing, QI, safeguarding, research, education, QOF, Cancer, chronic disease).
Work with other clinicians in the practices (and PCNs) to develop high quality care.
Support the Nursing & AHP Director to ensure appropriate supervision for ANPs, PCPs etc. working within the practices.
Actively contribute to discussions and decision making at Symphony Board meetings.
Workforce & Finance
Work with the Medical Director, practice Clinical Leads and Practice Managers to continually review the clinical workforce model and ensure that it is safe but also sustainable with the funding available from the practice contract.
Support Practice Managers to manage practice finances in line with agreed indicative budget.
Working with the Clinical Director for Quality and Clinical Safety, and with the Clinical Leads and Practice Managers, ensure that the practices achieve targets linked to QOF, Enhanced Services, and other contract targets linked to practice income.
Staff & Patient Engagement

Support communication and engagement of practice PPGs and other patient representatives.
Work with the Practice Managers to ensure effective communication for both staff and patients.
Support staff wellbeing and a safe environment for staff concerns to be heard and acted upon.
Practice & Staff Performance
Be the registered CQC manager for Symphony practices where appropriate.
Monitor performance of practices against the Symphony safety scorecard and CQC standards (regular use of Ardens searches).
Monitor prescribing including MHRA safety alerts, NICE guidelines and ICB medicines management guidance.
Encourage and support Quality Improvement activity in the practices.
Ensure that Symphony is clinically led by providing strategic development leadership.
Goal setting and innovation within the practices.
Support practice turnaround where required.
Support clinical staff appraisals.
PCN
Support the PCNs in achieving relevant ambitions and targets, whether linked to the PCN DES or neighbourhood development aligned to the development of an ICS in Somerset.
Work with the PCNs, where appropriate, to maximise practice performance against IIF targets.
Attend relevant PCN meetings and contribute to decisions as appropriate.
SHS Advocacy
Promote the ethos, vision, and mission of SHS, including collaboration with independent practices and other health and social care providers.
Chair Clinical Forum meetings in the absence of the Medical Director, and attend relevant external meetings with key stakeholders.
Attend GET meetings and Symphony induction meetings as required.
Support the Symphony Clinical Lead rota.
Provide support to the Symphony Clinical Leads, and support the Central Team when required.

Core Leadership Behaviours

Clinical Lead

Passionate about providing high quality, patient focused services
Committed to respecting, valuing and developing people
Curious about how to improve services and patient care
Provides a caring, safe environment to enable everyone to do their jobs effectively

Makes evidence-based decisions that respect different perspectives and meet the needs of all service users.
Promotes teamwork and a feeling of pride by valuing individuals' contributions and ideas
Builds capability to enable people to meet future challenges
Acts as a role model for personal development
Natural innovator focused on improved quality of care
Builds relationships to recognise other people's passions and concerns