

Good Practice Guide Appendices Appendix 10

Cluster Leadership Team

The purpose of the mature cluster is to give primary care professionals the freedom to develop cost effective, innovative, high quality services that better meet the needs of their community. Successful transformational organisations have invested in leadership development programmes to grow their leaders from within. The successful delivery of mature cluster working calls for diverse leadership among professionals, partner organisations and members of the cluster team to promote collaborative working and drive change.

The primary functions of the Cluster Leadership Team are to:

- Agree the strategic direction, common purpose and key aims of the cluster team and work programme
- Ensure accountability to the public for cluster performance
- Provide assurance that the cluster is managed with probity and integrity
- Plan for sustainable success of the cluster over the longer term.

The main purpose of the cluster leadership team is summarised in the box below:

Purpose of Cluster Leadership Team

To ensure a new culture for health and well-being is developed within the cluster area in which:

- The interests of the local community remain at the heart of cluster discussions and decisions
- The cluster is responsive to the views of local people
- The cluster team acts in the best interests of the wellbeing of the local population at all times
- The voice of member practices and partners is heard
- Self-care and shared decision-making are promoted in all aspects of cluster business
- Good governance remains central at all times
- Decisions are taken with regard to securing the best use of public money
- Cluster Plans are planned and implemented to:
 - Deliver the highest quality services
 - Secure the best outcomes for their community within their resource allocation
 - Maintain a consistent focus on quality, integration and innovation

The Team should drive and support service redesign, working with cluster stakeholders to:

- Provide clinical and management leadership for providers within their clusters
- Set out a strategic vision for their primary care cluster
- Promote partnership working between primary health care teams, other current and prospective primary care providers, secondary care providers, Local Authority and Third Sector to develop locally agreed health and service strategies
- Provide leadership and support for the development and implementation of cluster action plans that meet the needs of the local population, improving health and reducing health inequalities
- Ensure their cluster plans are aligned to local and national priorities and are outcome focused
- Establish a budget setting methodology and an agreed, transparent approach to risk management
- Promote and increase local clinical engagement in priority setting and pathway development
- Share and improve local clinical practice
- Provide clinical input and focus for wider pathway redesign or delegate/assign this and other specific tasks and work to other cluster members
- Engage patients and public in priority setting, pathway development and monitoring of local service provision
- Advise stakeholders of the wider implications of proposed service redesign
- Represent the cluster at Health Board level and Welsh Government meetings
- Feedback to the Health Boards on cluster progress
- Attend cross-cluster meetings, representing the views of the cluster and promoting cluster service redesign initiatives
- Encourage and improve stakeholder, practice and service user engagement in cluster developments
- Contribute to the review of current services and undertake cost benefit analysis and recommendations for service improvements
- Drive continuous improvement and innovation from within the cluster across the whole system

Ideally, members of the Cluster Leadership Team would be able to demonstrate that they are recognised and respected by their peers. All members should have the leadership skills necessary to fulfil the responsibilities of their roles and be able to establish credibility with stakeholders and partners. It is especially important that the Cluster Leadership Team remains in tune with its member practices and partner organisations, securing their confidence and engagement.

As a member of the Cluster Leadership Team, each individual shares responsibility to ensure that the Team exercises its functions effectively, efficiently, economically, with good governance and in accordance with the terms of reference as agreed by its members. Each individual is there to bring their unique perspective, informed by their expertise and experience, to support decisions made by the Team as a whole.

Constitution of the Cluster Leadership Team

The constitution of the Cluster Leadership Team is agreed by the cluster stakeholders and approved by the Local Health Board. Cluster stakeholders will:

- Agree the respective roles and responsibilities of all Cluster Leadership Team members
- Agree the process for electing the chair and the voting rights of team members
- Consider tailored job descriptions for each member of the Leadership Team, reflecting their roles and responsibilities within the cluster
- Ensure all Leadership Team members have an appropriate induction and development programme
- Understand the importance of the skills of the chair to a well-functioning board; chairs should have well developed interpersonal skills to support effective decision-making
- Ensure an external assessment of the performance of the Leadership Team is undertaken (ideally annually), leading to a development plan
- Encourage and actively support member practices to strengthen their contribution to the work of the Leadership Team; this could include a support package for practice leads

Membership of the Cluster Leadership Team should be broad and members should observe the *Nolan Principles* of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

Role and Skills of Cluster Leadership Team Member

It is beneficial to outline the core role for all Team members along with a set of core skills, competencies and attributes. These can then be supplemented, for each role, by a set of specific attributes and competencies to ensure the unique contribution of that individual member to the workings of the whole Cluster Leadership Team. Core skills and competencies for all members of the Cluster Leadership Team include:

- A general understanding of good governance and the difference between governance and management
- A general understanding of health and well-being, and an appreciation of the broad social, political and economic trends influencing it
- Capability to understand and analyse complex issues, drawing on the breadth of data that needs to inform cluster decision-making, and the wisdom to ensure that it is used ethically to balance competing priorities and make difficult decisions
- Confidence to question information and explanations supplied by others, who may be experts in their field
- Ability to influence and persuade others articulating a balanced, not personal, view and to engage in constructive debate without being adversarial or losing respect and goodwill
- Ability to take an objective view, seeing issues from all perspectives, especially external and user perspectives
- Ability to recognise key influencers and the skills in engaging and involving them
- Ability to communicate effectively, listening to others and actively sharing information
- Ability to demonstrate how their skills and abilities can actively contribute to the work of the governing body and how this will enable them to participate effectively as a team member.

Appointment of Cluster Leadership Team Members

There will need to be agreement on the basis by which members are admitted to the Cluster Leadership Team, either by election or by appointment. The Team should have the appropriate balance of skills experience, independence and knowledge to enable them to discharge their respective duties and responsibilities effectively.

Evidence shows that boards cannot be effective if they are too large, as decision-making and debate becomes unmanageable. The general consensus seems to be that a membership of between 8 and 12 is likely to be most effective, including a broad representation of cluster stakeholders and providers.

The role of the chair is critical to the success of the Cluster Leadership Team, with a range of important responsibilities as set out below. *This will also be in the Resource Pack ...*

Responsibilities of Cluster Leadership Team Chair

- Provides clinical and managerial leadership for the Cluster Leadership Team
- Works directly with Health Board, partner organisations and Cluster Support Managers
- Represents the cluster at local and national meetings
- Chairs the Cluster Leadership Team meetings and facilitates the effective contribution of other Team members
- Promotes and supports constructive relationships within the Team.
- Sets the agenda for Team meetings and ensuring its effectiveness in all aspects
- Ensures the focus for cluster work programme is on pathway redesign and service improvement for better patient outcomes
- Sets an agenda that takes account of the full business of the cluster team and appropriately reflects strategic challenges
- Ensures the provision of accurate, timely information to other members of the Leadership Team
- Delegates tasks to Leadership Team members
- Establishes effective communication channels with practices, staff, partner organisations, stakeholders and the public, providing updates on the work of the cluster
- Arranges regular evaluation of the performance of the Leadership Team and Cluster Plan