

## JOB DESCRIPTION

### JOB DETAILS

**Job Title:** Fracture Liaison Service (FLS) Practitioner

**Pay Band:** 7

**Directorate:** Unscheduled care

**Department:** Care Of The Elderly /Bone Health

### ORGANISATIONAL ARRANGEMENTS

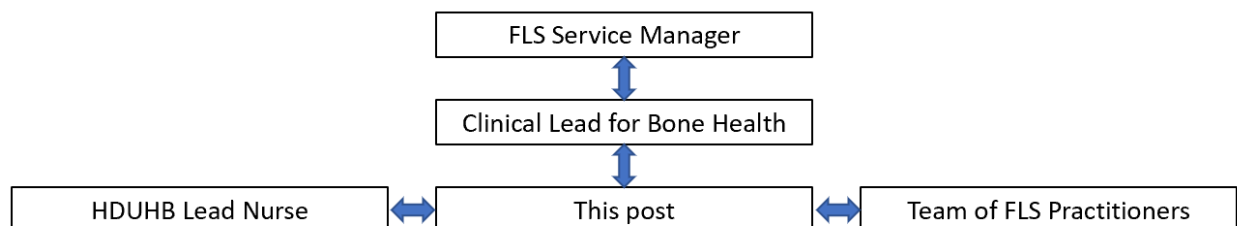
**Managerial Accountable to:** Service Delivery manager, Care Of The Elderly and Stroke

**Reports to:** Hywel Dda Clinical Lead for Bone Health

**Professionally Responsible to:** Hywel Dda Clinical Lead for Bone Health / Professional Lead

**Responsible For:** Assistant staff as delegated

**Organisation chart:**



## **JOB SUMMARY / PURPOSE**

The post holder will provide clinical leadership in the delivery of the Fracture Liaison Service within Hywel Dda University Health Board. They will lead on aspects of the delivery plan for the specialty with the support the Clinical Lead for Bone Health for Hywel Dda.

The post holder will be identified as a clinical expert and is required to have a high clinical profile ensuring the provision of effective and efficient care. At this level the post holder is expected to work as a highly skilled senior practitioner and to have expert knowledge. The post holder will autonomously manage a caseload of clients.

This role encompasses both working within a wider team and also managing a case load, within agreed protocols, based on a level of knowledge and expertise required to meet the needs of this designated patient group.

The post holder will be expected to exercise a high degree of personal professional autonomy and make critical judgments to satisfy the expectations and demands of the role, within a defined framework. Expected results are defined but the post holder will decide how they are best achieved and will be guided by principles and broad occupational policies. He/she will be expected to work at a clinical level within their level of competence and to work flexibly as part of the team.

They will play a key clinical leadership role in supporting the Bone Health service in modernisation processes by contributing, planning, developing and evaluating the service within their area of specialism. This will include leading in aspects of audit and evaluation. This will be undertaken in collaboration with the Clinical Lead.

The post holder will also lead on the development and maintenance of clinical standards across the Health Board as agreed through job planning processes. This will include performance management, providing skills-based training and developing competency based frameworks for FLS practitioners. In association with these processes, they will undertake critical analysis, appraisal and synthesis of current research outcomes and/or relevant literature in order to maintain expert levels of knowledge and practice within specialty area.

The post holder will lead and participate in CPD and other development issues with staff, including being responsible for the supervision, training and educational packages for staff within their specialist area across the Health Board.

## **MAIN DUTIES AND RESPONSIBILITIES**

### **Clinical Practice**

Provide a quality service by practicing as a highly specialist autonomous practitioner. This will involve autonomously managing a varied patient caseload where the post holder is required to plan, modify and carry out complex assessment, diagnosis and intervention, demonstrating autonomous clinical judgments where expert opinion differs due to an ambiguous or absent evidence base.

Define a differential diagnosis on the basis of evidence from assessments, including interpretation of diagnostic procedures and physical signs and symptoms.

Assess, develop, implement and modify highly specialist programmes of care and treatment to meet the needs of clients underpinned by current evidence-based practice and national guidance. This will include identifying and advising medical colleagues on the need for further intervention and will require physical skills to carry out patient examinations and interventions safely.

Identify and analyse potential risk in work activities and make judgments about the best course of action to minimise risk.

Formulate and present accurate client-based reports to others. This will include discharge summaries to referring agent including advice on future management of presenting condition and possible further investigations to be initiated.

Provide effective high-level communication which will include complex and sensitive clinical and managerial information. This may include advising other professionals.

Retain and demonstrate advanced knowledge of current understanding of the philosophy and theory underpinning a Fracture Liaison Service.

Provide expert clinical opinion in the review and implementation of clinical service models across Hywel Dda.

Take an active lead in the formulation of annual audits, research and evaluation strategies for their specialty.

The post holder will require to champion the needs of patients who suffer fragility fractures within our population. Will have professional responsibility for ensuring the care that is provided is patient centred and equitable. Refer appropriate patients to Specialist Osteoporosis Services. They will require to participate in screening referrals to the FLS.

The post holder will provide training and support for patients and carers which facilitates patient autonomy, self care where appropriate and social inclusion. Will promote self-care detection of osteoporosis and subsequent complications.

They provide care and support to adults with osteoporosis and following fractures. This will include holding FLS clinics; ordering and collating results of investigations; reviewing and interpreting DXA scans and the formulation of clinic letters within defined protocols.

The post holder must work flexibly and maintain a balance between working within a wider team while managing their own caseload (in line with agreed protocols). Work within the service to foster a culture focussing on continual service improvement.

They will require to organise and deliver education and training to multidisciplinary health professionals, voluntary organisations.

### **Clinical Leadership**

Lead in standard setting and implementation for FLS practitioners in Hywel Dda University Health Board regarding. This will include development of departmental guidance and protocols and pathways of care that span primary, community and secondary care.

Lead in the critical analysis, appraisal and synthesis of current research outcomes and or relevant literature in order to maintain expert levels of clinical knowledge and practice.

Lead in the development of effective clinical assessment tools and outcome measures.

Lead/co-ordinate the work of clinical practice group in line with the needs of the service.

Lead the development and design of standardised patient information e.g. leaflets.

Work collaboratively with other practitioners both within Hywel Dda University Health Board and external agencies in all fields of practice.

Provide expert advice regarding specialist field both inside and outside the organisation.

Provide second opinions and support staff in the management of complex patient presentations.

Influence the care provided by other Health and Social Care professions through provision of specialist guidance and involvement in formal teaching.

To support and represent the Bone Health team on Regional projects/programs.

### **Service Management**

Maintain personal and team standards with regard to clinical documentation.

Manage the administrative tasks relating to the referral, treatment and discharge for FLS. This includes statistical data.

Manage working patterns in line with agreements reached regarding waiting times management, in their area.

Contribute to multidisciplinary team building and policy development where appropriate, including the negotiation of collaborative working arrangements.

Using specialist knowledge to contribute to service/policy development at departmental level.

Represent the Bone Health/FLS service in service planning when related specifically to this clinical area.

Ensure co-ordination of clinical area including clinical prioritisation based on clinical risk, maintenance of minimum staffing levels/ workload and written competencies of team members.

Advise line manager on issues of service delivery including shortfalls, service pressures, working environment and equipment requirements.

Oversee and manage PADR, staff rotas, annual leave cover, sickness reporting and lieu time for own section in collaboration with Service Lead.

Demonstrate leadership and managerial skills in the development and implementation of innovations in practice as well as day-to-day management of a clinical load.

Provide accurate workload and statistical data for clinical area in relation to producing annual evaluation reports, business plans, workforce planning and professional development.

In conjunction with other clinical specialists, ensure the cost effectiveness use of all resources.

Undertake specific tasks as delegated by the Service Lead.

### **Service Improvement**

Work with professional line manager and relevant multidisciplinary colleagues to identify opportunities for improvement of service, practice, products and systems in line with current national guidelines e.g. NICE and ensure adherence to those guidelines.

Develop care pathways that span primary and secondary care, local clinical standards, guidelines and protocols informed by evidence in collaboration with other services.

Take the delegated lead on development of a particular team objective or project in liaison with peers and assumes delegated responsibilities within project framework e.g. compiling draft reports.

Demonstrates self-direction and originality in tackling and solving problems and plans and implements tasks in conjunction with professional lead.

Demonstrate negotiation skills and management of conflict. Investigate low level complaints and support the development of complaint responses. Ensure when appropriate lessons are learnt from complaints.

Manage and develop working patterns in line with agreed standards of care.

Provide comments and contribute to draft responses on appropriate consultation documents.

Lead on developing links and partnership working with the voluntary sector to improve support for clients and their carers/ families.

Demonstrate awareness and adherence to service objectives / plan.

### **Communications**

Communicate highly complex, sensitive condition-related information from assessment to clients, carers/ families and multidisciplinary/agency team members/other professionals.

Negotiate with patients, families/carers and colleagues to ensure common client led goals and priorities of intervention, empowering clients and carers to make informed decisions about development and progress of the Fracture Liaison Service.

Demonstrate empathy with clients, carers and families, ensuring that effective communication is achieved often where barriers to understanding exist.

Possess motivational and reassurance skills even when there is a barrier to communication.

Work collaboratively with the client (and carers/ family) and when necessary, in conjunction with the multidisciplinary / multiagency team to develop a treatment plan or individual goals based on client led priorities that do not compromise Fracture Liaison Service.

Liaise with colleagues and refer to services from other departments when necessary.

Represent the service in local and national forums providing feedback to service managers and colleagues as appropriate.

Plan and design agendas and produce notes/ minutes for local clinical interest groups or team meetings.

Cascade information as appropriate to team regarding clinical and service information. Ensure effective communication systems are in place relating to the delegation of tasks.

Deliver presentations regarding specialist service to a broad range of audiences both internal and external to the organisation.

Undertake local induction with staff.

Provide a high standard of customer care and deal with complaints in a professional manner, in line with Health Board policy.

### **Finance and Resources**

Identify own responsibility for effective use of time, staff resources and space.

Exercise good personal time management, punctuality and consistent reliable attendance in accordance with policies.

Understand the need to manage time and resources to maximum effect, prioritising caseload, managing own time and working to deadlines.

Monitor stock levels and assist in ordering new equipment as appropriate.

Ensure appropriate delegation of tasks to others, enforcing the national and professional delegation guidelines.

### **Personal and People Development and People Management**

Reflect on current best evidence and identify own strengths and development needs in relation to both core skills and clinical specialism.

Maintain current knowledge of national guidelines and current evidence based practice in relation to specialty.

Agree learning strategies to meet training and developmental requirements.

Facilitate the development of others problem-solving/negotiation skills with structured peer review/ clinical supervision.

Contribute to the development of junior staff, assistants, students and Volunteers. This will include development of a competency framework and complying with Hywel Dda governance framework for learning and development.

Manage and provides appraisal to nominated staff whilst also providing mentorship and support. This includes PDR.

Responsibility for co-ordinating placements within own team as delegated.

Actively involved with student placements as appropriate.

Provide expert opinion on the development of undergraduate and postgraduate competencies for the specialty.

Contribute to the identification of training needs within the team.

Responsible for actions delegated to support staff.

Plan and provide specialist training and presentations; able to participate in supervision and education of staff from own and other professional groups including those from partnership agencies.

Provide mentoring and support and second opinions in relation to highly specialist area.

Participate in teaching patient group / support sessions.

Develop health promotion activities within Health Board and community within specialty.

Assist the service leader in recruitment and retention of junior staff e.g. interview and selection.

Networking and benchmarking externally regarding services in specialty.

### **Information Processing**

Ensure own and staff compliance with standards and policies in relation to data management and confidentiality.

Ensure own and staff compliance with clinical data collection systems including daily activity and service performance management tools.

Undertake simple analysis of data / service trends and provide advice regarding opportunities for service improvement and efficiency measures.

Provide information to support clinical bids and service modernisation proposals.

## **Health, Safety and Security**

Act within legislation, policies and procedures relating to information governance.  
Maintain statutory/ mandatory training.

Balance professional issues such as confidentiality and duty of care in a multidisciplinary setting in order to work effectively.

Carry out environmental risk assessment and the development of appropriated action plans to address issues.

Participate in and develops innovations in area of risk management including quality standards and clinical effectiveness.

Report any defects in equipment, near misses, accidents or untoward incidents following Health Board guidelines and procedures.

## **Quality**

Formulate and deliver FLS intervention within agreed national, local and professional guidance and standards, acknowledging current evidence.

Develop reliable outcome measurement for specialty, using validated tools where possible.

Initiate, implement and monitor research/audit particularly in the area of expertise, based on agreed national standards/ current evidence.

Facilitate a proactive approach to challenge and question established treatment methods and approaches that is not evidence based, being able to critically appraise information and translate into current practice.

Monitor own highly specialist service delivery and reports to a line manager re project progress and recommendations.

Contribute to the development of local multidisciplinary clinical guidelines informed by evidence for clinical specialism, e.g., clinical pathways.

Demonstrate clinical governance principles as an intrinsic component of practice.

Lead in the development of written core competencies for practice in the specialty.

Use expert clinical knowledge and clinical reasoning regarding patient management where there is little or no clinical guidance.

Demonstrate an understanding of national trends relevant to assessment and intervention within the specialty.

Take an active role within local service and clinical networks.

Instigate and participate in activities that lead to effective patient involvement in service evaluation and design.



## **Equality and Diversity**

Demonstrates consideration of professional boundaries including that clients / carers are empowered to make informed decisions about their own care plans.

Ensure clients have equal access to services.

Ensure that equality and diversity issues are recognised and addressed in accordance with legislation, policies and procedures.

Ensure all service users are treated with dignity and respect and are treated as an equal partner.

Ensure all policies relating to consent and confidentiality are adhered to.

## **Effort and Environmental**

Bending over clients for assessment and therapeutic techniques.

Occasionally working in cramped conditions to carry out therapeutic techniques.

Inputting at a keyboard booking patient appointment, outcome measures, and reports.

Checking detailed clinical records.

Analysing research and audit reports.

Examining or assessing patients - significant clinical caseload.

Interruptions during clinical interventions.

Imparting unwelcome news e.g. conservative management of long term conditions.

Dealing with difficult family situations during complex client interventions.

Dealing with people with severely challenging behaviour during client interventions.

## PERSON SPECIFICATION

ATTRIBUTES	ESSENTIAL	DESIRABLE	METHOD OF ASSESSMENT
<b>Qualifications and Knowledge</b>	<p>Educated to Degree level or equivalent experience.</p> <p>Evidence of leadership courses/ qualifications.</p> <p>Master's Degree or equivalent level of specialist experience in area of clinical expertise.</p> <p>Professional registration (e.g NMC, HCPC, GPhC, PAMVR)</p>	Non-medical prescriber.	Application form
<b>Experience</b>	<p>Experience of working within Medicine, Orthopaedics or related speciality.</p> <p>Evidence of advanced clinical practice in area of speciality.</p> <p>Evidence of MDT working.</p> <p>Experience in consultant led clinics.</p> <p>Significant experience working as an autonomous practitioner.</p> <p>Experience managing a complex caseload using an advanced clinical reasoning process.</p> <p>Experience in delivering audit.</p> <p>Experience in delivering training to staff on complex matters.</p>	<p>Experience of referring for and analysing the results of tests.</p> <p>Experience in assisting in leading service developments.</p>	Application form and interview.
<b>Language Skills</b>		<p>Welsh Speaker (Level 1)</p> <p><i>Full details around the expectations associated with level 1 may be</i></p>	Application and Interview

		<i>found at the bottom of this page</i>	
<b>Aptitude and Abilities</b>	<p>Evidence of further education or development in relation to osteoporosis and fracture care.</p> <p>Experience of supervising junior staff/students.</p> <p>Advanced clinical decision and assessment skills.</p> <p>Teaching and presentation skills.</p> <p>Good IT and computer skills.</p> <p>Identify and participate in audit/research process.</p> <p>Ability to work independently.</p> <p>Ability to organise and prioritise competing service needs.</p> <p>Awareness of structure and organisation of the wider NHS.</p> <p>Proactive in developing and improving service provision.</p>		Interview
<b>Values</b>	<p>Ability to embrace the following personal values and behaviours on a daily basis -</p> <ul style="list-style-type: none"> <li>• Dignity, Respect and Fairness</li> <li>• Integrity, Openness and Honesty</li> <li>• Caring, Kindness and Compassion</li> </ul> <p>Ability to demonstrate a commitment to our organisational values -</p> <ul style="list-style-type: none"> <li>• Working together to</li> </ul>		

	<p>be the best we can be</p> <ul style="list-style-type: none"> <li>• Striving to develop and deliver excellent services</li> <li>• Putting people at the heart of everything we do</li> </ul>		
<b>Other</b>	<p>Flexible approach to needs of the service.</p> <p>Required to travel to and work at other sites across the Health Board as necessary.</p>		

### Level 1 Welsh

*(Please note that for this particular post level 1 in spoken Welsh is desirable but not essential)*

**Listening/Speaking:** Pronounce Welsh words, place names, department names, etc. Greet and understand a greeting. Use basic every day words and phrases, e.g. thank you, please, excuse me, etc. Understand / pass on simple verbal requests of a routine / familiar / predictable kind using simple language, e.g. 'May I speak to...'. State simple requests and follow up with extra questions / requests in a limited way.

**Reading/Understanding:** Understand simple key words and sentences on familiar / predictable matters relating to own job area, e.g. on signs, in letters.

**Writing:** Fill in simple forms, note down simple information, e.g. date and venue of a meeting, Welsh address, etc.

## **GENERIC STATEMENTS**

### **NHS CODE OF CONDUCT FOR MANAGERS**

**\*\* For Managers only:**

The post holder will be expected to adhere to the standards laid down in the NHS Code of Conduct for Managers and at all times act in a manner that reflects and promotes the values of the HB. The post holder must ensure all activity and service objectives are effectively met in compliance with HBs standing orders and SFIs, scheme of delegated authority and employment legislation.

### **REGISTERED HEALTH PROFESSIONAL**

**\*\* For Registered Health Professionals only:**

All staff who are members of a regulatory body must comply with standards of professional practice/conduct. It is the postholders responsibility to ensure they are both familiar with and adhere to these requirements.

### **HEALTHCARE SUPPORT WORKERS**

**\*\* For Healthcare Support Workers only:**

All healthcare support workers should be familiar with and must comply with the Code of Conduct for Healthcare Support Workers in Wales.

### **COMPETENCE**

The post holder is required to participate in the Hywel Dda PDR process and work towards meeting identified development needs. The postholder is required to demonstrate on-going continuous professional development. At no time should the postholder work outside their defined level of competence. If the postholder has concerns regarding this they should immediately discuss this with their Manager/Supervisor/Consultant. The postholder has the responsibility to inform those supervising their duties if they are not competent to perform a duty.

### **OUR VALUES**

Hywel Dda University Health Board is a values driven organisation. The post holder is expected to uphold our values of dignity, respect, fairness, integrity, honesty, openness and caring, kindness & compassion underpin a behaviour framework which are supported by our organisational values of

- Putting people at the heart of everything we do
- Working together to be the best we can be
- Striving to deliver & develop excellent services

### **TEAM BRIEF**

The post holder is required to actively participate in Hywel Dda Team Briefing in order to aid communication within the Health Board. Managers and supervisors will regularly deliver the Team Brief verbally to their own staff teams by means of a Core Brief and additional departmental information.

### **RISK MANAGEMENT/HEALTH & SAFETY**

The postholder has a responsibility to themselves and others in relation to managing risk, health and safety and will be required to work within the policies and procedures laid down by the Hywel Dda. All staff have a responsibility to access occupational health, other staff support services and/or any relevant others in times of need and advice. The postholder has the responsibility for monitoring the progress on action plans in relation to risk, health

and safety. The postholder has the responsibility for the development of risk profiles and a risk register within their area of responsibility. The postholder has the responsibility for developing systems to monitor performance against agreed performance indicators.

### **HARRASSMENT & BULLYING**

The HB condemns all forms of harassment and bullying and is actively seeking to promote a workplace where employees are treated with dignity, respect and without bias. All staff is requested to report any form of harassment and bullying to their line manager or to any Director of the HB.

### **RECORDS MANAGEMENT**

The postholder has the responsibility for timely and accurate record keeping and where appropriate in accordance with professional guidelines. The postholder has the responsibility for the creation and maintenance of records in accordance with Hywel Dda policy and the data protection act.

### **FLEXIBILITY STATEMENT**

The developing and rapidly changing nature of the organisation will require considerable flexibility from the post holder. This job description indicates the main functions and responsibilities for the post and is not intended to be a fully inclusive list and the duties and responsibilities specified in this job description are subject to change as the needs of the HB evolve. On agreement with the post holder, this job description will be amended, as necessary, in the event of future organisational and professional changes and/or personal development.

### **CONFIDENTIALITY**

All staff may have access to confidential information about patients, staff or health service business. On no account must such information be divulged to anyone who is not authorised to receive it. Confidentiality of information must be preserved at all times whether at or away from work. Any breach of such confidentiality is considered a serious disciplinary offence, which is liable to dismissal and /or prosecution under current statutory legislation (Data Protection Act) and the HB Disciplinary Policy.

### **EQUAL OPPORTUNITIES**

Hywel Dda University Health Board is committed to ensuring that, as far as is reasonably practicable, the way we provide services to the public and the way we treat our staff, patients and others reflects their individual needs and that individuals or groups will not face discrimination, harassment or victimisation, or be treated less favourably on the basis of sex, pregnancy and maternity, gender reassignment, disability, race, age, sexual orientation, religion and belief, family circumstances including marriage and civil partnership. To this end, the UHB has an Equality and Diversity Policy and Equality Impact Assessment Policy and Procedure and it is for each employee to contribute to enacting these policies.

### **OUTSIDE EMPLOYMENT/OUTSIDE INTERESTS**

Any other work or outside interests must not conflict with the duties and responsibilities of your attendance for work as an employee of the HB.

### **ENVIRONMENTAL**

The Hywel Dda Health Board is committed to its environmental responsibilities. The Board recognizes that its activities, including energy consumption, waste generation, transportation emissions, water use and resource consumption, have a significant impact

on the environment. As an integral part of its commitment to ensure high quality patient care, all staff have a responsibility to adhere to environmental policy and procedure at both an organisational level and within their own area of work to ensure legal compliance. Staff will do their utmost to minimize the environmental impacts of Health Board activities and services, and seek to continually improve operations to minimize their environmental effects. Staff should take note of relevant communications and attend mandatory training when required.

### **SMOKE FREE POLICY**

All Health Board sites and premises and grounds are designated as smoke free areas. This policy applies to all staff, contractors/service providers, patients, visitors and the public.

### **SAFEGUARDING ADULTS AND CHILDREN**

Every employee of the Health Board, whatever their job, role, profession, status or place of work, paid or voluntary, has a responsibility for Safeguarding both adults and children. Staff must:

- Understand the nature of abuse and how children and adults might be at risk of harm and neglect.
- Understand their own safeguarding responsibilities and what actions they may need to take.
- Know where they can access local policies and procedures in relation to Safeguarding Children and Safeguarding Adults.
- Report allegations or suspicions of abuse to their line manager, including suspicions about a colleague or manager, irrespective of their status, profession or authority. This includes whistle-blowing
- Know how to make a Safeguarding referral to Social Services and/or the Police for both adults and children to report allegations or if they have concerns.
- Know what services, advice and support are available locally to vulnerable children and adults and how to access help needed.

### **INFECTION CONTROL**

"The document Commitment to Purpose: Eliminating Preventable Healthcare Associated Infection: A Framework of actions for healthcare organisations in Wales stipulates that all staff must understand their responsibility and accountability for Infection Prevention & Control and the Health Board must be assured of this on an ongoing basis". IP&C is the personal and individual responsibility of all Health Board staff. All staff have a responsibility to protect and safeguard patients, service users, visitors and employees against the risk of acquiring healthcare associated infections. This responsibility includes being aware of the content of and consistently observing, Health Board Infection Prevention & Control Policies and procedures; and best practice guidance in order to maintain high standards of Infection Prevention & control.

### **GENERAL**

The postholder needs to ensure they are familiar with their terms and conditions of service.