

# CLINICAL DIRECTOR

Candidate Pack  
November 2023



TALL ROOTS



Community  
Dental  
Services

99%  
patient  
satisfaction  
rate

58  
clinics

63k+  
appointments  
a year

circa  
500  
colleagues

# Welcome

Dear Candidate

I would like to thank you for your interest in becoming our next Clinical Director at Community Dental Services CIC (CDS).

CDS is an award-winning, employee-owned social enterprise that exists to bring high quality dental care to all communities. Our patients are people who cannot be treated in a general dental practice, whether it be due to learning disabilities, mental health issues or severe anxiety, or because they are in situations or locations, such as homelessness centres or prisons, that traditional dental services cannot reach.

We are 100% owned by our employees with no external shareholders. We all share responsibility for the successful running of the organisation and the care we provide for our patients. As a social enterprise, surplus is reinvested back into improving patient care by upgrading clinical facilities, investing in new equipment and technology or training for employees.

As a key partner to the NHS, we are contracted to provide high quality oral health care to the people and communities who need it most. Delivering excellent clinical care for our patients is at the heart of our strategy, and our current NHS Friends and Family score is 99%. Over recent years, we have invested in our clinics, equipment and technologies specifically to meet the needs of our patients – we strive for the best of the best, believing this is what our patients deserve.

This is an exciting time to join us. Our patient care includes restorative services, sedation and minor oral surgery, and we have invested in Consultant posts in Paediatric and Special Care Dentistry. We are also proactive in developing new services,

and we are exploring how we can develop more independent dental care, complementary to our core offer.

We prioritise learning, and train dental care professionals in skills such as sedation and radiography in house. Our partnerships with the Eastman Dental School and NHS England - Education have resulted in many clinical and leadership opportunities for our people. This year we will open our new Training Centre to develop our learning offer further. Outstanding clinical leadership will lie at the heart of all this.

As our new Clinical Director, you will be a member of our Executive Team and CDS Board, providing clinical oversight and accountability to ensure we continue to deliver exceptional, person-centred care that best meets the needs of our diverse communities. Supported by an Associate Clinical Director and Clinical Governance Manager, you will concentrate on upholding the quality of our services and on clinical governance, working closely with our two Chief Operating Officers, who each have a focus on contract delivery.

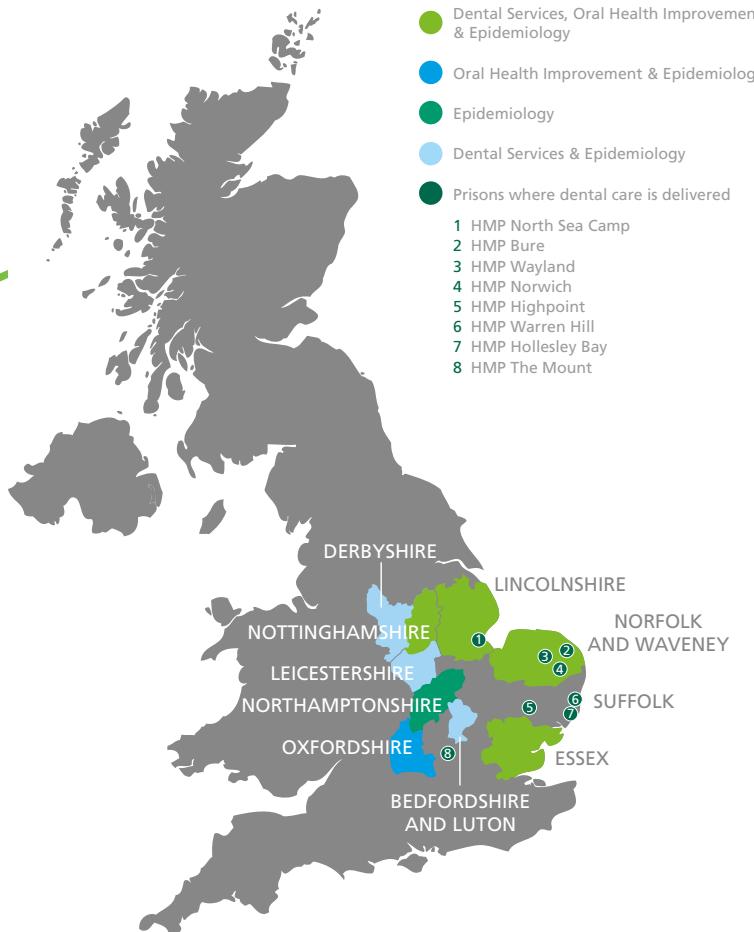
As an independent social enterprise, we seek to innovate and push the boundaries of traditional oral healthcare services. I hope you are excited to be part of our journey.

We very much look forward to hearing from you.



Helen Paisley  
Chief Executive

# About CDS



CDS CIC was founded in April 2011 when the Bedfordshire Community Dental Service transitioned out of the NHS to establish as an independent third sector organisation. This was to ensure that we could focus 100% on the oral health needs of our patients and to make our own decisions about patient care and how our budgets are invested.

Since then, we have grown to an organisation with an annual turnover of £28m, providing high quality services for the NHS across Essex, Norfolk, Bedfordshire, Lincolnshire, Leicestershire, Nottinghamshire and Derbyshire. In addition, we have a number of HM Prison dental contracts and provide oral health improvement programmes and epidemiology services in many areas; we also provide a dental access service in some areas. We employ circa 500 people in our 58 clinics and at our Head Office.

Our mobile fleet are fully equipped dental clinics on wheels! They enable us to provide dental care in places where it is difficult for patients to come to us in clinic, for example to provide dental care for children and young people in youth custody or for vulnerable elderly in care homes. They are also an important part of our work in the community, for example, in homelessness support centres, where having our mobiles on site can help break down barriers to people accepting treatment. Our clinical and oral health teams also use them to raise awareness of key campaigns such as Mouth Cancer action Month.

CDS CIC is proud to be member of both Social Enterprise UK and the Employee Ownership Association.

Our Board is made up of Non-Executive, Executive and Employee Elected Directors. You can read more about our current Board [here](#).



# Our values

Our values were established by our employees, considering what is important to them and our patients.

## Our purpose

**Together, we will enable our communities to enjoy a better quality of life.**

Oral health care can make a huge difference to a person's wellbeing – especially among the more vulnerable patients typically seen in our clinics. Patients leave our care pain free, able to eat and drink in comfort and to smile more confidently. We have a very simple social purpose which reinforces the impact good oral health care brings to communities.

## Trust

We work hard to be trusted by patients and colleagues. To gain this trust, we commit to ongoing learning to achieve high standards of professional competency. We will give our best every day, applying our knowledge and skills in a caring and consistent way.



## Kindness

We value being kind and creating a caring and comfortable environment for our patients, responsive to their needs. We will be kind to each other as colleagues, respecting individual differences. We aim to support one another to do the best we can every day. We care for the communities and environment where we live and work.

## Listening

Listening is important to us; we understand the needs of our patients through hearing them and their friends and families. Careful listening is a hallmark of our service and the excellent care we aim to provide. As an employee-owned business, we listen to each other as colleagues, ensuring everyone feels safe to have their say.



## Award winning

CDS and its clinicians have received numerous awards for our quality of care and the impact we make including being named Health and Social Care Social Enterprise of the Year on two occasions.

Details of all [our awards](#) can be found here.

“The Dental team was stupendous in every possible way. It was all beyond my expectations, the care and professionalism you showed us is forever in our hearts and has changed my brother’s life for the better.” – Family carer

“She has a brilliant way with children and told the most fantastic story whilst she worked, he didn’t feel a thing and was at no point distressed despite being very nervous beforehand. This ensured that he now only has positive feelings about dentist visits in the future.” – Parent

“We support all of our patients and their relatives and carers who accompany them. We always give a warming smile to put our patients at ease; we ask how they are, give positive reassurance and a hand to hold if they feel upset, but above all, we listen.” – CDS Dental Nurse

# Job description

<b>Job Title</b>	Clinical Director	<b>External</b>
<b>Reports to</b>	CEO	<b>ICS Commissioners</b>
<b>Accountable to</b>	CDS CIC Board	Local/National Professional and Dental networks
<b>Key relationships</b>		Regulatory & Statutory Compliance Bodies e.g. GDC & CQC
<b>CDS</b>		Association of Dental Groups / British Dental Association
<b>Executive Team</b>		NHS England - Education
CDS Board and Elected Employees		
Associate Clinical Director		<b>PHE Consultants</b>
CDS CIC Clinical Governance Manager		Local Authorities
Clinical Workforce Development Lead		Research Bodies
Health and Safety Manager		<b>Dental Schools &amp; Dental Hospital leads</b>
Senior leadership across the Company		Other Social Enterprises

## Job Purpose

To provide CDS-CIC Executive and Board level accountability for exceptional, evidence-led, professional and clinical dental leadership ensuring person-centred care meets the individual patient needs in our diverse and often vulnerable communities. Ensuring the clinical workforce is safe, highly skilled, motivated and engaged to deliver the highest standards of service. Shared accountability, with the CDS-CIC Executive Team and Board, for the strategic direction, oversight and development of CDS-CIC, ensuring the company's future as a sustainable social enterprise and employee-owned business. Strategic collaboration and close working with the Chief Operating Officers Midlands and East of England to ensure that there is a joint approach to delivering clinical excellence within the business context of delivering on contracts to agreed service specifications within budget for clinical services.

### To include:

- Ensuring the highest standards of clinical care and safety are delivered throughout CDS-

CIC through a positive culture of openness, learning and support.

- Professional and specialist development of the dental team.
- Robust clinical governance, reporting and risk management.
- Shared accountability, with the CDS-CIC Executive team and Board, for the strategic direction, oversight and development of CDS-CIC, ensuring the company's future as a sustainable social enterprise and employee owned business makes a lasting contribution to communities.
- Positioning CDS-CIC as a leading voice in UK dentistry, influencing practice and policy, commissioning approaches and perspectives, the activities of local Integrated Care Systems and workforce development and facilitating partnerships which support the CDS-CIC purpose and strategy.
- Close collaboration with operational directors to implement the company strategy and development, giving, leadership and a professional contribution.

- Working with the CEO to ensure CDS-CIC has the infrastructure, culture and ways of working to deliver its purpose and strategy.
- Demonstration of the highest standards of professionalism and integrity, acting as a role model to others and living the CDS-CIC values.
- Leadership and management of the Clinical Governance Team, Clinical Workforce Development Lead and Health and Safety Manager including being accountable for ensuring all geographical Services maintain adequate compliance with standards and reporting.

## Key Duties and Responsibilities

- Key emphasis on Clinical Quality and Governance responsibilities as part of delivery on contractual Key Performance Indicators.
- To ensure that processes and systems are in place for assuring and improving the quality and consistency of clinical services in current and new areas of business.
- To share information and update on trends and news to support colleagues within the Executive and CDS-CIC-wide services to develop their services in line with national pathways and in support of ways of working which achieve the best possible outcomes for patients.
- Lead on clinical and professional education (including the developing CDS-CIC Training Centre), working alongside the People Team and Operational leaders. Drive the development of innovative national workforce development and education practice. Develop partnerships with educational establishments, other providers, including through experts/specialists, and identifying appropriate funding streams to support this.
- To be accountable to the CDS-CIC Executive and Board for ensuring policy, strategic business development and key deliverables are in line with national and local regulatory standards and quality requirements. This will involve working in partnership with patients, clinicians, commissioners, and other key

- stakeholders. The care and safety of patients, carers, employees, contractors and other people are paramount.
- To be accountable for the development, implementation, monitoring and evaluation of CDS health and safety strategy, ensuring legal and regulatory compliance. Liaising with H&S Manager to ensure CDS policies and H&S requirements are met. Ensure CDS annual H&S report, training and action plan is developed and delivered to provide assurance around H&S to the Board.

## Strategic development

- To create and identify opportunities and developments within dentistry, ensuring these are robustly evaluated and considered and, where appropriate, effectively and consistently implemented across CDS-CIC services.
- To represent CDS-CIC externally as a clinical leader with influence and impact and identify and support opportunities for CDS-CIC in line with the Company's purpose and values.
- To provide the clinical oversight to any planned new business or services and be a key part of the team engaging with new providers joining the Company.
- To raise the profile of CDS-CIC nationally within dentistry so that CDS-CIC is a leading voice, influencing the future direction for community dentistry, including commissioning bodies, NHSE, Transformation Boards and Integrated Care Systems.
- To interpret, share and support the application of national regulation and guidance within CDS-CIC ensuring that employees have access to information with relevant guidance so that CDS-CIC is compliant and safe in all its clinical activities.
- To represent the CEO at key events on behalf of CDS-CIC and provide strategic insight to the opportunities for CDS-CIC.

# Clinical leadership

- Through the pillars of clinical governance ensure effective evaluation and trend analysis.
- To be the Company's Nominated Individual for the Company's Care Quality Commission's registration.
- To create continuous learning aligned to the key lines of enquiry to evidence assurance for Care Quality Commission in our clinical governance, with effective evaluation of practice, identification and management of risks and analysis of clinical information.
- Gain awareness of new or updated clinical protocols, guidelines, standards and good practice and ensure that they are considered and shared across the company, supporting implementation and compliance achieved where appropriate.
- To maintain a high level of clinical competence through an agreed level of active practice, demonstrating continued professional development in their chosen specialist field and apply knowledge at the appropriate level within CDS-CIC. The clinical input would be in liaison with Chief Operating Officers, to collaborate on what format and clinical input would be most effective, whether that would be in a particular geographical area treating patients.
- Support the development of dentists and other members of the extended dental team by sharing skills and knowledge, coaching and creating a culture of enquiry, learning and openness.
- To ensure effective clinical appraisal, peer review and development is accessible and appropriate for employees across CDS-CIC.
- To ensure the clinical workforce has access to the training and development needed to sustain a highly trained and competent workforce.
- Ensure the Company has clear clinical strategies for services and knowledge of service opportunities in the next 5 years aligned to the national work and developed with operational directors and senior dental employees e.g. Specialists and Consultants
- To establish effective mechanisms to support the local delivery and management of services which are safe and of high quality, within a clear clinical governance framework. Use this framework to give board assurance that services are well led, safe and good quality.
- To provide responsive and accessible professional advice and leadership on all aspects of clinical governance issues.
- To act as the organisation's infection, prevention and control lead.
- Ensure training and development are delivered in line with succession plans to ensure CDS-CIC has a high profile as a specialist provider and abilities to embrace new opportunities
- To actively promote Company services, ensuring they are sustainable in a competitive market and drive opportunities for service development and growth.

# Quality assurance

- To ensure consistent standards are applied and effective reporting is established at a local and organisational level to reflect professional accountability for quality and patient safety.
- To establish appropriate mechanisms to provide the board with assurance in the quality and safety of activities undertaken across CDS-CIC through effective analysis of appropriate data.
- To enable the clinical governance manager to support operational teams to effectively manage clinical governance and patient safety at a local level.
- Where necessary to work closely with the Complaints Manager and relevant operational leads in ensuring that issues and formal complaints are readily addressed and responded to in a timely manner and any learning is shared across the Company. Input required as part of clinical governance and in response to complex clinical complaints.
- To ensure effective systems to deliver timely CDS-CIC Executive and Board reporting including clear interpretation, recommendations and risk management.
- To oversee all aspects of Health and Safety calling on expert advice and support, as necessary.
- To be the Caldicott Guardian and Senior Clinical Information Officer, calling on expert advice and support, as necessary and ensuring the organisation has robust approaches to the management of clinical information.
- Develop effective mechanisms to engage with a diverse range of patients, patient representatives, community groups and other organisations to ensure full patient and public involvement and the continued development of person-centred services which meet the whole range of individual patient needs.

The duties and responsibilities in this Job Profile are not definitive and you may be required to perform other duties as may reasonably be required from time to time. CDS-CIC reserves the right to make reasonable changes to this Job Profile and will discuss these with you.



# Person specification

Candidates should demonstrate how they meet the criteria shown in the person specification.

	Essential Criteria	Desirable Criteria
<b>Education and Training</b>	<ul style="list-style-type: none"><li>• Full registration with the General Dental Council.</li><li>• NHS Performer Number and on the current list for England.</li><li>• Relevant clinical postgraduate qualification.</li><li>• Evidence of relevant ongoing professional and personal development.</li><li>• Commitment to undergo further training to support the role.</li></ul>	<ul style="list-style-type: none"><li>• Relevant specialist registration with General Dental Council.</li><li>• Relevant Management Qualification</li><li>• Membership relevant professional organisations.</li></ul>
<b>Relevant experience</b>	<ul style="list-style-type: none"><li>• Demonstrate a wide range of clinical experience.</li><li>• Experience of working with other agencies.</li><li>• Experience of senior contribution to overall service strategy and development.</li><li>• Experience of providing leadership to clinical workforce.</li><li>• Experience of managing/leading a team.</li><li>• Ability to demonstrate a significant contribution to identifying, planning, organising and leading innovative projects to improve service delivery.</li><li>• Experience in multidisciplinary working and successful development of joint development projects.</li><li>• Experience of:<ul style="list-style-type: none"><li>• NHS Clinical Governance</li><li>• Financial awareness &amp; effective budgetary competence</li><li>• Dental public health</li><li>• Care Quality Commission Registration</li></ul></li><li>• Experience of continuous improvement methodologies</li><li>• Experience of meeting diverse employee, customer and patient needs.</li></ul>	<ul style="list-style-type: none"><li>• Previous experience of working in community dental service.</li><li>• Varied clinical experience in primary and secondary dental care.</li><li>• Experience of teaching/coaching mentoring.</li><li>• Experience of treating patients with sedation and general anaesthesia.</li><li>• Experience of working with a relevant statutory body at a national level.</li></ul>

	Essential Criteria	Desirable Criteria
<b>General and specialist knowledge and skills</b>	<ul style="list-style-type: none"> <li>Organisational level clinical and corporate governance frameworks including providing assurance to board and commissioners.</li> <li>Extensive knowledge and use of evidence-based practice.</li> <li>Extensive knowledge of regulations and legislation pertaining to dentistry.</li> <li>Understanding of the wider political agenda and in particular of issues relating to dentistry.</li> <li>Highly effective leadership skills and the ability to support others to excel.</li> <li>Exceptional communication, collaboration and partnering skills.</li> <li>Ability to build effective working relationships, influence, persuade, negotiate, recognise divergent interests to achieve optimum outcomes.</li> <li>Highly motivated and committed to the overall success of CDS-CIC.</li> </ul>	
<b>Company director</b>	<ul style="list-style-type: none"> <li>Able to meet the criteria to be a company director and meet the fit and proper persons' test.</li> </ul>	<ul style="list-style-type: none"> <li>Experience of board level clinical and organisational strategy development and delivery.</li> <li>Previous board level experience.</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>Access to own transport / ability to use range of transport to work across Company locations.</li> </ul>	

# Terms of appointment

## Salary

By negotiation / competitive salary  
/ Consultant Contract for existing  
Consultants in Dental Specialty.

## Location

Flexible location, with routine travel to our Head Office in Sharnbrook, Bedfordshire, for key Executive/Board meetings. Any clinical work is to be based within CDS geography.

Relocation (up to £8000) may apply if applicable.

## Pension

Candidates are eligible to join an NHS pension scheme on joining.

## Annual Leave

32 days, plus bank holidays.



# How to apply

Tall Roots is acting as an employment agency partner to CDS. Applications should be made **online** and include:

- a CV.
- Covering letter (no more than two pages), explaining your motivation for applying for the role, along with how you meet the Person Specification.

The closing date for applications is **Friday 5th January 2024**.

Preliminary interviews with Tall Roots will be held virtually in early January.

Final panel interviews with CDS will be held during **w/c 15th January 2024**.

If you have any questions relating to the role or the process, or would like any adjustments made to accommodate your needs, please contact Mark Crowley at Tall Roots by email at [mark.crowley@tallroots.co.uk](mailto:mark.crowley@tallroots.co.uk).





#### Tall Roots Search

Recruiting exceptional leaders for inspiring organisations

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