

SINGLE CORPORATE SERVICES

JOB DESCRIPTION

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|------------------------|-----------------------------------|--|
| Job title: | Associate Director of Improvement | <i>To be completed by HR - Job Reference Number:</i> |
| Reporting to: | Director of Improvement – Group | |
| Accountable to: | Chief Delivery Officer | |
| Pay Band: | Band 8D | |

As part of the Single Corporate Service, the role provides a service across both Isle of Wight NHS Trust and Portsmouth Hospitals University NHS Trust.

As the single corporate service will be delivered across both organisations, individuals may be required to undertake business travel between sites. The frequency and arrangements will be discussed on an individual basis, and the staff mobility local agreement will apply.

For our leaders managing staff across multi-site locations, they will need to be visible and provide in person leadership. The arrangements and frequency will be agreed locally.

Job summary

The Associate Director of Improvement is a senior leadership role within the Group Corporate services Division, supporting delivery of high-quality, safe and sustainable care across Isle of Wight NHS Trust and Portsmouth Hospitals University NHS Trust.

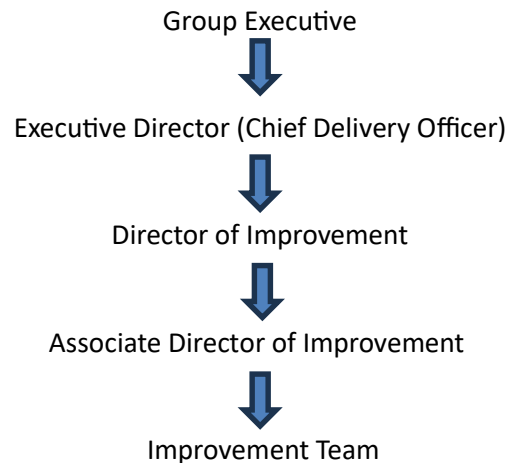
The post holder will work closely with the Director of Improvement to design, embed and sustain the Group’s quality management system, **Delivering Excellence**, ensuring improvement is how the Group operates every day. The role provides expert leadership, coaching and coordination to align strategy, delivery and improvement at executive, divisional, care group and frontline level.

Job Statement

The Associate Director of Improvement is responsible for leading the practical deployment of Delivering Excellence across both Trusts, building improvement capability, supporting delivery of strategic and operational priorities, and embedding values-led, continuous improvement into everyday practice.

The role balances Group consistency with sensitivity to local trust context, maturity and priorities, ensuring improvement activity delivers tangible benefits for patients, staff and the organisation.

Organisational Chart



Specific Core Functions

- Deployment and sustainability of Delivering Excellence
- Improvement leadership, coaching and facilitation
- Improvement capability and capacity building
- Coordination of Group improvement priorities
- Programme oversight, assurance and benefits realisation

Key Responsibilities

Improvement System – Delivering Excellence

- Support the ongoing design, development and deployment of Delivering Excellence as the Group quality management system.
- Ensure effective board-to-ward strategy deployment, daily management and continuous improvement routines.
- Support step-change and breakthrough improvement for Group and Trust strategic priorities.
- Ensure Delivering Excellence is clearly aligned to PHU and IWT values and behaviours.

Leadership and Coaching

- Act as a visible role model for values-led improvement leadership.
- Coach Executive Directors, senior leaders, clinical leaders and managers in applying Delivering Excellence.
- Facilitate improvement using improvement science, PDSA, system thinking and structured problem-solving.
- Support leaders to integrate delivery, performance and improvement into a single way of working.

Improvement Delivery and Prioritisation

- Support definition and coordination of a Group improvement approach aligned to strategic, quality, operational and financial priorities.
- Work with Executives, Divisions and Care Groups to agree improvement priorities based on evidence and opportunity.
- Provide leadership to high-profile improvement programmes with significant organisational impact.
- Ensure alignment between improvement activity, performance management and governance.

Capability and Capacity Building

- Lead development and delivery of a structured improvement capability framework aligned to Delivering Excellence.
- Build improvement capability through training, coaching and hands-on support.
- Support development of internal improvement leaders and communities of practice across both Trusts.
- Promote learning, reflection and sharing of best practice.

Improvement Team Leadership

- Provide professional and managerial leadership to staff within the Improvement Team.
- Support workforce planning, recruitment, development and succession planning.
- Create an inclusive, supportive and high-performing team culture aligned to Group values.

Governance, Assurance and Benefits

- Apply robust programme and improvement management approaches.
- Ensure all improvement work has clear ownership, measures and expected benefits.
- Monitor progress, impact and benefits realisation and report through governance routes.
- Support sustainability of improvement and avoidance of regression.

Communication and Working Relationships

- Build strong relationships with executive, clinical, operational, corporate and patient leaders.
- Communicate complex improvement concepts clearly and practically.
- Influence across organisational and professional boundaries.
- Work effectively in complex and ambiguous environments.

Analytical and Judgement

- Interpret complex qualitative and quantitative data to inform improvement priorities.

- Work with analytics colleagues to develop our shared approach to Delivering Excellence.
- Exercise judgement when balancing Group consistency with Trust-specific needs.
- Make evidence-based recommendations to senior leaders.

Planning and organising

- Plan and coordinate multiple improvement programmes across organisations.
- Balance competing priorities and deadlines.
- Support structured improvement planning and delivery at scale.

Physical Skills

- Standard keyboard, IT and presentation skills.

Patient Client Care

- Ensure patient and service user perspectives are embedded within improvement and redesign activity.
- Consider how we develop patients and experience of care in the way we develop our improvement approach.
- Work always needs to be centred around the outcomes for patients and staff experience of care.

Policy and Service Development

- Contribute to development and implementation of Group and Trust improvement policies, frameworks and guidance.
- This role is responsible for the strategic approach for both organisations around service development and how we work to deliver the best quality care.
- Leading and developing how we support teams to embed improvement into how they work, supporting strategic priority work, breakthrough objectives for both organisations and supporting teams with more local improvement work
- This involves the setup of organisational structure and daily weekly, monthly routines and approaches to work across both sites.
- Support all teams across both organisations with the capability and approach to service development
- Ensuring any approach is sustainably embedded for future work, and aligning policy approaches, development and management where needed to support delivery.

Financial Management

- Support delivery of improvement that contributes to productivity, efficiency and financial sustainability.

- Support, through improvement, the groups approach to financial management, supporting planning and following a strategic approach to this reducing our reliance on reactive decision making.
- Ensure improvement benefits align with agreed financial and operational plans.
- Hold responsibility for the team budget, signing off annual budgets and working closely with finance colleagues to achieve this.
- The budget associated with this team has varied and historically included significant contracts with external contractors and teams as well as specialist coaches, this post would need the skills to manage this with the procurement approaches aligned to this also.

Management/Leadership

- Lead by example in demonstrating Trust values and behaviours.
- Very senior role in terms of supporting others and both trust's approach to leadership and standard leader work.
- Develop board and executive colleagues as improvement leaders with the associated mind set.
- Work in a cross functional way, supporting other necessary functions to deliver on this as a core enabler for Delivering Excellence
- Support leadership development through coaching and capability building.

Information Resources

- Use data, dashboards and performance information to support improvement and decision-making.
- Being inquisitive to ensure triangulation of information form not only data, but observational data, anecdote and front line captured information.

Research and development

- Keep up to date with best practice in improvement science and operational excellence.
- Promote evidence-based improvement approaches.

Person Specification

| Criteria | Essential | Desirable | How criteria will be assessed |
|----------------|---|--|-------------------------------|
| Qualifications | Degree or equivalent experience | Postgraduate qualification in leadership | Application/ Interview |
| | Formal training in improvement science | Coaching qualification | Application |
| | Evidence of continual professional development | | |
| Experience | Senior leadership experience in a complex healthcare or public sector environment | Experience working across multiple organisations | Application / Interview |
| | Leading large-scale improvement programmes | System / ICS-level improvement experience | Interview |
| | Coaching senior leaders and multidisciplinary teams | Building organisational improvement capability | |
| | Building organisational improvement capability | | |
| Knowledge | Expert knowledge of improvement science and quality management systems | Knowledge of NHS performance and governance frameworks | Interview |
| | Understanding of NHS operational delivery and performance | | |
| | Understanding of values-led leadership and culture change | | |

Freedom to Act

- The post holder is guided by precedent and clearly defined occupational policies, protocols, procedures or codes of conduct. Work is managed, rather than supervised, and results/outcomes are assessed at agreed intervals.
- Expand on this section

Physical effort

- A combination of sitting, standing, and walking with little requirement for physical effort. There may be a requirement to exert light physical effort for short periods.

Mental effort

- There is a frequent requirement for concentration where the work pattern is predictable with few competing demands for attention, or there is an occasional requirement for concentration where the work pattern is unpredictable.

Emotional Effort

- Exposure to distressing or emotional circumstances is rare, or occasional indirect exposure to distressing or emotional circumstances.

Working conditions

- Occasional exposure to unpleasant working conditions, or occasional requirement to use road transportation in emergency situations, or frequent requirement to use road transportation, or frequent requirement to work outdoors, or requirement to use Visual Display Unit equipment continuously on most days.

Compliance statement to expected organisational standards:

To comply with all Trust Policies and Procedure, regarding:

- Risk Management
- Health and Safety
- Confidentiality
- Data Quality
- Freedom of Information
- Equality Diversity and Inclusion
- Promoting Dignity at Work by raising concerns about bullying and harassment
- Information and Security Management and Information Governance
- Counter Fraud and Bribery

The Trust has designated the prevention and control of healthcare associated infection (HCAI) as a core patient safety issue. As part of the duty of care to patients, all staff are expected to:

- Understand duty to adhere to policies and protocols applicable to infection prevention and control.
- Always Comply with key clinical care policies and protocols for prevention and control of infection; this includes compliance with Trust policies for hand hygiene, standards (universal) infection precautions and safe handling and disposal of sharps.
- All staff should be aware of the Trust's Infection Control policies and other key clinical policies relevant to their work and how to access them.
- All staff will be expected to attend prevention and infection control training, teaching and updates (induction and mandatory teacher) as appropriate for their area of work and be able to provide evidence of this at appraisal.
- To perform your duties to the highest standard regarding effective and efficient use of resources, maintaining quality and contributing to improvements.
- Ensure you work towards the Knowledge and Skills Framework (KSF) requirements of this post. KSF is a competency framework that describes the knowledge and skills necessary for the post to deliver a quality service.

- Your behaviour will demonstrate the values and vision of the Trust by showing you care for others, that you act professionally as part of a team and that you will continually seek to innovate and improve. Our vision, values and behaviours have been designed to ensure that everyone is clear about expected behaviours and desired ways of working in addition to the professional and clinical requirements of their roles.
- Ensure you adhere to and work within local and national safeguarding children legislation and policies including the Children Act 1989 & 2004, Working Together to Safeguard Children 2013 4LSCB guidance and the IOW Safeguarding Policy.
- Ensure you adhere to and work within the local Multiagency safeguarding vulnerable adult's policies and procedures
- Ensure that you comply with the Mental Capacity Act and its Code of Practice when working with adults who may be unable to make decisions for themselves,
- Ensure that you maintain personal and professional development to meet the changing demands of the job, participate in appropriate training activities and encourage and support staff development and training.
- Respect the confidentiality of all matters that they may learn relating to their employment and other members of staff. All staff are expected to respect conform to the requirements of the Data Protection Act 1998, including the responsibility to ensure that personal data is accurate and kept up to date
- If your employment is to a post that requires you to be registered with a professional body, the continuation of your employment is conditional upon you continuing to be registered with the appropriate professional body. The Trust will require evidence of current registration.
- Proactively, meaningfully and consistently demonstrate the Trust Values in your everyday practice, decision making and interactions with patients and colleagues.
- Perform any other duties that may be required from time to time.

This job description may be altered, from time to time, to meet changing needs of the service, and will be reviewed in consultation with the post holder.