

SINGLE CORPORATE SERVICES

JOB DESCRIPTION

Job title:	Head of Improvement	To be completed by HR - Job Reference Number:
Reporting to:	Associate Director of Improvement	
Accountable to:	Chief Delivery Officer	
Pay Band:	8b	

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 is delivered across both organisations, individuals will 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

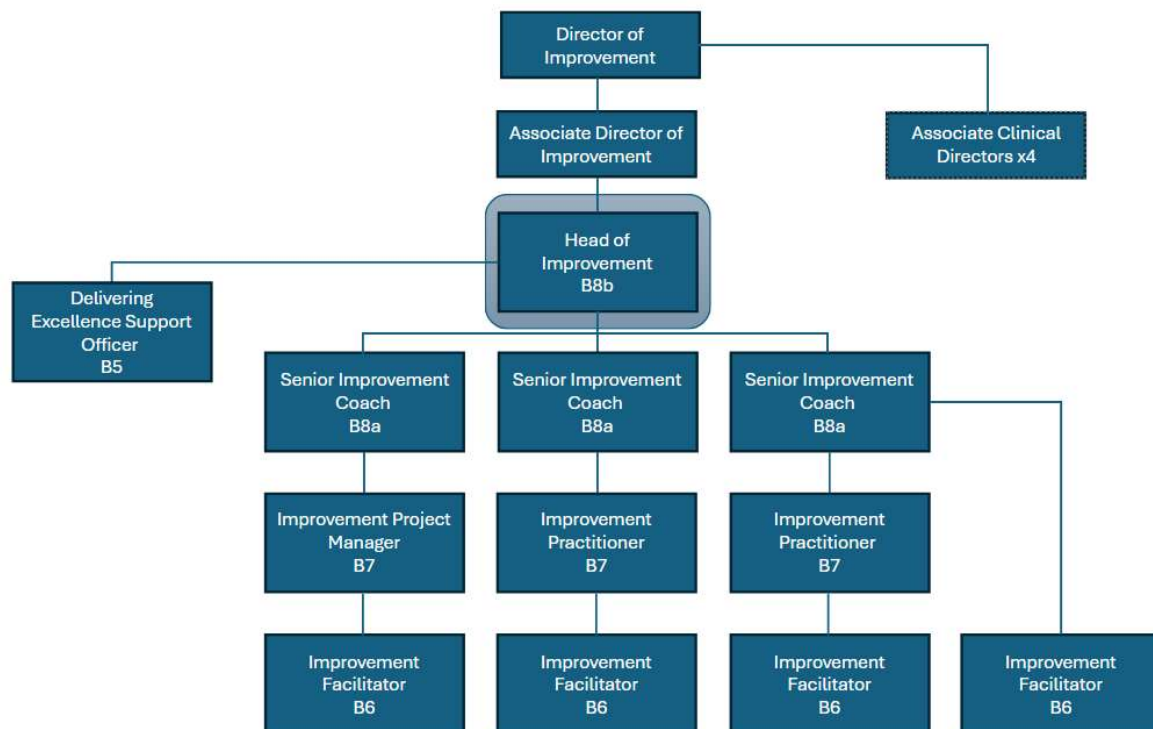
The Head of Improvement is a leadership role within the Group Corporate Services Division, supporting the delivery of high-quality, safe and sustainable care across Isle of Wight NHS Trust and Portsmouth Hospitals University NHS Trust.

Working closely with the Associate Director of Improvement, Director of Improvement and clinical, operational and corporate leaders across the Group, the post holder will lead the operational delivery of Delivering Excellence, the Group's quality management system, supporting the implementation of continuous improvement approaches across the Trusts, divisions, services and corporate functions.

The post holder is responsible for the operational leadership and management of the Improvement Team, ensuring it operates as a centre of excellence for continuous improvement. Through the provision of expert coaching, training, facilitation and improvement support, the role will build organisational capability, support delivery of strategic and operational priorities, and enable sustainable improvements in quality, safety, operational performance, productivity and staff experience.

The role contributes to the ongoing development of the Delivering Excellence approach and is responsible for its practical deployment across the Group, balancing a consistent Group-wide approach with sensitivity to local trust context, priorities and organisational maturity to ensure improvement activity delivers measurable benefits for patients, staff and the Group.

Organisational Chart



Key Responsibilities

Leadership of Delivering Excellence

- Support the Director of Improvement, Associate Director of Improvement and Group Senior Leadership Team in the ongoing development and implementation of Delivering Excellence, the Group's quality management system.
- Lead the operational delivery of Delivering Excellence across the Group, ensuring the effective deployment of its principles, methods and tools within divisions, services and corporate functions.
- Lead implementation of elements of the Delivering Excellence framework, ensuring the infrastructure, processes and support mechanisms are in place to:
 - Build continuous improvement into daily work.
 - Develop organisational capability and capacity for improvement.
 - Deliver step-change improvement in Group priorities.
- Provide expert advice and subject matter expertise in improvement methodologies, including Lean, continuous improvement, operational excellence and quality management systems, drawing on best practice from healthcare and other sectors.
- Act as a visible role model for Delivering Excellence, promoting the behaviours, principles and disciplines required to embed continuous improvement across the Group.
- Ensure Delivering Excellence is implemented consistently and effectively, supporting the delivery of measurable and sustainable improvements aligned to organisational priorities.
- Support the development and delivery of communication and engagement activities that promote Delivering Excellence and increase understanding of continuous improvement across the Group.

Improvement Capability and Culture

- Lead the design, delivery and continuous development of the Group's improvement capability-building approach, ensuring staff and leaders have access to appropriate learning, coaching and development opportunities.
- Develop and maintain a comprehensive learning and training programme that supports improvement capability across the organisation, including:
 - A stepped pathway for improvement skills development from awareness to expert level.
 - Core improvement skills and behaviours for leaders.
 - Stand-alone improvement skills courses and structured improvement interventions.
- Ensure the provision of high-quality coaching, training and facilitation that builds improvement skills, knowledge and confidence across all levels of the organisation, directly delivering support where appropriate.
- Build organisational capability and capacity for improvement through coaching, facilitation and support that embeds continuous improvement within teams, services and pathways.
- Play a leading role in supporting the development of a culture of continuous improvement, encouraging curiosity, learning and staff involvement in improvement activities.
- Facilitate organisation-wide improvement networks, forums and communities of practice that promote collaboration, learning and the sharing of good practice.
- Ensure the development and maintenance of resources that support sustainable improvement capability, including digital learning materials, practical tools and systems for capturing and sharing improvement activity.

Improvement Programmes and Delivery

- Lead, facilitate and support improvement initiatives, programmes and events aligned to the Group's strategic objectives, medium-term plan and operational priorities.
- Apply structured improvement methodologies and improvement science approaches to support the delivery of sustainable improvements in quality, safety, operational performance, productivity and staff experience.
- Provide expert leadership, facilitation and coaching to improvement projects and programmes supported by the Improvement Team, including those with significant operational, financial or reputational impact.
- Lead or coordinate major improvement initiatives where appropriate, working in partnership with clinical, operational and corporate leaders to achieve agreed outcomes.
- Apply robust programme management approaches, working in collaboration with the Programme Management Office or equivalent, including programme planning, reporting, performance monitoring and benefits realisation.
- Work directly with clinical and managerial leads to support the successful delivery of improvement programmes and interventions.
- Promote understanding of the relationship between quality, safety, productivity, efficiency and operational performance, ensuring improvement activity delivers sustainable benefits.
- Identify opportunities to reduce waits, eliminate waste, improve productivity and avoid harm, supporting the development of improvement plans and business cases where required.
- Analyse and interpret information from a range of sources to inform decision-making, identify improvement opportunities and support delivery of organisational priorities.

Team Leadership and Management

- Provide operational leadership and management of the Improvement Team, ensuring the delivery of high-quality improvement support across the Group.

- Lead, develop and support a multi-skilled team of improvement specialists, facilitators and coaches, ensuring the team maintains high levels of capability, credibility and professional expertise.
- Manage team priorities, workload and resources to ensure support is aligned to organisational, divisional and service priorities.
- Ensure the Improvement Team operates as a centre of excellence for continuous improvement, providing high-quality coaching, facilitation, training and improvement expertise across the Group.
- Foster a culture of continuous learning and professional development within the team, ensuring knowledge of improvement methodologies, national policy, emerging practice and healthcare improvement remains current.
- Ensure effective links between the Improvement Team and clinical, operational and corporate functions to support collaborative working and delivery of improvement objectives.
- Deputise for the Associate Director of Improvement as required.

Stakeholder Engagement and Partnership

- Develop and maintain effective working relationships with staff at all levels, including the Group Executive Team, Trust Leadership Teams, clinical leaders, corporate colleagues and operational managers.
- Work in partnership with divisions, services and corporate teams to identify, prioritise and deliver improvement activity that supports organisational objectives and operational priorities.
- Promote and support meaningful involvement of patients and staff in the design, delivery and evaluation of improvement initiatives.
- Work across divisional, organisational and system boundaries to support a joined-up approach to improvement, service development and transformation.
- Continually identify, evaluate and promote learning from internal and external best practice, translating this into opportunities for improvement across the Group.
- Represent the Improvement Team, Directorate and Group at meetings, networks, events and professional forums, providing expert advice, presentations and reports as required.
- Promote Delivering Excellence through engagement activities, improvement events, learning networks, conferences and organisational visits, sharing learning and building improvement partnerships.

Person Specification

	Criteria	Essential / Desirable	Assessed
Qualifications	Educated to Master's degree level or equivalent relevant experience	Essential	Application / Interview
	Recognised qualification or training in continuous improvement, quality improvement, operational excellence, Lean, Six Sigma, QSIR or equivalent methodology	Essential	Application
	Evidence of continuing professional development relevant to improvement and leadership & management	Essential	Application / Interview
	Postgraduate qualification in improvement, leadership, organisational development, management, coaching or a related field	Desirable	Application
Experience	Significant experience of leading continuous improvement, quality improvement, operational excellence or transformation programmes within a large and complex organisation	Essential	Application / Interview
	Experience of leading improvement capability-building through coaching, facilitation, training and development activities	Essential	Application / Interview
	Experience of designing and delivering improvement interventions, workshops and events that have delivered measurable outcomes	Essential	Application / Interview
	Experience of providing expert advice and influence to senior leaders and multidisciplinary teams	Essential	Application / Interview
	Experience of managing competing priorities and delivering results through others in a complex organisational environment	Essential	Application / Interview
	Experience of leading and developing staff and / or teams	Essential	Application / Interview
	Experience of working successfully with clinicians, operational leaders and corporate colleagues to deliver improvement	Essential	Application / Interview
	Experience of implementing improvement systems, management	Desirable	Application / Interview

	systems or operational excellence approaches at organisational level		
Skills & Knowledge	Expert knowledge of continuous improvement, quality improvement and operational excellence methodologies and their practical application within complex organisations	Essential	Application / Interview
	Strong coaching, facilitation and presentation skills, with the ability to engage, influence and develop staff at all levels of the organisation	Essential	Application / Interview
	Strong analytical and problem-solving skills, including the ability to interpret complex information and make evidence-based recommendations	Essential	Application / Interview
	Ability to build effective working relationships and credibility with clinicians, operational managers, corporate colleagues and senior leaders	Essential	Interview
	Ability to lead and support improvement initiatives that deliver sustainable improvements in quality, safety, productivity and operational performance	Essential	Application / Interview
	Ability to work with a high degree of autonomy, exercising sound judgement and initiative to translate strategic priorities into operational delivery and improvement activity	Essential	Application / Interview
	Ability to prioritise and manage competing demands, delivering outcomes through both self and others	Essential	Interview
	Knowledge of current NHS priorities, challenges and approaches relating to quality improvement and service improvement	Desirable	Application / Interview

Communication and Working Relationships

- The post holder will be providing and receiving complex, sensitive or contentious information, where persuasive, motivational, negotiating, training, empathic or re-assurance skills are required. This may be because agreement or cooperation is required or because there are barriers to understanding and/or providing and receiving highly complex information.

Analytical and Judgement

- Judgements involving highly complex facts or situations, which require the analysis, interpretation, and comparison of a range of options.

Planning and organising

- Planning and organisation of a broad range of complex activities or programmes, some of which are ongoing, which require the formulation and adjustment of plans or strategies.

Physical Skills

- The post has minimal demand for work related physical skills.

Policy and Service Development

- The post holder is responsible for the implementation of policies for a team/department and proposes policy or service changes which impact beyond own area of activity.

Financial Management

- The budget associated with this team has varied and historically included significant contracts with external contractors and teams as well as specialist coaches. The post holder is required to deploy and manage the effective utilisation of this contracted resource on a day-to-day basis to achieve the required outcomes.
- The post holder is responsible for ensuring the appropriate maintenance and utilisation of physical assets and supplies for the service.
- The post holder will observe a personal duty of care in relation to equipment and resources used in the course of their work.
- The post-holder will always act in accordance with the Trust Standing Financial Instructions and Standing Orders.

Management/Leadership

- The post holder is responsible for day-to-day management of staff within the Improvement Team. The post holder will deal with the initial stages of grievance and discipline; appraisal, acting as an interview panel member; responsible for monitoring mandatory training compliance with their team. The post holder will be responsible for reviewing work performance and progress and manage the allocation of work.

Information Resources

- The post holder has occasional requirement to use computer software to develop or create statistical reports requiring formulae, query reports or detailed drawings /diagrams using desktop publishing (DTP) or computer aided design (CAD).

Freedom to Act

- The post holder is guided by general health, organisational or broad occupational policies, but in most situations the post holder will need to establish the way in which these will be interpreted.

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 unpredictable, or there is an occasional requirement for prolonged concentration.

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.