

JOB DESCRIPTION

1. JOB IDENTIFICATION

Job Title:	Service Improvement Officer
Accountable to:	Programme Manager Quality
Responsible to:	Programme Manager Quality
Department(s):	Quality and Safety
Directorate:	Edinburgh Health and Social Care Partnership
Job Reference:	L-EHSCP-IJB-SP-SIO
No of Job Holders:	4
Last Update:	24 March 2025

2. JOB PURPOSE

To plan, manage and deliver agreed quality and safety service improvement projects and project plans within timescales and budget ensuring collaborative working across a broad range of stakeholders to support the delivery of the quality and safety programme focussed on improving quality of services, safety of the public and reducing harm.

3. DIMENSIONS

The Quality and Safety Programme is delivered within Edinburgh Health and Social Partnership (EHSCP):

Patient population: 500,000 Number of GP Practices: 74

The post will work as Service Improvement Officer and will be responsible for successful delivery of a number of quality and safety improvement projects aligned to strategic priorities. The quality and safety programme is focussed on improving quality of services, safety of the public and reducing harm.

The post will work with clinical and management staff across the Partnership leading projects in a range of health and social care services including Mental Health, Rehabilitation, Home Care, Hospitals and Care Homes, Assessment and Care Management, Primary Care, Community Nursing

Staffing Responsibilities:

May be responsible for the management of temporary project support staff associated with each project – each project will vary in size.

Financial Responsibility:

Responsible for monitoring the use of service budgets relating to the quality and safety service improvement/project.

May have delegated responsibility for individual project budgets (circa £10K-£20K) which will vary as the portfolio of projects within the programme evolves and additional/external funding proposals are realised for new projects.

Budget authorisation up to £2000 for project related expenditure e.g. expenses for participants, hire of venues.

The post holder is employed within NHS Lothian and there will be a requirement to work flexibly across Lothian to meet service demands.

4. ORGANISATIONAL POSITION

Proposed Strategic Planning Directorate structure – management lines



5. ROLE OF DEPARTMENT

The Edinburgh Integration Joint Board is responsible for the planning, management and delivery of community and bed-based health and social care services for the population of Edinburgh. It is responsible for managing the budgets and has delegated authority to deliver integrated health and social care services.

Its role is to:

Create capacity to deliver services more innovatively, effectively and efficiently involving staff in NHS Lothian, the City of Edinburgh Council, the voluntary and independent sector providers and all stakeholders.

Shape services to meet local needs by directly influencing NHS Lothian and Council planning, priority setting and resource allocation.

Integrate health and social care services within the community and between acute hospital care and community care, underpinned by service redesign and clinical networks and by appropriate contractual and financial systems.

Work to improve health and tackle inequalities in health and promote policies that address poverty, deprivation and public protection.

Deliver sustainable health and social care services as set out in the Strategic Plan.

The Quality and Safety Team within the Strategic Planning Directorate is responsible for all aspects of improving quality and safety of health and social care services including development and implementation of quality improvement methodologies, managing programmes of quality improvement projects in all service areas, training in quality improvement for staff, managing the complaints handling function for Council and NHS, support processes around significant adverse events, reporting on performance and advising governance bodies on quality and safety issues and policies.

6. KEY RESULT AREAS

Service Improvement & Project Management

1. Responsible for overall management of specific quality and safety service improvement workstreams and projects including development of business cases and project plans.
2. To develop and maintain a comprehensive quality and safety service improvement plan, including risk assessment, specifying the project goal structure, resource requirements and costs for delivery involving all key stakeholders to ensure delivery of projected efficiencies.
3. Review on an ongoing basis progress of the quality and safety improvement projects, identifying where there is risk that project objectives or timescales will not be met, taking remedial action to bring the project back on track as required and that benefits are realised.
4. Develop all policies, procedures and protocols relating to the planned improvement ensuring implementation by stakeholders e.g. with clinical, social care, admin and service management team updating Refhelp as required. Mapping current pathway and intended future state, indicating where updates are required.

5. Overall responsibility for the development and maintenance of service improvement/project information systems which will be used to monitor and regularly report progress to the Partnership senior management team.
6. Participate in audits and surveys relating to quality and safety improvement work and undertake research as necessary.
7. To develop and agree a clear exit strategy ensuring that any benefits from service change continue to be realised and the activities are mainstreamed as appropriate

Training & development

8. To carry out appropriate project management and relevant project/improvement delivery training and education for the multi-disciplinary clinical and management team.
9. To ensure all staff are trained in Service Improvement Methodology to best support permanent implementation of change.

Financial management

10. Responsible for monitoring the use of service budget relating to the quality and safety service improvement/project ensuring that all financial objectives remain on course and that progress is measured and reported on.
11. May have delegated responsibility for individual project budgets (circa £10K-£20K) which will vary as the portfolio of projects within the improvement programme evolves and additional/external funding proposals are realised for new projects. Authorised signatory up to £2000.

Communications

12. To develop, agree and implement a rigorous communications strategy for all improvement actions, reaching all stakeholders within the Partnership and where appropriate further to key individuals and groups in NHS and Council ensuring projects aims, objectives and benefits are cascaded.
13. Ensure there is a high level of awareness and ownership of quality and safety improvement plans, that vital information is shared, and that key learning points and good practice are disseminated effectively.
14. Working in partnership with the Quality and Safety Team and service leads to provide robust monthly monitoring and quarterly forecasts on delivery to relevant groups.
15. To support NHS Lothian's values of quality, teamwork, care and compassion, dignity and respect, and openness, honesty, and responsibility through the application of appropriate behaviors and attitudes.

7a. EQUIPMENT AND MACHINERY

The following are examples of equipment which will be used when undertaking the role:

Personal Computer – for audio/visual presentations during meetings.
Laptop and projector– for audio/visual presentations during meetings.
Telephone.

Note: New equipment may be introduced as the organisation and technology develops, however training will be provided.

7b. SYSTEMS

The following are examples of systems which will be used when undertaking the role:

The post holder will be required to use the following systems in the course of their work for developing and monitoring project plans, producing reports and analysis project information:

Regular use of the Internet, Intranet, Outlook email system and Microsoft Office software – Word, Excel, Access, Publisher, Powerpoint – to support programme management/development work and project monitoring/reporting
TRAK and SWIFT/Mosaic to review capacity and activity against performance targets.
Tableau dashboards to support effective demand management reporting – DCAQ – for specialties.

Project and Performance Management systems to support planning e.g. Discovery

Established database systems, e.g. contact/ mailing database, etc.

Intranet/Internet – for accessing information sources to support project implementation.

Note: New systems may be introduced as the organisation and technology develops, however training will be provided.

8. ASSIGNMENT AND REVIEW OF WORK

The post holder is accountable to the Team Leaders Complaints and Quality with whom objectives will be agreed and performance reviewed.

Overall direction will be provided through the Quality and Safety Team however the post holder will be expected to work autonomously, be self-directed, with freedom to make judgments within the parameters of their role.

Work is reviewed annually through the Personal Development Planning & Review system.

9. DECISIONS AND JUDGEMENTS

The post holder will be expected to develop the quality and safety service improvement plan setting achievable and sustainable objectives over a determined time frame that will allow the delivery of the programme of initiatives to the expected standard e.g. pathway improvements that will positively impact on waiting times trajectories

The post holder will be expected to make informed, autonomous decisions and judgements in relation to projects, recognising any issues that may have the potential to have an adverse

impact on the timeline of planned changes and devise and implement steps to eliminate these e.g. analysis of PDSA cycles and timelines.

Decisions relating to the appropriate use of service funding/budgets e.g. from budget analysis make recommendations on efficient spend.

Provision, interpretation and presentation of key performance data for the senior management team e.g. service user activity, waiting times, service user flow data, utilisation of facilities, financial information.

10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

Working with a wide range of individuals and different professional groups, often with competing and conflicting priorities, to deliver realistic and practical plans.

To be able to prioritise and manage workload effectively in the face of competing demands on time and capacity.

High level of attention to detail and accuracy is required in analysis and reporting, sometimes from multiple sources.

Overcoming barriers to co-operation and understanding through application of highly developed motivational and persuasive skills.

11. COMMUNICATIONS AND RELATIONSHIPS

The post holder will be expected to communicate with a wide range of stakeholders to the quality and safety service improvement project, including the most senior personnel, both internally and externally. To undertake the role will require developed communication skills to enable key messages of the project to be cascaded effectively to stakeholders. Skills of persuasion, negotiation, tact and diplomacy will be required when communicating on behalf of the team. Communications relating to the project may be complex, sensitive and emotive and may be made in verbal, written or electronic format.

The post-holder will be expected to demonstrate sensitivity and awareness of “politically” sensitive issues and the need to adjust styles and behaviours to accommodate different situations and cultures.

Internal:

Health and Social care professionals – details of service improvements, patient pathways, safety issues.

Senior managers – reporting on projects, agreeing remits, escalating issues.

Clinical and social work teams - details of service improvements, patient pathways, safety issues.

Admin/project staff – oversight of work, advice and support.

Programme teams – reporting on project delivery, agreeing priorities.

GP practice teams - details of service improvements, patient pathways, safety issues.

Acute services teams - details of service improvements, patient pathways, safety issues.

REAS teams - details of service improvements, patient pathways, safety issues.

Unscheduled care services and out of hours services - details of service improvements, patient pathways, safety issues.

External:

Third sector organisations – engagement in improvement projects.

Universities/Colleges – expert input on technical issues.

Care homes - engagement in improvement projects.

Members of the public - engagement in improvement projects.

Carers - engagement in improvement projects.

Housing services - engagement in improvement projects.

Representatives from other health boards - engagement in improvement projects.

External providers e.g. technology - engagement in improvement projects and oversight on input.

12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB

Physical:

Standard keyboard skills for producing reports and project plans.

Transferring equipment required for presentations/training sessions across sites.

Mental:

Concentration required when analysing data, preparing findings and presenting in report format.

Workload may be unpredictable due to changing priorities of the project.

Emotional:

Communicating sensitive issues or unwelcome information to stakeholders of the project.

Liaising between groups of colleagues in different organisations who may have conflicting agendas, and ways of working.

Environmental:

Regular VDU use.

Requirement to travel between sites to attend project meetings.

13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB

Training/Education:

Degree in a business-related subject.

Postgraduate diploma/qualification in project management.

PRINCE 2 accreditation or equivalent experience.

Skills and Experience:

Experience of working within the NHS or similar large and complex organisation.

Excellent verbal and written communication skills with an ability to communicate well with staff at all levels.

Experience of delivering service improvement.

Advanced level use of MS Word, Excel and PowerPoint.

A good grounding in data presentation.

Previous experience monitoring and managing budgets.

Experience of working in an environment with competing and conflicting priorities, deadlines and work loads.

14. JOB DESCRIPTION AGREEMENT

A separate job description will need to be signed off by each jobholder to whom the job description applies.

Job Holder's Signature:

Head of Department Signature: