

SECTION 1

JOB IDENTIFICATION

Job Title:	NMAHP for Realistic Medicine
Department(s):	Transformation Team
Location:	NHS Grampian
Hours:	37.5 hours per week
Grade:	Band 8B
Salary:	£67,285 - £71,978 pro rata per annum
Contract:	Fixed Term till end of April 2024
Job Reference:	NS149491

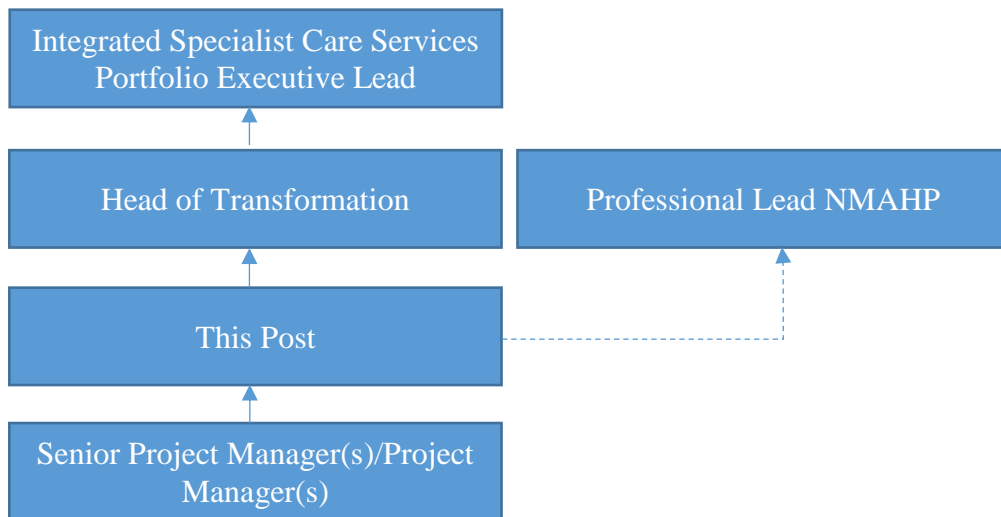
Job Purpose

The post holder will lead a system wide approach to ensuring the delivery of high quality patient care, including aspects of patient experience and safety, by supporting service redesign in pathways that cross multiple specialties. They will be specifically responsible for developing and implementing quality frameworks, patient experience and satisfaction improvements.

They will be supported to work on a project of Clinical service redesign that can be combined with supervised and directed activity linked to an area of mutual professional interest ensuring action plans are implemented and evaluated so that improvements in patient satisfaction are seen.

The role will involve close working, with a collaborative approach, with stakeholders in order to influence change.

Organisational Chart



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Communication and relationship skills

The post holder should have an ability to receive and then convey comprehensive often highly complex information (e.g. national and local data and intelligence-led approach to continuous improvement of nursing and midwifery quality of care) effectively at every level of the organisation in a manner which ensures understanding. This will require a highly developed range of interpersonal skills including verbal, non-verbal, written and presentation skills and an ability to identify and modify the most appropriate communication methods for each situation.

The post holder will have well developed leadership ability to negotiate, influence, motivate, persuade and deliver results through others and in partnership using highly developed interpersonal skills, which encourage ownership and commitment. This includes the need for a proven ability to remain composed and influential during challenging times e.g. when interacting with staff who possess historically entrenched cultures or opposing views. They will need to persuade others who may be confrontational and question approaches and evidence being presented and formulate approaches to overcome such obstacles e.g. speaking to public groups, patient involvement, senior managers at sector and corporate service level, clinical leads and professionals, professional advisory bodies, committees and working groups, staff within all services

There will be barriers to change and the post holder will be required to use many skills including facilitation, managing negativity and hostility, team development etc. to move the agenda forward. This may include complex discussion with staff at all levels of NHSG including senior level.

They will be a catalyst to enable the communication and facilitation of learning and good practice amongst a variety of stakeholders e.g. Executive and non-executive NHS Grampian Directors, colleagues in other boards, HSCP, Higher Education Institutions, voluntary organisations.

Ability to analyse information from a range of sources and interpret this for application with staff and service groups e.g. this involves chairing/co-chairing/facilitate short life working and development groups, committees etc. and a proven ability to frequently deliver highly specialist complex presentations to large staff groups from 5-50 staff e.g. under and post-graduate students, external professional peers and groups and the public. It also includes the ability to interpret and communicate components of large scale improvement programmes e.g. Realistic Medicine, Optimising Flow, Modernising Patient Pathways Programme, Excellence in Care, Magnet and care assurance, to a variety of staff in order to motivate to achieve key requirements of the programmes.

Act as a lead change agent to enable the successful development of implementation, improvement and assurance interventions.

	<p>Work with the Scottish Government, National Services Scotland, Healthcare Improvement Scotland (HIS) and NHS Education for Scotland to support the implementation embedding of Realistic Medicine principles</p> <p>The post holder will communicate and meet with senior staff on a regular basis to discuss and advise regarding progress against the key organisational wide objectives and initiatives. This will involve balancing and influencing unit, sector and corporate priorities and sensitivities.</p> <p>The post holder has to communicate closely with local, national and international organisations related to Realistic Medicine and raise the profile of NHSG with e.g. Other Health Boards, HIS, NES, Patient Safety Research Network etc.</p> <p>Develop and maintain communication networks within the NHS and social care and external organisations, such as Scottish Government Chief Nursing Officer Directorate, HIS, Higher Education Institutes.</p>
<p>2</p>	<p><u>Knowledge, training and experience</u></p> <p>Educated to Master's degree level or equivalent experience</p> <p>Clinical qualification or equivalent professional experience</p> <p>Lead level Improvement skills qualification e.g. Scottish Improvement Leader, Scottish Patient Safety Programme Fellow, Institute of Healthcare Improvement, Improvement Advisor or Fellow.</p> <p>Significant expertise to facilitate, support, inform and guide the application of improvement science, practice development and change management as well as significant experience of application of improvement practices and evidence of success.</p> <p>The post holder will recognise where existing change expertise lies within the system and work in a collaborative leadership style to deliver change that will lead to improved outcomes and experiences for people.</p> <p>Able to demonstrate expert knowledge of the changing NHS environment and be able to influence change and adapt practice to a changing world e.g. integrated health and social care.</p> <p>Significant experience of working in partnership with external bodies e.g. universities, local authorities, national organisations etc. This will include experience of developing education programmes and presenting to groups.</p> <p>Able to develop effective relationships in order to influence others, mobilise teams to participate in programmes to achieve objectives and deal with conflict or confrontation. Experience of operating with and communicating effectively with Directors and Clinical Directors at Board level.</p>

	<p>Evidence of leading sector or corporate wide policies, procedures or projects with evidence of project management and leading large scale programmes.</p> <p>Strong leadership skills in order to lead staff and influence others to achieve key results and objectives.</p>
<p>3</p>	<p><u>Analytical and judgemental skills</u></p> <p>Monitor the delivery of the Clinical service redesign project to ensure the key measures/indicators and aims of the project are met, and to make recommendations to address issues/challenges to implementation. The post holder, as an expert in their field, and in the area of negotiation, influencing and coaching, will need to make demanding and highly complex judgements, which carefully resolve conflict between significant risks and opportunities for change that might improve services. This will inevitably involve stakeholders with differing views necessitating a politically sensitive approach particularly when relating to matters of patient care e.g. of who the conflict might be between.</p> <p>The post holder will represent the Senior Management Team and wider organisation at a senior management level in a variety of situations. This involves making decisions on behalf of the Director and judgements, interpretation and analysis of highly complex information.</p> <p>Responsible for implementation of policy direction by interpretation and analysis of highly complex information and working with external partners such as territorial and special NHS boards.</p> <p>Provide expert advice and leadership to NHSG staff across health and social care relating to care improvement and assurance to senior external stakeholders across the health and social care service and Scottish Government.</p> <p>Judgement will be required, analysis and interpretation and also the ability to manage conflict. Coaching skills will be critical to support colleagues, team members and managers in new systems, processes and cultural issues.</p> <p>The post holder has an expert oversight of sector and unit working and reports relevant information to sector management and governance structures in a format that enables informed highly complex decisions to be made whilst remaining aware of the bigger picture and advising on how change may impact on local services and staff e.g. capacity of teams to adapt to service change/redesign, capacity and capability of staff to deliver person-centred care and develop improvement skills.</p> <p>They will select and apply appropriate methodologies based on rigorous evidence based principles and make decisions regarding the optimum strategy which may include combining a range of clinical and cost effectiveness evidence. These evidence sources may be highly complex and frequently conflicting e.g. best practise, evidence based literature, research, national standards and will require development of novel solutions to ensure activities are successfully implemented.</p>

	<p>Judgement calls relating to the identification and interpretation of quality of care issues or concerns in national reports and recommendations, establishing the key implications for NHSG, developing proactive guidance and disseminating the information across the board in the most effective way and clarifying the respective responsibilities of HIS, Integrated Joint Boards/Health and Social Care Partnerships and partner NHS Boards in order to minimise and manage present and future risk to patients.</p> <p>Responsible for identifying and actively managing potential risks to delivery of the work of the portfolio by carrying out regular risk analysis.</p> <p>Where there may be an impact on successful delivery of the programme, the post holder is expected to actively identify and implement solutions to ensure successful delivery.</p>
<p>4</p>	<p><u>Planning and organisational skills</u></p> <p>To organise, lead and manage the implementation of the multiple components of the Clinical service redesign project across the system including a range of specialisms such as primary care, mental health, acute, paediatrics and other areas.</p> <p>Lead the highly complex planning and project management to developing and monitoring the implementation of the Clinical service redesign project and other improvement programmes, plans and objectives.</p> <p>Closely involved with long-term strategic planning and implementation of the Realistic Medicine action plan to support (provide assurance to) NHSG to ensure that, in line with the national programme, by 2025 everyone who provides health and social care in Grampian will demonstrate their professionalism through the approaches, behaviours and attitudes of Realistic Medicine.</p> <p>Post holder will constantly ensure that objectives and work plans meet national, organisational priorities through contribution of a national and regional perspective to organisational discussions, plans and objectives.</p> <p>Formulate a work plan for the support team agreeing objectives and priorities and implement actions to meet the needs of the organisation and the aligned sector.</p>
<p>5</p>	<p><u>Physical Skills</u></p> <p>Standard keyboard skills required for writing corporate papers, writing reports etc. Will also have good IT skills for e.g. Word, Excel, Access, PowerPoint, Acrobat, Outlook, e-mail and diary facilities, social media etc.</p> <p>Will frequently use Microsoft Teams.</p>

<p>6</p>	<p><u>Responsibilities for patient/client care</u></p> <p>The post holder will have contact with patients offering non-clinical advice e.g. when undertaking care assurance conversations about their experience during their time in hospital. In addition working with patients to ensure we capture their opinion on any new innovative work e.g. developing new documentation or digital records.</p> <p>The post holder will provide highly specialised expert advice to services and staff on quality improvement with the aim of enhancing the quality of patient care. Actively promote the continuing development of an assurance and improvement culture throughout the organisation.</p> <p>High quality patient care will also be the aim of the improvement programmes that the post holder will be leading. This will be achieved by working with staff and strategic senior leads to implement distinct components of improvement programmes and best practice and to assist in the design of the strategic direction required to achieve high quality care. Knowledge of patient care practices will be required in order to enact the above.</p>
<p>7</p>	<p><u>Responsibility for policy/service development</u></p> <p>The post holder is responsible for ensuring policies are implemented consistently within their area of responsibility, across the organisation.</p> <p>The post holder will be required to develop specific operational procedures for implementation with teams ensuring consistency with NHSG and the clinical and non-clinical briefs. The Post holder will ensure strong lines of communication with all stakeholders to ensure policy compliance and delivery of the project objectives.</p> <p>Develop, co-ordinate and implement the production of operational policies and procedures for the new facilities with the operational management teams consistent with NHSG/National policy.</p> <p>Ensures application of best practice and latest evidence and guidance using such outputs to contribute to improvement practices and improvements in patient care.</p> <p>The post holder is expected to comply with all relevant NHS policies, procedures and guidelines, including those relating to Equal Opportunities, Health and Safety and Confidentiality of Information.</p>
<p>8</p>	<p><u>Responsibilities for financial and physical resources</u></p> <ul style="list-style-type: none"> • Responsible for organising events requiring purchase of supplies. • Responsible for project budget and managing project activities to remain within the budget for the allocated project/s.

	<ul style="list-style-type: none"> • Liaising with government/national bodies regarding costs of projects. Estimating costs and submitting bids. • Responsible for appropriate use and safety of office and IT equipment for Corporate Services.
<p>9</p>	<p><u>Responsibilities for human resources</u></p> <p>The post holder will be required to lead, motivate and influence the day to day co-ordination of staff and partners to ensure the delivery of a wide range of project tasks that must be completed in sequence and to stated deadlines. This will require excellent persuasion and negotiating skills as this work will be undertaken by staff not within the line management structure of this post.</p> <p>There will be a regular requirement for the post holder to develop and provide specialist training sessions to Senior Clinicians, Senior Managers, staff and the wider project team and to share information/consult on issues/raise awareness of the improvement projects. This specialist training will be centred on the 6 principles of Realistic Medicine and ethos of value-based health and care. This may involve, although will not be limited to, simulation training for shared decision making, presentations regarding reducing waste and harm and facilitation at organisational events.</p> <p>Support and help train new members of staff to demonstrate their professionalism through the approach, behaviours and attitudes of Realistic medicine, recognising staff competency, adapting training to the individual needs of staff and informing line manager accordingly.</p>
<p>10</p>	<p><u>Responsibilities for information resources</u></p> <p>The post holder utilises existing data, retrieves and collates this data, which can be used to inform practice. The post holder will be responsible for generating project reports, documents and timelines, which will occasionally include statistical information. These need to be updated and shared on a regular basis.</p> <p>Uses a range of IT applications to create reports, maintains project information systems and meets deadlines for reporting progress to Transformation Manager. Documents progress to agreed project plans, monitors progress.</p> <p>The post holder will update and maintain electronic non-clinical records with personally generated information. They will be proficient in data entry ensuring information is accurate, appropriate and promptly recorded.</p> <p>The post holder will be required to work with databases, often sensitive and confidential information and is required to adhere to the Information Governance policies as appropriate.</p>

	<p>The post holder will be familiar with NHS Grampian's Patient Management System (Trakcare) and aware of the functionality and limitations of the Trakcare system.</p>
<p>11</p>	<p><u>Responsibilities for research and development</u></p> <p>Regularly undertakes application of research, audits and improvement data; designing methodologies and implementing approaches with staff including collection of findings and data and presentation and analysis of data.</p> <p>Through a high level of numeric understanding and literacy the post holder will analyse available information and act accordingly to the benefit of patients/service users and NHS Grampian. This will involve the analysis of often complex information such as audits, investigations and incident data, interpreting any implications and taking action as appropriate.</p> <p>Work with areas to lead the development of measurement of improvement, analyse this and report findings to Sectors/Directorates/Departments and report externally to NSS, Scottish Government.</p> <p>Implements improvement approaches to practice involving identification of best practice, application of improvement methods and data / information gathering approaches including audit but a wide range of other processes to support measurement for improvement.</p>
<p>12</p>	<p><u>Freedom to act</u></p> <p>The post holder is responsible for achieving and delivering the project activities consistent with the agreed transformation programme. The post holder will have discretion to work within a set of defined parameters to lead and make judgements, commitments and decisions on behalf of NHS Grampian with little or no guidance from their line Manager.</p> <p>As the post holder has the freedom to act within broad professional policies and to seek guidance from others as necessary, they are accountable for their professional actions.</p> <p>Post holder is expected to have a high degree of autonomy and have the ability to be self-directing in order to prioritise and organise their own workload on a daily basis.</p> <p>The post holder is required to interpret complex national/Grampian policy and processes.</p> <p>Post holder will be a self-starter, proactive and be able to demonstrate considerable motivation in order to build effective working relationships with services and multi-professional teams and to ensure delivery of all agreed project objectives.</p>

	<p>The post holder assesses and balances information from a variety of sources and determines the best course of action by comparing a range of options to resolve operational issues.</p>
<p>13</p>	<p><u>Physical effort</u></p> <p>There may be a requirement to exert light physical effort for short periods throughout the day when walking, climbing stairs, standing and working within confined and awkward spaces.</p> <p>There will be an occasional requirement to exert light physical effort for several short periods whilst carrying equipment to facilitate training.</p>
<p>14</p>	<p><u>Mental effort</u></p> <p>Frequent concentration is required when analysing data and information, developing detailed documents e.g. business cases; reviewing project documents and analysing statistics.</p> <p>Ability to listen to conflicting views and ideas prior to taking a decision on how to progress</p> <p>There is a frequent requirement for concentration where the work pattern is unpredictable and the post holder will be required to react appropriately dealing with time constraints with a wide range of professionals and anxious stakeholders whilst having the ability to deal with stressful and challenging situations as they arise.</p>
<p>15</p>	<p><u>Emotional effort</u></p> <p>Frequent indirect exposure to highly distressing and highly emotional circumstances of both patients and staff through the investigation, analysis or occurrence recording of data and support of patient quality improvement practices. This also involves imparting complex information to managers, staff, patients and the public.</p> <p>Occasional exposure to emotional difficult and challenging conversations and interactions in line with supporting senior colleagues when line managing staff e.g. dealing with disciplinaries, grievances etc.</p> <p>The post holder has frequent involvement in face to face activities with senior managers, clinicians, staff and/or patients, requiring emotional effort around negotiation and influencing skills to ensure the situation is dealt with effectively and sensitively. Must have the ability to manage these difficult/stressful situations and conversations.</p>

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Working conditions

The post holder will be office based where exposure to unpleasant conditions will be rare. However, there may be a level of discomfort when dealing with the public or due to inherent tensions as a result of differing priorities when participating in meetings.

Required to spend significant periods of time at workstation using a computer and VDU on a daily basis.

Homeworking is supported with requirement for physical presence on site, on occasions, depending on the programme of work.

The post holder may experience adverse weather conditions when travelling across Grampian.

NHS GRAMPIAN

PERSON SPECIFICATION

The Person Specification should meet the demands of the job and comply with current legislation. Setting unnecessary standards may, for example, unfairly discriminate against one sex, the disabled or minority racial groups. Applicants should be assessed in relation to their ability to meet the real requirements of the job as laid down in the job description. Shortlisted candidates **MUST** possess all the essential components as detailed below.

POST/GRADE: Realistic Medicine NMAHP

LOCATION/HOSPITALS: Foresterhill

WARD/DEPARTMENT: Transformation Team

ATTRIBUTES	ESSENTIAL	DESIRABLE
Qualifications	Masters degree, working towards, or equivalent experience. Registered NMAHP.	Improvement Skills Qualification.
Experience	Significant expertise to facilitate, support, inform and guide change. Experience of working with multiple internal and external stakeholders in a challenging environment. Varied years experience of working in the health service.	Experience of working in the health service. Experience of change management and service redesign in health and care services.
Special Aptitudes / Abilities	Exceptional communication skills, both written and verbal. Flexible approach with excellent problem solving skills. Accuracy and attention to detail.	
Disposition	Ability to work independently and as part of a team. Self motivated.	
Physical Requirements	Ability to carry out all aspects of the role.	
Particular Requirements of the Post	Outcome focussed and ability to build relationships to work across the whole system. Ability to be analytical and utilise data. Ability to prioritise work and deliver. Excellent negotiation skills.	Leadership qualification.

MAJOR RISKS IN DOING THIS JOB

Please indicate the major risks the job holder could face in doing this job e.g. lifting patients/objects, working with hazardous substances, dealing with violence and aggression.

If there are no major risks for the job holder please tick this box