

  **NHS NATIONAL SERVICES SCOTLAND**

# JOB DESCRIPTION

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| **1. JOB DETAILS** |
| Job Title:  | **Improvement Advisor, Realistic Medicine** |
| Immediate Senior Officer/ Line Manager | The Associate Director of Nursing  |
| Department:  | The Clinical Directorate  |
| SBU:  | Clinical Directorate |
| Location:  | Edinburgh/Glasgow |
| CAJE Reference: |  |
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| **2. JOB PURPOSE** |
| The Improvement Advisor, in collaboration with the Clinical Lead for Clinical Governance, Quality Improvement and Realistic Medicine and the Associate Director of Nursing, and working with the QI Delivery Group will plan and support the implementation of the principles of Value Based Healthcare (VBHC) and Realistic Medicine (RM). The post holder will deliver a quality improvement function across different parts of NSS – including clinical and non-clinical services - so as to further VBHC and RM. The NHS NSS Clinical Governance and Quality Improvement Framework places a priority on building and supporting improvement capability across NSS. Service excellence and sustainability are strategic Board aims, underpinned by the application of the principles of Realistic Medicine. Realistic Medicine focuses on best value health and care, shared decision making and personalised care, reduced harm, and waste, reduced unwarranted variation, better management of risk and improvement and innovation.These factors create a drive for continuous improvement and best value services, care and outcomes and a focus on sustainable health and care. The post holder will support potential improvement opportunities in these areas in NSS. |
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| **3. DIMENSIONS** |
| National Services Scotland (NSS) provides specialist advice and services to support the NHS and wider public sector. NSS employs approximately 3,500 staff (comprising medical, nursing, technical, scientific, management and administration staff, located in 24 sites across Scotland). The post holder will work within the Clinical Directorate which provides clinical Professional leadership, and drives Clinical Governance, Quality Improvement and a range of national clinical programmes such as National Screening Oversight.Value Based Healthcare (VBHC) and Realistic Medicine (RM) are priority areas for NSS and the Clinical Directorate and it is recognised that Quality Improvement is both an integral part of Realistic Medicine and an essential enabler for the implementation of the principles of RM and VBHC. This is a dynamic and evolving area, with emergent and evolving opportunities. At this time there is focus on developing the organisational culture and infrastructure for quality improvement which will support the strategic objective of service excellence and enable the delivery of RM and VBHC.Quality Improvement governance is organised within the newly formed QI delivery group and QI oversight group and in the next 12 months there will be an ongoing programme of QI capacity and capability building, QI coaching and mentoring and specific projects focused on VBHC and RM. The postholder will play an integral part in leading areas of work associated with these. The postholder will:* Support activity relating to the development and improvement of VBHC and RM
* Directly provide support to teams using improvement skills including teaching and coaching to build capability and capacity for improvement.
* The post holder is accountable to the Clinical Lead for Quality Improvement, Clinical Governance and Realistic Medicine and The Associate Director of Nursing, Clinical Governance and Quality Improvement.
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| **4. ORGANISATION CHART** |
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| **5. ROLE OF THE DEPARTMENT** |
| National Services Scotland’s core purpose is to deliver effective national and specialist services which enable and support improvements in Health Care, in Public Health, and deliver value & sustainability. It delivers these services through its Strategic Business Units and Directorates.The Clinical Directorate leads and drives improved health, environmental and financial impact across NSS through the provision of strategic leadership, professional advice, governance, engagement and involvement. The Clinical Directorate covers professional and clinical leadership for medical, nursing, dental, pharmacy and healthcare science, quality management, governance, risk management, professional development, service improvement, research development and innovation and strategic and change management. |
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| **6. KEY RESULT AREAS** |
| 1. To work in collaboration across NHS NSS, and in conjunction with other organisations / partners where required, to develop approaches that systematically improve Value Based Healthcare (VBHC) and Realistic Medicine (RM).

To provide Improvement Advisor or Scottish Improvement Leader level of applied improvement guidance and coaching. This may mean coaching or supporting individuals or teams on using QI principles to implement or improve aspects of RM and VBHC. 1. To work as part of the Clinical Governance, Quality Improvement and Realistic Medicine Team, with the QI Delivery Group and with other professionals within the organisation to deliver development and improvement work. To provide expert advice and support the management and coordination of key activities.
2. To engage with and work with teams and individuals in order to explore opportunities to better implement and improve realistic medicine and value based health care. As part of the engagement work, this include setting up engagement forums, speaking with directly with stakeholders and undertaking surveys.
3. To lead and support individuals and teams on a range of projects to improve the quality of service delivery.
4. To support NHS NSS’s VBHC, RM and QI delivery plans,. by working with staff, managers, clinicians to develop and implement project plans to improve aspects of RM and VBHC.

To train and coach staff, managers and clinicians in QI. To undertake the initiation of improvement projects, generation of aims statements, driver diagrams, measurement plans and PDSA testing cycles. 1. To analyse, collate and present data using a range of techniques and tools, such as pareto charts, scatter charts run charts and statistical process control charts. This data will be included in reports and presentations for information and discussion.

Tosupport the evaluation of the effectiveness of service improvement interventions by evaluating and assessing the learning and impact of interventions over time. To work with stakeholders to monitor the progress of projects/initiatives against objectives.  |
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| **7. ASSIGNMENT AND REVIEW OF WORK/ DECISIONS AND JUDGEMENTS** |
| The postholder will be line managed by the Realistic Medicine Lead and Professional Manager (the professional manager will depend on the professional background of the post holder) who undertakes annual objective setting and appraisal. Objectives are agreed annually with the Clinical Lead for Realistic Medicine and Associate Director of Nursing and Quality Improvement and Clinical Governance although the IA has significant authority & autonomy to determine how these objectives will be met.Within the above parameters, work will be self-generated and self-directed by the analysis and evaluation of requirements. Use of a significant degree of initiative in order to anticipate or react to changes in service needs and requirements will be part of the role. The postholder will work with a high degree of autonomous professional practice and is accountable for own professional actions, guided by legislation, professional code of practice, and national and local policies. On a day to day basis the post holder will have autonomy to make decisions relating to workload. Workload will be generated by the needs of the service and the postholder is responsible for planning and organising own workload to meet agreed objectives and the needs of the service. The post holder will need to deal with uncertainty and be able to manage change through use of a range of change management interventions.**Decisions and Judgements**Provide expert advice and expertise on matters relating to the improvement and development interventions and techniques, using knowledge and expertise to assess requirements and recommend appropriate approaches.Exercise independent judgment and make decisions based on information gathered from a variety of sources to reach optimal assessment and then decision. |
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| **8. COMMUNICATIONS AND WORKING RELATIONSHIPS** |
| The nature of this post necessitates excellent communication and interpersonal, facilitation, influencing and negotiation skills. There is a need for well developed inter-personal, communicative and presentational skills. The postholder will be required to communicate well and be able to motivate and enthuse.The postholder will need to identify the most appropriate and applicable communication method which will require to be used. Communications can be to individuals, staff groups, organisation-wide meetings. Communications are written and oral, formal and informal.Directing, facilitating and managing change in a complex environment of health and social care staff and staff policies. The post holder may need to* manage complex or sensitive information
* be open to the receipt of information and has the ability to share it appropriately
* deal with opposing views and perspectives
* maintain a constructive dialogue with staff members and groups and pose questions constructively, creatively and professionally.
* communicate information concerning specialist QI issues
* presents, explain and relay complex information to different groups in a variety of different environments where the subject matter may be emotive and/or contentious and where there may be a need to manage conflict and diffuse confrontation
* participates in formal committees and short life working groups to provide expert advice and to present and report on area of expertise.
* utilise a range of presentation and reporting skills, digitally, orally, in writing, etc e.g. in providing advice verbally and in presenting reports or briefings to Committees and working groups.

**Internal** The postholder is required to establish and maintain effective communication and productive working relationships with a wide variety of personnel and agencies. Key relationships will be with the Clinical Lead for Realistic Medicine and Associate Director of Nursing and Quality Improvement and Clinical Governance, other members of the Clinical Directorate, and members of the QI Delivery Group. Collaborative relationships will need to be developed with stakeholders across other teams across NSS. External The PH will be encouraged to attend quarterly National Realistic Medicine Network meetings. This is a network of RM Clinical Leads and Programme Managers. The role will have requirements on occasion to communicate with the policy officers responsible for Realistic Medicine in Scottish Government, other Health Boards, and NHS Education Scotland.  |
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| **9. MOST CHALLENGING PART OF THE JOB**  |
| * To provide a high quality, dynamic and innovative modernisation and development service in an ever-changing environment.
* Influencing the approach and behaviours of those affected by change and those whose commitment is essential.
* Delivery of projects in an environment of change and tight timescales with rapidly changing priorities.
* Balancing views and persuading clinical/non-clinical staff of the merits of modernisation and service improvement techniques.
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| **10. Systems** |
| **Computer based systems** The position requires the use of a PC and use of systems such as Outlook, Microsoft Office/Office 365, Teams – for communications, e-mail, drafting powerpoint presentations, reports, associated papers, correspondence, compiling spreadsheets and presenting data accessing internet. A practical and working knowledge of these systems is required.  |
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| **11. WORKING ENVIRONMENT AND EFFORT** |
| **Physical Effort**Frequent requirement for prolonged use of keyboard e.g.- 2-3 hours at a time with (appropriate breaks). Frequent travel required as working in collaboration across NHS NSS, and in conjunction with other organisations bases located across Scotland. |
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| Mental Effort |
| * Substantial mental effort required daily in terms of dealing with complex issues that require the postholder to think carefully through a problem, source and analyse relevant information, consider options. Changing tasks as a report of frequent interruptions (i.e. telephone calls and emails)
* Sustained concentration, 2-3 hours at a time require to read and respond to/comment on correspondence and other documents/reports or prepare written papers for meetings.
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| **Emotional Effort** |
| * Handling confidential information – intermittently
* Accommodating and responding to personal and team dynamics that may occur in complex organisations – sometimes
* Exposed to strong held, conflicting stakeholder and senior management views and resistance to change. Required to explore differing or conflicting opinions and perspectives, and required to deal with these with skill and diplomacy to build rapport and gain cooperation and compliance.
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| **12. ENVIRONMENTAL / WORKING CONDITIONS & MACHINERY AND EQUIPMENT** |
| * Frequent use of computer equipment – laptop and monitor - for long periods of time when analysing data or writing papers or reports and for holding/participating in meetings on Microsoft Teams.
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| **13. QUALIFICATIONS AND/OR EXPERIENCE SPECIFIED FOR THE POST** |
| Qualifications and Training* Educated to Degree level or equivalent with evidence of further postgraduate training/qualification, and the ability/willingness to learn and develop at Masters level evidenced through a formal qualification or a combination of other forms of study or learning
* Training and knowledge of the science of improvement and experience with leading impactful improvement activities. Examples of training programmes would include “The Institute for Healthcare Improvement Advisor Training”, the “Scottish Improvement Lead (ScIL)”, Training or the Scottish Safety and Quality Fellowship. QI training qualifications are not restricted to these particular programmes, and training to and equivalent level by other provides will be considered.

Knowledge & ExperienceExperience and knowledge in mentoring and or coaching and supporting people and teams in improvement. Experience within the health service or healthcare environments, or other service or area, demonstrating knowledge and understanding of complex organisations and the challenges of working within such an environment.Experience in change management and a clear understanding of service improvement methodologies and project management.The knowledge, expertise and understanding to prepare, develop and facilitate interventions and plans with relevant groups of staff, professions and service users.The ability to analyse and present information and data that is complex and may be sensitive as part of improvement and development interventions through the use of a range of techniques and tools available either through prior experience/knowledge or knowledge acquired within this post.The ability to build effective professional relationships with, managers, clinicians, colleagues and service users or patients and carers through effective communication and engagement skills.The ability to create the conditions for working for partnership to achieve and deliver shared goals and objectives.The ability to work effectively in a team and also the ability to work across professional and organisational boundaries to effect the co-production of new initiatives using a combination of prior knowledge and skills in addition to advanced knowledge and skills gained within post.Commitment to life-long personal learning and development in the management, improvement and delivery of health services, underpinned by a commitment to continuously reflect on own performance and make adjustments where necessary. |
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| **14. JOB DESCRIPTION AGREEMENT** |
| A separate job description will need to be signed off by each postholder to whom the job description applies. |
| Postholder Signature: |  | Date: |  |  |
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| Postholder Print: |  |  |  |  |
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| Manager Signature: |  | Date: |  |  |
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