NHS TAYSIDE – AGENDA FOR CHANGE

JOB DESCRIPTION

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| 1. JOB IDENTIFICATION | Job Title | Forensic Mental Health Quality Improvement Advisor |
| Department(s)/Location | Rohallion Secure Care Clinic, Murray Royal Hospital |
| Number of job holders | 1 |
| JOB PURPOSE To assist in the planning, supporting, managing and implementing the Mental Health Improvement Programme for Forensic Mental Health in Tayside.  To support, in collaboration with the Clinical Leads and Practice Development Nurse, the development of capacity and capability building for quality improvement within individuals, teams and the service. | | |
| ORGANISATIONAL POSITION **Forensic Mental Health Quality Improvement Lead Band 7**  **(This Post)**  Practice Nurse Developer  Band 7  Head of Nursing  (8A)  SERVICE MANAGER  (8C) | | |
| NHS SCOTLAND VALUES Our values are:   * Care and compassion * Dignity and respect * Openness, honesty and responsibility * Quality and teamwork   Embedding these values in everything we do will help to make our vision a reality. In practice, we need to;   * Demonstrate our values in the way we work and treat each other * Use our values to guide the decisions we take * Identify and deal with behaviours that don’t live up to pour expectations * Be responsible for the way we work and not just the work we do   More information can be found at [http://www.mts.scot.nhs.uk/about-us/nhsscotland-values/](#). | | |
| SCOPE AND RANGE NHS Tayside is a teaching Board with annual expenditure of over £500m and serves a population of 389,000 people living in urban and rural parts of the region.  This role will operate across Rohallion inpatient, both medium and low secure and the Forensic Community Mental Health Team. The Quality and Improvement Lead is therefore required to work alongside members of the multidisciplinary team.  Forensic mental health is facing significant challenges and changes through Scotland’s Mental health Strategy 2017-2027 and potentially significant changes in how we deliver services through the Independent Review into the Delivery of Forensic Mental Health Services 2021. Through these changes the focus needs to ensure safe, sustainable, high quality person centered care. The post holder will have an advisory role in developing and leading the Quality Improvement Programme for Forensic Mental Health.  The post holder, in collaboration with the Head of Nursing, will enable, engage and equip staff of all levels to implement improvements and bring about the desired cultural changes required for a 21st century healthcare system. This includes the development of a co-ordinated approach to identifying, organising and deploying expertise and resources to support improvement and development of people, systems and processes.  Environment   * Forensic Mental Health Services NHS Tayside * Working with regional forensic mental health services * Working with wider mental health services in Tayside * Working with partner agencies, e.g. Local Authorities, Voluntary Sector * Engaging with service users, families and carers and public partners     Management   * Provide supervision and coaching for staff involved in the Quality Improvement Programme. * Assist in providing change management and quality improvement methodology coaching for staff in teams who will be delivering quality improvement approaches. * Work collaboratively with the Practice Development Nurse within Rohallion to support improvement and facilitate cultural changes in line with the quality improvement programme. * Work collaboratively with identified people within wider mental health services in Tayside to deliver quality improvement. | | |
| MAIN DUTIES/RESPONSIBILITIESTo develop, support and implement Rohallion’s Quality Improvement Programme.To provide leadership, expert advice and support in the development of new, improved, meaningful outcomes for patients.  * Work collaboratively with the Practice Development Nurse to support cultural change within teams. * To advise on the design and implementation of quality improvements that enables Rohallion on its strategic objectives. * Contribute to the provision of relevant and informative reports on key areas of audit, safety, risk and governance and performance across the service * To enable Rohallion to build capacity and capability through Improvement and Change Management methodologies. * To work alongside Clinical Teams in the identification of improvement priorities. * Promote and support a culture of learning, development and integrated working * To design and deliver a programme of high quality cost-effective service development and patient safety interventions that meets the needs of the service and supports the implementation of the Quality Improvement Programme. * To provide a responsive and flexible intervention service to address the high priority improvement and service development issues which will enable the service to deliver its strategic objectives. * To advise Directors, Senior Managers and frontline staff on quality improvement * To evaluate the effectiveness of quality improvement interventions. * To actively promote the activities and role of the Quality Improvement Programme at every opportunity to ensure it has a high profile within the organisation and in other partner organisations, as well as at a national level. * To proactively introduce and facilitate the utilisation of a range of evidence based improvement tools to ensure the organisation achieves maximum qualitative and quantitative gains. * Responsible for safe assembly and dismantling of equipment for use by others e.g., large display boards, laptop and data projector, I.T. or multimedia equipment | | |
| COMMUNICATIONS AND RELATIONSHIPS The nature of this post necessitates excellent communication and interpersonal, facilitation, influencing and negotiation skills.  **Internal**  The post holder is required to establish and maintain effective communication and productive working relationships with a wide variety of personnel and agencies. The key stakeholders will include Nursing staff and members of the multi-disciplinary team, Senior Charge nurses, Leadership team, Practice Development Nurse and the Quality and Safety forum.  **External**  The post holder is required to also communicate with Healthcare Improvement Scotland, other Health Boards, Special Boards, universities and further education establishments, local authorities, partner agencies and users and carers.  There is a need for highly developed inter-personal, communicative and presentational skills. These skills are necessary to inform, discuss and persuade all staff members from Chief Executives, senior clinicians, clinicians and non-clinical staff as the direction and necessity of improvements to Forensic Mental Health Services. The post holder will be required to identify the most appropriate and applicable communication method which will require to be used. Communications can be to individuals, staff groups, and organisation-wide conferences and at public meetings. Communications are written, oral, formal and informal, and are both informative and authoritative both to staff and the public.  Directing, facilitating and managing change in a complex environment of healthcare staff and staff policies which requires a high degree of emotional and mental intelligence:   * Management of complex and sensitive information requires to be delivered in a tactful and diplomatic way. * Is open to the receipt of information and has the ability to share it appropriately. * Deals with opposing views and perspectives from clinical and non-clinical staff in a calm and reasoned manner. * Maintains a constructive dialogue with all clinical and non-clinical staff members and groups and poses questions constructively, creatively and professionally. | | |

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| KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB  * Educated to Degree level or equivalent with the ability to learn and develop at Masters level evidenced through a formal qualification or a combination of other forms of study or learning. * A commitment to life-long personal learning and development in the management, improvement and delivery of health services. * Previous experience within the health service, or equivalent related service, demonstrating knowledge and understanding of complex organisations and the challenges of working within such an environment. * A knowledge and understanding of the role of forensic mental health services in maintaining Mental Health and Wellbeing and treating mental illness * A knowledge and understanding of key policy drivers within Forensic Mental Health Services. * The post holder will have demonstrable experience in change management and a clear understanding of improvement science and project management. * The post will be able to analyse current service provision, identify and describe patient pathways, creating plans for improvements and identifying opportunities for capacity development. * A knowledge and understanding of team working, team dynamics and barriers to delivering service improvement. * The knowledge, expertise and understanding to prepare, develop and facilitate agreed interventions and plans with relevant groups of staff, professions and patients. * The ability to analyse and present information and data that is highly complex and 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 senior clinicians, managers, colleagues and patients and carers through effective of specialist communication and engagement skills. * Have 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. * Has the ability and expertise to actively motivate and gain commitment from senior clinicians and other staff to introduce and effect change and improvement using a range of change management techniques. * Working knowledge of a range of IT systems, and in particular data management. * Self-generation of work and use of a high degree of initiative and autonomy to achieve personal and organisational objectives. * Have awareness and an understanding of national targets and service objectives as to ensure local alignment to national initiatives. * Supports accreditation and quality frameworks and managed clinical networks. * Have knowledge of the Forensic Quality Network standards which assesses and supports the development of the service. * Facilitate coaching and mentoring skills to a range of staff to enable them to maximise potential care delivery. * Can facilitate, identify, differentiate and define different roles and responsibilities within specified projects teams to maximise success of projects. * Has the knowledge and ability to challenge and test the assumptions of others. * Ensures that patients are actively involved in service planning and delivery to improve services to patients at every stage. * Ability to challenge the norm and assumptions to develop new ideas and ways of working. * Ability to act as a positive role model for others. * Ability to challenge behaviors and attitudes |

ESSENTIAL ADDITIONAL INFORMATION

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| 1. SYSTEMS AND EQUIPMENT  Computer based systems  * A practical and working knowledge of the following systems: - * Microsoft Office * Microsoft Project * Mindmapping Software * Worldwide Web * Email systems * LCD presentational equipment * SPC charting software   **RESPONSIBILITY FOR RECORDS MANAGEMENT**    All records created in the course of the business of NHS Tayside are corporate records and are public records under the terms of the Public Records (Scotland) Act 2011. This includes email messages and other electronic records. It is your responsibility to ensure that you keep appropriate records of your work in NHS Tayside and manage those records in keeping with the NHS Tayside Records Management Policy and with any guidance produced by NHS Tayside specific to your employment. |

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| 9. PHYSICAL, MENTAL EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB | |
| Physical Skills   * Keyboard and IT Skills * Ability to travel * Facilitation Skills * Presentation Skills * Negotiating Skills * Analytical and interpretation skills * Project Management Skills * Responsible for safe assembly and dismantling of equipment for use by others e.g., large display boards, laptop and data projector, I.T. or multimedia equipment - regularly | Physical Demands   * Sitting at computer and workstation – regularly |
| Mental Demands   * Need to adapt to different personalities (often unknown) within very short periods of time and adapt thinking processes/responses accordingly * Requires considerable mental effort to manage all different facets of this job * Act and take decisions quickly * Multi-faceted to meet demands of all the complex services * Ability to grasp developments in a professional manner with a high degree of forward planning * Analytical and interpretation skills * Intense concentration * Constantly motivate, enthuse and persuade staff to contribute to the aims and developments of the service * Travelling in varying weather conditions * Frequent interruptions * Available to staff during work hours * Ability to overcome barriers and resistance to change | Emotional Demands   * Handling of confidential information – frequently * Accommodating and responding to personal dynamics and the politics of working within a complex service * Managing conflict * Team issues * Support staff through difficult personal and work situations * Verbal aggression * Expected to be able to cope with any situation with little and no support * Be associated with the implementation of difficult/unpalatable decisions * Working autonomously * Ability to remain emotionally resilient when dealing with resistance and barriers to change. |
| Working Conditions   * The post holder is required to work within medium, low and FCMHT * There is a need to comply with all clinic security policies and procedures * Exposure to aggressive behavior from patients * Frequent use of computer equipment for long periods of time when analysing data or writing papers or reports * Sitting or standing for long periods of time at work station or in meetings – frequently | |

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| 10. DECISIONS AND JUDGEMENTS  * Formal objectives are agreed in conjunction with the line manager, although the Improvement Lead has significant authority & autonomy to determine how these objectives will be met. * Within the above parameters, work is self-generated and self-directed by the analysis and evaluation of service provision and operating requirements. Use of a significant degree of initiative in order to anticipate or react to changes in service needs and requirements is challenging but essential part of the role. * Works to agreed professional values and guidelines. * Post holder will plan and deliver interventions through the adaptive use of prior experience and knowledge into new and untried situations utilizing a range of tools and techniques in order to deliver high quality, innovative solutions for the organization and the client. * The post holder identifies priorities, analyses complex data and information, supports staff to solve problems, delegate’s tasks and monitors performance of projects. * Co-ordination of views and opinions from all professions involved in projects in order to achieve the objectives of the service in an organised and participative environment where change and development can be managed with relative ease. * Dealing with uncertainty and change through use of a range of change management interventions. * Prioritising with Clinical Teams areas of change and improvement. * Promoting and supporting a culture and climate where quality of service is paramount. * Enable others to meet national and local service improvement targets. |
| MOST CHALLENGING/DIFFICULT PARTS OF THE JOB  * To provide a high quality, dynamic and innovative improvement and development service in an ever-changing environment. * Influencing the approach and behaviors of those affected by change and those whose commitment is essential. * Supporting the delivery of change and improvement in an environment of change and tight timescales with rapidly changing priorities. * Leading the shift towards responsible positive risk taking as the means’ of managing peoples risks and vulnerabilities. * Engaging colleagues in quality improvement and change management. * Balancing views and persuading clinical/non-clinical staff of the merits of modernisation and service improvement techniques. |

