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| **1. JOB Details** | Job Title | Improvement and Innovation Advisor |
| Department(s)/Location | Forth Valley Quality |
| Number of Jobs  | 1 |
|  | Job Reference | BN-AC-395 |
| **2. JOB PURPOSE** |
| NHS Forth Valley, Clackmannanshire and Stirling Health and Social Care Partnership and Falkirk Health and Social Care Partnership work together to deliver better quality and value across the health and social care system.This post, as part of the Forth Valley Quality (FV Quality) Team, will deliver improvement and innovation support and projects within in-patient, outpatient, primary and community care. This work places a priority on a critical set of improvement and development interventions that enable a common drive for improvement with sustainable outcomes and lower costs.The FV Quality Team provides improvement and innovation operational support and consultancy to clinical and non-clinical services, specifically diagnostic analysis, service improvement planning, delivery and measurement interventions in response to a wide range of organisational change and improvement challenges.The FV Quality function delivers a systematic approach to understanding and diagnosing underlying problems, leadership and support in identifying solutions, project planning and management, knowledge, training and coaching in improvement and innovation methods, use of tools and data. The support also includes analysing work, patient and information flows, obstacles to change, using elearning and multi-media communications and support for individuals and teams to make this happen. It is part of our infrastructure for continuously improving the quality and value of health and social care.The Improvement and Innovation Advisor in collaboration with Directorates, Primary Care Teams, H&SC Partnership leaders, senior executives, clinicians, service managers and other stakeholders will plan, coordinate and support the provision of modern and effective improvement and redesign of in-patient, outpatient, primary and community services. |
| **3. ORGANISATIONAL POSITION** |
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| **4. SCOPE AND RANGE** |
| NHS Forth Valley, Falkirk Health and Social Care Partnership and Clackmannanshire and Stirling Health and Social Care Partnership support the health and care needs of a population of around 300,000 people. Within Forth Valley there are 54 General Practices delivering General Medical Services in partnership with other community and urgent care services over 24/7.NHS FV management arrangements integrate support services at both strategic and operation levels, to better meet the needs of the organisation. This includes the development of a co-ordinated whole-system approach to identifying, organising and deploying expertise and resources to support improvement and innovation across Forth Valley.**Environment**NHS Forth Valley, Clackmannanshire Council, Stirling Council and Falkirk Council, Falkirk Health and Social Care Partnership and Clackmannanshire and Stirling Health and Social Care PartnershipNHS ScotlandSHOW – Scotland’s Health On The WebPublic SectorScottish Government Independent ContractorsEducation Providers**The post holder will:**Support improvement activity with regard to in-patient, outpatient, primary and community care including appropriate service improvement activities and learningfrom evaluations and reviews of improvement workProvide co-ordination and delivery support to enable an improvement approach to testing new models of care.Develop and manage systems for the co-ordination and delivery of service improvement commissioned intervention, including High Impact changes and key elements of managing access.Directly provide support to teams using improvement skills, methodology and teaching to build capability and capacity for improvement.To lead in work relating to information requirements to support ongoing initiatives and support the information management aspects of projects within the programme to ensure that information is timorously and accurately provided. The post holder is directly accountable to the Head of Efficiency, Improvement & Innovation but will have work delegated and supported by the relevant Chief Officer/General Manager.The post holder will have authorised signatory for the ordering of stock. |
| * **5. MAIN RESPONSIBILITIES**
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| To develop, support and implement an improvement approach to programmes of work contributing to delivery of the NHS Forth Valley Healthcare Strategy and organisational priorities and the Health and Social Care Partnership Strategic Plans.To work collaboratively with programme managers in Forth Valley, National Improvement Advisors (HIS, Scottish Government) and other Improvement and Innovation Advisors across Scotland. To provide Improvement leadership, expert advice and support to in-patient, outpatient , primary and community care in the transformation of services and outcomes for patients.To manage, co-ordinate and provide training and development to staff and support teams to increase their skills and knowledge of improvement tools and techniques.To lead on the design and implementation of service improvements that enables NHS Forth Valley and Health and Social Care Partnerships to deliver strategic objectives To enable NHS Forth Valley and Health and Social Care Partnerships to build capacity and capability through Service Improvement and Change Management methodologies.To promote and support a culture of learning, development and integrated working throughout NHS Forth Valley and Health and Social Care Partnerships.To advise Directors, Chief Officers, Senior Managers and frontline staff on service improvement and modernisation and change management issues.To evaluate the effectiveness of organisational development and service improvement interventions.To actively promote the activities and role of the EPQi Team 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 work in collaboration with the programme delivery teams, with other senior professionals from within the organisation and with senior staff from partner organisations, in order to deliver the programme’s objectives.To proactively introduce and facilitate the utilisation of a range of evidence based improvement tools to ensure the organisation achieves maximum qualitative and quantitative gainsTo define, generate and process information, maintaining safe systems of storage that can be securely accessed by others involved in the range of designated projects or programmes of work.To develop systems to audit, test and evaluate the impact of improvements across the range of projects and initiatives using linked data sets across Health & Social Care Partnerships where appropriate. To work with clinical leads to develop and agree a baseline data set for measuring improvement of each project and establish routine monitoring reports to evidence change.Contribute to the development of programme delivery teams and be the main Service Improvement contact for the designated projects or programmes of work. 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, Induction Standards & Code of Conduct.Performance must comply with the national “Mandatory Induction Standards for Healthcare Support Workers” 2009; and with the Code of Conduct for Healthcare Support Workers. |
| **6. COMMUNICATIONS AND RELATIONSHIPS** |
| The nature of this post necessitates excellent highly developed communication and interpersonal, facilitation, influencing and negotiation skills.**Internal**The Improvement and Innovation Advisor (IIA) is required to establish and maintain effective communication and productive working relationships with a wide variety of personnel and agencies. The key stakeholders will includ***e*** NHS and H&SC Partnership Committees, Board members, Non-Executive Directors, Medical & Nursing Directors, Heads of Services, Senior Managers, Clinical Groups, Clinical Leaders, Consultants, GP and other primary care providers, AHP Leads, Local Management Teams**External**The IIA role is required to also communicate and work in collaboration with HIS, Scottish Government, other Health Boards IIAs, Special Boards, universities and further education establishments as appropriate, local authorities, partner agencies and users and carers.The IIA 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, organisation-wide conferences and at public meetings. Communications are written and 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 health and social care staff and staff policies 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.The Post holder will be open to the receipt of information and have the ability to share it appropriately. The post holder will deal with opposing views and perspectives from clinical and non-clinical staff in a calm and reasoned manner. They will maintain a constructive dialogue with all clinical and non-clinical staff members and groups and pose questions constructively, creatively and professionally. |
| **7. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB** |
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| QUALIFICATIONS: |  | Preferable |
| * Educated to degree level or equivalent with ability to learn and develop at masters level in relevant subjects, evidenced through a formal qualification , combination of other forms of study, or appropriate experiential learning
* Formal lead level training in an aspect of implementation & improvement science ie Scottish Improvement Leader Programme, Scottish Quality Improvement Fellowship or equivalent level of improvement knowledge evidenced through a formal qualification
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| * Commitment to personal learning and development in the management, improvement and delivery of healthcare services
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| BACKGROUND AND EXPERIENCE: |
| * Experience within healthcare and / or social care, or related services demonstrating knowledge and understanding of complex organisations and the challenges of working in such an environment
* Evidence of considerable experience in implementing service improvement and change management
* Experienced in project planning, management, reporting and completion in a large complex organisation
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| PERSONAL QUALITIES: |
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| * Excellent interpersonal skills and emotionally competent
* Evidence that can build effective professional relationships with senior clinicians, managers, colleagues, patients and carers through specialist engagement and communication skills
* Self-generation of work and a high degree of initiative and autonomy to achieve personal and organisational objectives
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| SKILLS: |
| * Excellent communication skills – oral/written/presentation
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| * Facilitation, coaching and mentoring skills to enable a range of staff to maximise potential service delivery
* Demonstrates knowledge of theories of change and ability to select from and skills to apply a range of improvement techniques, approaches and tools
* Ability to work effectively in a team and to work across professional and organisational boundaries to effect co-production of new initiatives, using a combination of prior knowledge and skills and advanced skills gained within the post
* Ability to and expertise in actively motivating and gaining commitment of senior clinicians/practitioners and other staff to introduce and effect change and improvement using a range of change management techniques
* Ability to actively involve patients and service users in service planning and delivery to improve services
* Ability to identify, facilitate, differentiate and define different roles and responsibilities within project teams to maximise success
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| * Ability to challenge the norm and test assumptions of others to develop new ideas and ways of working
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| * Influencing and negotiating
* Ability to participate in, contribute, develop and implement strategy and strategic objectives for modernisation and improvement of care. This includes the ability to analyse current service provision, identifying and describing patient pathways, creating plans for service improvement and identifying opportunities for capacity development
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| * Ability to understand and develop operational strategies to ensure all clinical and non-clinical staff understand and recognise the importance of working in partnership to achieve and deliver shared goals and objectives.
* Working knowledge of a range of systems and I.T. Skills – Word, Excel, PowerPoint, Social Media
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| * Ability to analyse and present data and information that is highly complex and sensitive, as part of improvement and development interventions through use of a range of techniques, tools and prior experience/knowledge
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| * Creative thinking and innovation skills, particularly in multi-agency and whole systems
* Knowledge of quality frameworks and accreditation
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| **8. SYSTEMS AND EQUIPMENT** |
| **Computer based systems*** A practical and working knowledge of the following systems: -
* Microsoft Office
* Microsoft Project
* Visio Software
* Worldwide Web
* Email systems
* LCD presentational equipment

**Responsibility For Records Management**All records created in the course of the business of NHS FV 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 the post holder’s responsibility to ensure that they keep appropriate records of their work in NHS FV and manage those records in keeping with the NHS FV Records Management Policy and with any guidance produced by NHS FV specific to their employment. |
| **9. PHYSICAL, MENTAL EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB** |
| **Physical Skills*** Keyboard and IT Skills – frequently
* Ability to travel – constantly
* Facilitation Skills – regularly
* Presentation Skills – occasionally
* Negotiating Skills – regularly
* Analytical and interpretation skills – regularly
* Project Management Skills – regularly
* 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*** Travelling in adverse conditions i.e. bad weather, traffic congestion, rural roads etc –regularly
* 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 – regularly
* Requires considerable mental effort to manage all different facets of this job – regularly
* Act and take decisions quickly – regularly
* Multi-faceted to meet demands of all the complex services – occasionally
* Ability to grasp developments in a professional manner with a high degree of forward planning - regularly
* Analytical and interpretation skills – regularly
* Intense concentration – frequently
* Constantly motivate, enthuse and persuade staff to contribute to the aims and policies of the Organisation-constantly
* Driving in varying weather conditions and traffic levels –regularly
* Frequent interruptions - regularly
* Available to staff via mobile phone during work hours -Constantly

**Emotional Demands*** Handling of confidential information –frequently
* Accommodating and responding to personal dynamics and the politics of working within a complex organisation – constantly
* Managing conflict – occasionally
* Team issues – regularly
* Support staff through difficult personal and work situations – regularly
* Verbal aggression – occasionally
* Expected to be able to cope with any situation with little and no support - regularly
* Be associated with the implementation of difficult/unpalatable decisions - occasionally
* Coping with different styles/cultures of other organisations - constantly
* Working autonomously – constantly
* Providing and receiving emotionally charged information, directly supporting, advising and coaching staff who may be affected by significant changes as a result of service improvements - regularly

**Working Conditions*** ·Frequent use of computer equipment for long periods of time when analysing data or writing papers or reports - frequently
* Requirement to move and work between sites - regularly
* Driving alone in remote and rural areas often for significant periods of time – regularly
* Inclement weather – occasionally
* Sitting or standing for long periods of time at work station or in meetings – frequently
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| **10. DECISIONS AND JUDGEMENTS** |
| * To develop and evaluate models of integrated service delivery, which enhance those currently provided.
* To develop and evaluate complex improvement and development interventions.
* Formal objectives are agreed annually with the Head of Efficiency, Improvement & innovation although the IIA has significant authority and 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.
* The 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 IIA identifies priorities, analyses complex data and information, supports staff to solve problems, delegates 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 services 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.
* Promoting and supporting a culture and climate where quality of service is paramount.
* Enable others to meet national and local service improvement targets
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| **11. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB** |
| * To deliver high quality, dynamic and innovative modernisation, service improvement and redesign in an ever changing environment and complex system.
* 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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