

Scottish Ambulance Service

Job Description

1. JOB IDENTIFICATION

Job Title: Wellbeing and Mental Health Programme Manager

Department: Human Resources & Organisational Development

Job Reference Number: MLPR481

2. JOB PURPOSE

The post holder in collaboration Heads of Service will lead plan and support the provision of a comprehensive, modern and effective Wellbeing and Mental Health Strategy and Provision to the Executive team, Senior Management Team, managers and staff.

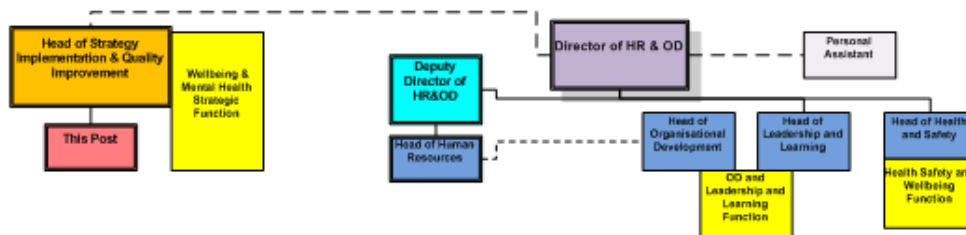
The post holder will be responsible for planning, leading, developing and managing the implementation of specific Wellbeing and Mental Health research, evaluation and activities across multiple work streams to support a happier, healthier, engaged organisation.

The post holder will have an organisational wide profile, providing visible leadership and will work closely with partners to ensure best practice in relation to the development and delivery of a new Wellbeing and Mental Health Strategy and related training and its contribution to the 2020 Vision.

3. DIMENSIONS

The post holder will contribute to the strategic and operational direction of the Service through membership of the Workforce Development Steering Group, and will be responsible for the provision of a complex and diverse Mental Health and Wellbeing programme across the Operations and Service Delivery Directorate, ensuring that this programme supports the needs of the Service and underpins operational performance at all times.

4. ORGANISATIONAL POSITION



5. MAIN TASKS, DUTIES AND RESPONSIBILITIES

Provide and lead a comprehensive high quality service which will provide visible leadership and expert advice and support to SAS in the development of new and improved services.

Programme manage the Wellbeing and Mental Health programme, delivering organisational related development and service improvements for SAS that supports SAS meeting its corporate objectives.

Develop, coach and motivate management, project teams and staff to influence and change the behaviours to improve the quality of patient care and service within SAS.

Collaborate and negotiate with a wide range of individuals at operational and senior level within SAS and stakeholders to ensure the delivery of initiatives at a level of quality required.

Have oversight of the clinical leadership and supervision skills required under the new models of working, including networking, engaging and developing solutions with the Clinical Directorate and the Directorate of Health Professionals and Nursing Care proactively monitor overall progress, resolving issues and initiating corrective action as appropriate. This will require the management of conflicting priorities.

Design a framework to evaluate the effectiveness of the Wellbeing and Mental Health strategy and interventions across the organisation. This includes critical analysis of highly complex and sensitive information and making recommendations for change to Executive Team, Senior Management Team and our Partnership Forum to influence system wide changes.

Develop a system wide approach to ensuring thorough staff engagement and input involving the culture that promotes and reinforces engagement, adaptive and effective leadership behaviours, resilience against adverse events, and lifestyle at work that supports staff and helps maintain their Mental Health and wellbeing to deliver on the current health and social care agenda.

Provide visible leadership, expertise and support to SAS designing and facilitating a range of interventions, learning and Training events to support the embedding of effective working practices, positive behaviours and culture change.

Contribute to the ongoing development and support of relevant staff, ensuring that regular performance reviews take place and that the Services' Human Resource Management policies are followed.

For the purposes of the Wellbeing and Mental Health Programme

The post holder will be specifically responsible for:

- Establishing standards and guidelines for the Project Steering Teams;
- Planning and monitoring the Project Steering Teams (resource, time, scope, financial, quality and risk planning);
- Managing the delivery of the Project Steering Teams milestones;
- Delivering the communications plan for the Project Steering Teams;
- Documenting the acceptance criteria for each Project Steering Team deliverable;
- Producing the Transition and Implementation Plan, the progress reports as well as the Benefits Realisation Plan;
- Managing the approval of all programme change requests;
- Raising programme risks and recommended mitigation plans for approval; resolving all programme issues currently affecting the Project Steering Teams;
- Being responsible for programme administration;
- Establishing a clear communications plan for the programme;
- Supplier management (where required);
- Undertaking all actions necessary to close the programme.

6. EQUIPMENT AND MACHINERY

Laptop, Desktop, Smart phone, Projector, Photocopiers, Printers.

7. SYSTEMS

The post holder will have extensive use of a computer, laptop, projector equipment and video conferencing on a daily basis.

All appropriate electronic administrative systems will be used within day to day work and also used to promote the use of information, data quality and business and organisational intelligence.

Experienced in all aspects of Microsoft Office including Microsoft Project.

Moving and handling equipment.

Be able to travel throughout Scotland for the purposes of the Delivering Future Leaders and Managers programme.

8. DECISIONS AND JUDGEMENTS

The post holder will:

- Have the freedom to act within their specialist areas and will be expected to fulfil the role autonomously within the parameters of their strategic portfolio's priorities, policies and procedures;
- Fulfil a leadership role for ODL&L, specifically for the Mental Health and Wellbeing programme

- Be required to receive, collate interpret and undertake analysis of a wide range of complex data and information relating to their strategic portfolio and deliver interventions through the adaptive use of prior experience and knowledge, with particular reference to staff wellbeing in the delivery of emergency clinical services, into new and untried situations;
- Develop and evaluate complex Wellbeing and Mental Health interventions and services for the purpose of writing a new strategy and making recommendations on service gaps and alternative evidence based provision.;
- Use a significant degree of initiative in order to anticipate and react to changes in Service needs and requirements is a challenging but essential part of the role;
- Use their judgement frequently to determine issues which need to be escalated. This judgement will be based on the post holder's political astuteness, information analysis and identifying trigger points within their strategic portfolio reporting and governance framework;
- Ensure that work within the strategic Mental Health and Wellbeing portfolio are delivered to agreed timescales, quality and budgets;
- Be responsible for allocated budgets within their strategic portfolio

9. COMMUNICATIONS AND RELATIONSHIPS

The nature of this post necessitates excellent communication, interpersonal, facilitation, influencing and negotiation skills. The post holder will be expected to provide and receive highly complex, sensitive and contentious information therefore communication must be delivered confidently and effectively at all levels locally and nationally with diplomacy and political astuteness with a diverse and complex range of professionals. The ability to build and maintain effective working relationships even in the face of adversity will be paramount.

Organisational Development and service redesign is often a complex and sensitive process for employees and staff and can be quite emotive. The post holder will be required to provide and receive highly technical, complex, sensitive information to large groups of staff and members of the public. Dealing with patients, staff and community engagement through groups and engagement activities which requires empathy and persuasive skills to understand and motivate changes in practice.

Interpret multiple complex issues and communicate and summarise these straight forwardly and often immediately utilising a high level of emotional and mental intelligence To provide highly expert technical organisational development consultancy and advice to the senior leadership teams proposing OD interventions and solutions.

Negotiate agreement with a number of stakeholders who may have barriers to understanding the reasons for improvement, redesign and organisational change Persuade influence and negotiate in order to secure funding and contracts, present proposals, obtain support for proposals, and secure involvement of colleagues.

Coaching for change and improvement for individuals and teams at local and national level.

Ensure governance and management of risk involved with any organisational development interventions and activities including effectively managing co-dependencies.

Develop and deliver, on a regular basis, a wide range of presentations, papers and reports on areas within strategic portfolios to Executive Team and Senior Management Team.

Act as the key resource linking practice and theory within the ODL&L Team and support the development of organisational development education to foster a positive culture.

Act as senior organisational development lead on a range of networks and deliver training in tools and techniques for development to multidisciplinary groups.

Liaise on a monthly basis with Executive and Senior Management Teams and Staff to inform and engage around support and development around organisational development and improvement across strategic portfolio.

Management of complex 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 this appropriately.

Deal with opposing views and perspectives from clinical and non clinical senior managers, leaders and staff in a calm and reasoned manner.

Maintain a constructive dialogue with all clinical and non clinical staff members and groups, posing questions constructively, creatively and professionally.

Successful performance demands a clear personal commitment to collaborative team working and as a result the post holder will be required to develop and maintain effective relationships and partnerships.

Internal

- Executive Team
- Directorate Leaders
- General Managers
- Senior Management Team
- Trade Unions & Staff Organisation Officials
- Heads of Service
- Area Service Managers
- Team Leaders
- Staff

External

- Scottish Government
- Local Authorities
- NHS Scotland
- National Working Groups
- The NHS Boards
- National OD Community
- Other Public Sector Organisations
- Public & Patient Groups

10. PHYSICAL, MENTAL AND EMOTIONAL DEMANDS OF THE JOB

Leading, managing, supporting and facilitating change in a complex environment of health and social care which will require a significant degree of emotional and mental intelligence.

Highly unpredictable pattern of work each week dependant on analysis of organisational development data and critical cultural information.

The post holder will be subjected to requests on a weekly basis from senior managers which require immediate attention and or escalation where risk is identified.

Well developed planning, organisational, communication, influencing and interpersonal skills.

Interventions and activities will require a high emotional level of understanding to engage in face to face discussion with staff and patients regarding adverse events or redesign / integration of services or potential relocation of services.

Regular physical transfer of equipment – laptop, projector and handouts required at multiple sites for SAS.

The post holder will be required to work across various SAS sites with travel between meetings, locally, regionally and nationally.

11. MOST CHALLENGING / DIFFICULT PARTS OF THE JOB

To understand and work with and within the complexity of the system(s).

Working with different cultures and psychological contracts and frameworks.

Measuring culture shift in meaningful ways across the systems and creating a systemic shift.

To influence the strategic thought, buy in and systemic change across the organisation.

Develop, co-ordinate and implement a strategic portfolio for quality OD interventions which impact across the wider organisation and Partner agencies.

Building effective relationships and networks whilst working collaboratively with those involved in complex redesign of health care services across all of SAS.

Influence a wide range of individuals and groups to change behaviour within the ethos of a just and fair culture.

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

The post requires an individual who can establish and maintain a high level of credibility as a senior manager, and also among the wider NHS service and clinical leaders with whom they will be required to interact and influence across all SAS Divisions nationally. The post therefore requires mature levels of professional and managerial knowledge reflected by the following:

- An experienced leader of a clinical service with a background of successfully managing complex change, building capacity and capability and improving services, with project and programme management experience in evidence.
- The post holder will require a high level of interpersonal, analytical, research, evaluation strategy development, social and technical skills combined with a supportive, engaging and visible leadership style.
- Possess the ability to earn the confidence and respect from a wide range of stakeholders to effectively support the delivery of major change.
- Experienced in providing a blended approach to quality improvement, utilising skills in organisational development, leadership and management, coaching and mentoring as well as specialist expertise in small and whole system change.
- Ability to think and plan strategically, tactically and creatively to prioritise work in the face of competing demands along with experience of data and information development
- The ability to look beyond existing structures, ways of working and boundaries to identify and support the delivery of innovative solutions.
- Deep understanding of the relevant theory and practice across a wide range of complex change processes.
- High level of persuasive, motivational, and negotiation skills.
- Advanced listening skills to interpret difficult and challenging messaging regarding people and persuading people to change practice.
- Well developed motivational skills with the ability to get others to work in partnership.
- Keen desire to stimulate innovation and develop self and others in order to identify / introduce more effective ways of working.

Desirable

A formally recognised qualification in project management (or en route to qualify), such as Prince 2.

PERSON SPECIFICATION

JOB TITLE:	Wellbeing and Mental Health Programme Manager
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Listed below are the key requirements needed to perform this job, candidates will be assessed against these criteria throughout the selection process. NB – Any criteria in the “Essential” box must apply to all candidates. You must stipulate at which stage of the selection criteria will be assessed, i.e. Application Form (AF) or Selection Process (SP)

	Essential Criteria		Desirable Criteria	
	Criteria	AF / SP	Criteria	AF / SP
Qualifications	Degree or equivalent relevant experience.	Both	Postgraduate Degree Project Management Qualification.	Both
Experience	Management of complex people and organisational change. Project Management. Collaborative leadership. Improvement. Data and Information Development.	Both	Programme Management. Coaching or Mentoring.	Both
Skills and Knowledge	Demonstrable high level of analytical, research, evaluation and strategy development skills. Demonstrable high level of interpersonal and social engagement skills. Change management.	Both	Encouraging Innovative new practice and ways of thinking.	
Personal Attributes	Highly motivated, person centred collaborator. Able to demonstrate the NHS Values.	Both		
Other Requirements	Focussed on Personal Development and developing others.	Both		