# HS TAYSIDE – AGENDA FOR CHANGE JOB DESCRIPTION

Sco6 – 3796CP

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| **1. JOB IDENTIFICATION** | Job Title | Improvement Advisor |
| Department(s)/Location | Corporate |
| Number of job holders | 6 |
| **2. JOB PURPOSE**  NHS Tayside places a priority on a critical set of improvement interventions that enables staff and the organisation to be clear about future direction and create a drive for improvement and sustainable outcomes.  The department offers a service improvement consultancy across all parts of NHS Tayside – including clinical and non-clinical services. The Improvement Team provides a range of services to support the implementation of the NHS Tayside service change plans. The consultancy provides diagnostic, planning, delivery and measurement interventions in response to a wide range of improvement challenges. This involves analysing work and patient flows, obstacles to change, e-learning and multi-media communications and development support for individuals and teams to make this happen.  The Improvement Advisor, in collaboration with the Improvement Academy Leadership Team, leads, plans and supports the provision of a comprehensive, modern and effective improvement service to senior executives/clinicians/managers and staff. | | |
| **3. ORGANISATIONAL POSITION** | | |

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| 1. **SCOPE AND RANGE**   NHS Tayside is a teaching Board with annual expenditure of over £1BN and serves a population of ~400,000 people living in urban and rural parts of the region. In addition to the Board, three Integration Joint Boards are responsible for the provision of health and social care services in Tayside.  NHS Tayside 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 coordinated approach to identifying, organising and deploying expertise and resources to support the Improvement Team which provides an internal consultancy service to NHS Tayside.  Environment   * NHS Tayside * NHS Scotland * Public Sector * External Consultancy * Scottish Government * Independent Contractors * Education Providers   The postholder will:   * Support activity with regard to the Improvement agenda including activities and learning from evaluations and reviews of commissioned work. * Provide co-ordination support to the function of Improvement. * Develop and manage systems for the co-ordination and delivery of service improvement commissioned interventions. * Directly provide support to teams using improvement skills and teaching to build capability and capacity for improvement  The post holder is directly accountable to the Senior Improvement Advisor/ Programme Manager. Work may also be delegated by the Improvement Academy Leadership Team. |
| MAIN DUTIES / RESPONSIBILITIES Induction Standards & Code of Conduct  Your performance must comply with the national “Mandatory Induction Standards for Healthcare Support Workers in Scotland” 2009; and with the Code of Conduct for Healthcare Support Workers.   * To develop, support and implement NHS Tayside’s improvement ambitions. * To provide leadership, expert advice and support to NHS Tayside in the development of new and improved services and outcomes for patients. * To lead on the design and implementation of service improvements that enables NHS Tayside to deliver on its corporate objectives. * To work in collaboration across NHS Tayside, and in conjunction with other organisations / partners where required, to develop approaches that systematically improves the organisations services and performance, facilitating the integration of new and existing services. * To enable NHS Tayside to build capacity and capability through Service Improvement and Change Management methodologies. * Support a culture of learning, development and integrated working throughout NHS Tayside. * To design and deliver a programme of high quality cost-effective service improvement interventions that meets the needs of the Organisation and supports the implementation of the Improvement ambitions of NHS Tayside. * To provide a responsive and flexible intervention service to address the high priority service improvement issues which will enable the Organisation to deliver its corporate objectives. * To provide a comprehensive high quality service improvement and organisational development consultancy service for senior managers and their staff to improve services * Advise Directors, Senior Managers and frontline staff on service improvement and modernisation and change management issues. * To evaluate the effectiveness of service improvement interventions. * To actively promote the activities and role of the Improvement 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 Improvement Team, with other senior professionals from within the organisation and with senior staff from partner organisations, in order to deliver development programmes. * 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. * Contribute to the development of the Improvement Team and its work throughout NHS Tayside, acting as the main point of contact for lead specialities. * 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.   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 |
| COMMUNICATIONS AND RELATIONSHIPS The nature of this post necessitates excellent communication and interpersonal, facilitation, influencing and negotiation skills.  **Internal**  The IA role 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 NHS Tayside Committees, NHS Board members, Non-Executive Directors, Medical Directors, Associate Director Improvement, Senior Managers, Clinical Groups, Clinical Leaders, Consultants, GPs, AHP Leads, CHPs, local Management Teams.  **External**  The role is required to communicate with the Scottish Government, other Health Boards, Special Boards, SEAT regional partners, 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 service improvement. The IA 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. * 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. |
| 7. 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.  Additional specialist knowledge and learning will be obtained and demonstrated through experiential learning in addition to the knowledge and experience gained through delivery of the role in addition to relevant short courses or programmes including self-study at masters level.  A 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.  Extensive 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 theoretical and operational knowledge of a range of health services and related supporting policies and procedures. The post holder will have demonstrable experience in change management and a clear understanding of service improvement methodologies and project management.  The post holder must be able to participate in and contribute to the development of a strategy for modernisation and improvement of NHS services. This will include the ability to analyse current service provision, identifying and describing patient pathways, creating plans for service improvement and identifying opportunities for capacity development  The ability to participate, contribute, develop and implement strategy and strategic objectives to enable change and service improvement through the use of existing knowledge in this area and understanding and knowledge gained within post.  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.  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.  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.  Have the ability and expertise to 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 project planning.  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 local corporate objectives as to ensure local alignment to national initiatives.  Have a knowledge and understanding of a range of national and local performance measures against which services will assessed and developed.  Facilitate coaching and mentoring skills to a range of staff to enable them to maximise potential service 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.  Supports accreditation and quality frameworks and managed clinical networks.  Has the ability to work with wide range of professions and engage them in improvement.  Actively promotes new ways of working and is able to influence others to implement change.  Ability to challenge the norm and assumptions to develop new ideas and ways of working through a range of specialist improvement and development techniques that will be acquired through experiential or formal learning opportunities if not already present. |

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| **8. 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 |

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| **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 – occasionally * 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 ie bad weather, traffic congestion, rural roads etc – regularly * Sitting at computer and workstation - regularly |

# ESSENTIAL ADDITIONAL INFORMATION

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| **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 * Travelling 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 |
| **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 * Travelling 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 | |
| **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 Service Improvement Lead although the IA 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 reflection and adaptive use of prior experience and knowledge into new and untried situations utilising a range of tools and techniques in order to deliver high quality, innovative solutions for the organisation and the client. * The IA identifies priorities, analyses complex data and information, supports staff to solve problems, delegates tasks and monitors performance of projects. * Coordination 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. | |
| **11. MOST CHALLENGING/DIFFICULT PARTS 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. | |
| **12. JOB DESCRIPTION AGREEMENT**  The job description will need to be signed off using the attached sheet by each post holder to whom the job description applies. | |

