

JOB DESCRIPTION

JOB TITLE:	Senior Improvement Advisor
BAND:	8b
DEPARTMENT:	Quality Improvement
DIRECTORATE:	Corporate
REPORTING TO:	Associate Director of QI
ACCOUNTABLE TO:	Chief Quality Officer

JOB SUMMARY

Are you a passionate and experienced improver who has led large scale change with the rigorous application of quality improvement?

An exciting opportunity for a Senior Improvement Advisor has arisen at East London Foundation NHS Trust (ELFT) within the award-winning quality department. ELFT has gained an international reputation as being a leader in QI and continues to work to embed improvement into the way in which the organisation works and in our work with external partners.

The Senior Improvement Advisor will be part of the central team that has been established to coordinate the QI programme and act as the organisations internal resource for improvement science. The post holder will lead and manage Improvement Advisors within the team and possess a deep understanding of continuous quality improvement methodology. The post holder will also support the development of improvement capability across the system. This will involve delivering improvement science teaching to different groups or varying sizes, both within and outside the healthcare system.

They will support and coordinate numerous QI projects at different levels in the Trust. The post holder will be a member of the faculty and be an expert in improvement methodology and will represent the QI programme at numerous internal and external learning events. They will be expected to work with high level key stakeholders and directorates to develop aims, measurement plans, and a portfolio of projects for each Trust priority, together with supporting the design and delivery of large scale QI programmes to help share learning and build connection.

The post holder will have the opportunity to develop their expertise in improvement, within a well-established but always evolving improvement culture. You will have the opportunity to teach alongside a renowned improvement faculty and gain exposure to our strategic partners at the Institute for Healthcare Improvement. Our work is innovative, has won numerous awards, features regularly at conferences and has been published widely. You will have opportunities to share the work you do widely and build your profile as an established improver.

Please start the "Supporting Information" section of your application with the following heading:



"An example of large-scale quality improvement I have been involved in". Briefly discuss the QI programme or project you were involved in including your role, what you did, and what you learnt from being involved.

Applications that do not start with this supporting information are unlikely to be considered.

If you think you have the skills and experience to help us continue our improvement journey, we would welcome informal conversations from interested applicants. Please contact Marco Aurelio (Associate Director of QI) on m.aurelio@nhs.net

Interviews are currently scheduled for the **18th of March**

KEY RESPONSIBILITIES

1. To act as an internal organisational expert on the use of data and measurement for improvement
2. To manage Improvement Advisors within the central QI team and deputise for the Associate Director of QI
3. To support the development and deployment of the QI strategy, supporting the Executive team
4. To manage and support projects, that fall within the Trust's portfolio of high priority QI areas.
5. To provide leadership and improvement expertise for all QI projects occurring within allocated directorate(s) within the Trust.
6. To act as a member of the Trust's internal and external faculty for teaching improvement science.
7. To represent the Trust QI programme at internal and external events.



MAIN DUTIES AND RESPONSIBILITIES

Quality Improvement	<p>1.0 To act as an internal organisational expert on the use of data and measurement for improvement</p> <ul style="list-style-type: none"> To provide expert advice and where necessary, leadership, to staff at all levels in the organisation on using data and measurement for improvement (from Executive to front line services level). To coach QI sponsors, clinical and service directors, and other directorate staff on analysing and interpreting data for improvement. This will involve reviewing complex macro, meso and micro data sets and formulating and amending strategies where there may be more than one course of action. To act as a subject matter expert in Quality Improvement. To provide leadership and direction where there is highly complex or conflicting information or where expert opinion differs. To promote and support the publication of Trust QI work using data for improvement. To teach on using data for improvement at a variety of forums in the Trust. <p>2.0 To manage and support projects, or groups of projects, that fall within the Trust's portfolio of high priority QI activities.</p> <ul style="list-style-type: none"> To provide high level improvement expertise, leadership and coaching as required to project teams, QI sponsors and any other stakeholders involved in high priority improvement work. To assist senior management to design and embed a structure to allow high priority improvement projects to be supported and thrive within existing infrastructure. To advise and design any specialist learning events that may be required to facilitate the progress of the QI projects. To attend project team or any other meetings relevant to the delivery of the project's aims. To monitor progress of high priority projects and collaborate with relevant internal and external stakeholders to ensure progress in improvement work is maintained. To collate and present information relating to the progress of these projects at numerous internal and external forums and meetings. To act as a subject matter expert in planned experimentation methodology and teach and lead on the use of multi-factorial designs to quantitatively measure the impact of different change ideas being tested. To help and where necessary coordinate the publication of QI projects in relevant healthcare journals.
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Performance and Quality	<p>3.0 To support the development and deployment of the QI strategy, supporting the executive team.</p> <ul style="list-style-type: none"> To support the development of improvement priorities on annual basis for the Trust. To support directorates integrating QI into their service delivery. To engage with a wide range of internal and external stakeholders to shape the QI strategy. This role may involve presenting highly sensitive or complex information to groups of staff where there may be barriers to understanding.
Management and Leadership	<p>4.0 To manage all Improvement Advisors within the central QI team and deputise for the Associate Director of QI</p> <ul style="list-style-type: none"> To line manage Improvement Advisors within the central team, providing support, guidance, and development as appropriate. To lead on Improvement Advisor recruitment, retention, support and development, maximising transfer of knowledge between team members. Lead the appraisal process and work to achieve agreed objectives. Provide professional supervision demonstrating advanced levels of knowledge, judgement and decision making. Develop strategies for avoiding poor performance and address poor performance issues agreeing the appropriate course of action necessary to achieve this. Ensure that all staff in the QI Team have clear roles and responsibilities and work as a team to drive continuous improvements. Contribute to the development of a co-operative and supportive team environment by leading by example. To deputise for the Associate Director of QI. <p>5.0 To provide leadership and improvement expertise for all QI projects occurring within allocated directorate(s) within the Trust.</p> <ul style="list-style-type: none"> To collaborate with QI sponsors in the running of QI forums and support of QI projects occurring within the local directorate. To attend local QI forums and provide high level improvement advice and leadership where required. To support allocated front-line project(s) on behalf of the central QI team, coaching and supporting front line staff in designing, implementing, monitoring, evaluating, and

	<p>spreading projects using the Plan, Do, Study, Act (PDSA) methodology.</p> <ul style="list-style-type: none"> • Provide support in the measurement and use of data for improvement projects. Work with frontline teams on the identification, collection, analysis, and interpretation of data for use in the monitoring of the impact of changes of the projects. This will include presenting data in a variety of formats, bar charts, statistical process control charts. • To develop and foster relationships with staff in these project teams and manage these relationships such that team members proactively seek support. • To actively engage clinical and non-clinical stakeholders who may be key to the project(s) achieving their aim(s). • To present (both formally and informally) to clinical teams about the scope, content, and timescales of relevant projects. • To ensure that project plans are kept updated and regular reports provided to the work-stream group meetings and/or project leads. • To act as a key day-to-day communication link between frontline projects and the central QI team. • To assist publication of work.
Capability building	<p>6.0 To act as a member of the Trust's internal and external faculty for teaching improvement science.</p> <ul style="list-style-type: none"> • To teach improvement science at several internal training events as required. These include but are not limited to the ELFT/IHI Improvement Science in Action programme, Pocket QI, and bespoke learning events. • To teach improvement science on a national and international basis as required, in conjunction with the IHI. • To co-produce teaching materials and agendas for training events. • To help support the rollout of QI skills building within the organisation. • To assist in the development of in-house training packages on Quality Improvement.
Advocacy	<p>7.0 To represent the Trust QI Programme at internal and external events</p> <ul style="list-style-type: none"> • To coordinate, create and present material on the QI programme or any of its constituent parts at internal or external training events, conferences or awards as required. • To collaborate with local QI project team members as required to prepare and present any of this content. • To help shape longer term strategic planning across the wider health economy, particularly through the Trust's

	strategic partnership with the IHI.
General and Administrative	8.0 General Responsibilities <ul style="list-style-type: none"> • To plan and prioritise own work to ensure effective support to all areas and delivery of key objectives. • To ensure that allocated project plan(s) are kept updated and regular reports provided to the central QI team, Head of Quality Improvement, Associate Medical Director, and the Programme Board. • To attend and contribute to the planning of the central QI team meeting, key workstream meetings, Programme Board and Steering Group team meetings and any other relevant meetings. • Responsible for the procurement of supplies for the service, as and when required

JOB DESCRIPTION AGREEMENT

This job description is intended as a guide to the main duties of the post and is not intended to be a prescriptive document. Duties and base of work may change to meet the needs of the service or because of the introduction of new technology. This job description may be reviewed from time to time and changed, after consultation with the postholder.



Statement on Employment Policies	
In addition to the requirement of all employees to co-operate in the implementation of Employment related policies, your attention is drawn to the following individual employee responsibilities: -	
Health and Safety	Under the Health & Safety at Work Act 1974 it is the responsibility of individual employees at every level to take care of their own health and safety at work and that of others who may be affected by their acts at work, and to co-operate with management in complying with health and safety obligations, particularly by reporting promptly any defects, risks, or potential hazards.
Equal Opportunities	<p>ELFT is committed to equality of opportunity for all employees, job applicants and service users. We are committed to ensuring that no one will be discriminated against on the grounds of race, colour, creed, ethnic or national origin, disability, religion, age, sex, sexual orientation, or marital status. The Trust commits itself to promote equal opportunities and value diversity and will keep under review its policies, procedures, and practices to ensure that all employees, users, and providers of its services are treated according to their needs.</p> <p>For management posts, to ensure that within their service area fair employment practice and equality of opportunity are delivered.</p>
Dealing with Harassment/ Bullying in The Workplace	<p>The Trust believes employees have the right to be treated with respect and to work in a harmonious and supportive working environment free from any form of harassment and / or bullying.</p> <p>The Trust has taken positive steps to ensure that bullying and harassment does not occur in the workplace and that procedures exist to resolve complaints as well as to provide support to staff. It is your responsibility as an employee to abide by and support these steps so all employees can work in a harmonious, friendly, and supportive working environment free of any harassment or intimidation based on individual differences.</p> <p>Disciplinary action will be taken against any member of staff found to be transgressing the Dignity at Work Policy.</p>
No Smoking	To refrain from smoking in any of the organisation's premises not designated as a smoking area. 'East London Foundation Trust is a Smoke free Trust – this means that staff must be smoke free when on duty or otherwise in uniform, wearing a badge or identifiable as ELFT staff or undertaking trust business.'
Alcohol	To recognise that even small amounts of alcohol can impair work performance and affect one's ability to deal with patients and the public in a proper and acceptable manner. Consumption of alcohol during work hours is not permitted.
Confidentiality	<p>As an employee of the Trust the post-holder may have access to confidential information. The postholder must always safeguard, the confidentiality of information relating to patients/clients and staff and under no circumstances should they disclose this information to an unauthorised person within or outside the Trust. The post-holder must ensure compliance with the requirements of the Data Protection Act 1998, Caldicott requirements and the Trust's Information and IM&T Security Policy.</p> <p>To always safeguard, the confidentiality of information relating to patients/clients and staff.</p>
	To maintain the confidentiality of all personal data processed by the

General Data Protection Regulation (GDPR)	<p>organisation in line with the provisions of the GDPR.</p> <p>As part of your employment with East London Foundation Trust, we will need to maintain your personal information in relation to work on your personal file. You have a right to request access to your personal file via the People & Culture Department.</p>
Safeguarding	<p>All employees must carry out their responsibilities in such a way as to minimise risk of harm to children, young people, and adults and to safeguard and promote their welfare in accordance with current legislation, statutory guidance and Trust policies and procedures. Employees should undertake safeguarding training and receive safeguarding supervision appropriate to their role.</p>
Service User and Carer Involvement	<p>ELFT is committed to developing effective user and carer involvement at all stages in the delivery of care. All employees are required to make positive efforts to support and promote successful user and carer participation as part of their day-to-day work.</p>
Personal Development	<p>Each employee's development will be assessed using the Trust's Personal Development Review (PDR) process. You will have the opportunity to discuss your development needs with your Manager on an annual basis, with regular reviews.</p>
Quality Improvement	<p>The Trust encourages staff at all levels to engage in the Trust's approach to quality through quality improvement projects and quality assurance.</p>
Professional Standards	<p>To maintain standards as set by professional regulatory bodies as appropriate.</p>
Conflict of Interests	<p>You are not precluded from accepting employment outside your position with the Trust. However, such other employment must not in any way hinder or conflict with the interests of your work for the Trust and must be with the knowledge of your line manager.</p>
Risk Management	<p>Risk Management involves the culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects. Every employee must co-operate with the Trust to enable all statutory duties to be applied and work to standards set out in the Risk Management Strategy.</p>
Personal and Professional Development/Investors in People	<p>The Trust is accredited as an Investor in People employer and is consequently committed to developing its staff. You will have access to appropriate development opportunities from the Trust's training programme as identified within your knowledge and skills appraisal/personal development plan.</p>
Infection Control	<p>Infection Control is everyone's responsibility. All staff, both clinical and non-clinical, are required to adhere to the Trusts' Infection Prevention and Control Policies and make every effort to maintain high standards of infection control at all times thereby reducing the burden of all Healthcare Associated Infections including MRSA. All staff have the following key responsibilities:</p> <p>Staff must observe stringent hand hygiene. Alcohol rub should be used on entry to and exit from all clinical areas. Hands should be washed before and after following all patient contact. Alcohol hand rub before and after patient contact may be used instead of hand washing in some clinical situations.</p> <p>Staff members have a duty to attend infection control training provided for them by the Trust as set in the infection control policy.</p> <p>Staff members who develop an infection that may be transmissible to patients have a duty to contact Occupational Health.</p>

PERSON SPECIFICATION

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ATTRIBUTES	CRITERIA	ESSENTIAL/ DESIRABLE	SELECTON METHOD (S/I/T)
Qualifications and Training	<ul style="list-style-type: none"> Educated to post graduate degree level or equivalent experience IHI trained Improvement Advisor 	<ul style="list-style-type: none"> Project management qualification Other improvement related qualifications (e.g., Lean, Six-Sigma) 	<ul style="list-style-type: none">
Previous Experience	<ul style="list-style-type: none"> Substantive/Extensive experience in working in a professional environment Experience of applying continuous improvement methodology at multiple levels within an organisation. Experience of leading and participating in change. Previous experience of bringing innovation and new ideas to practice Evidence of continuing professional development Teaching or coaching experience Experience of using data and measurement for improvement Experience of working in a fast paced, adaptable environment 	<ul style="list-style-type: none"> Previous experience of working with senior staff Research skills 	<ul style="list-style-type: none"> A, I
Knowledge and Skills	<ul style="list-style-type: none"> Excellent information management skills 		<ul style="list-style-type: none"> A, I, T

	<ul style="list-style-type: none"> ▪ Ability to working to regular tight deadlines ▪ Excellent verbal and written presentation skills ▪ Problem recognition and problem-solving skills, including conflict resolution ▪ Excellent negotiation skills ▪ Excellent facilitation skills ▪ Networking skills ▪ Excellent Microsoft Office skills ▪ Ability to provide training and guidance to colleagues on project management methodologies ▪ Ability to develop and maintain good working relationships with staff from a variety of backgrounds ▪ Ability to work autonomously and prioritise own workload ▪ Ability to work collaboratively and in teams ▪ Ability to understand, evaluate and present complex data ▪ Decisive ▪ Ability to challenge orthodoxies and established work patterns in a positive engaging way ▪ Excellent motivational skills ▪ Teambuilding skills ▪ Flexible approach ▪ Principles of audit and evaluation, with evidence of previous experience leading audits ▪ Management of change 		
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	<ul style="list-style-type: none"> Principles of continuous improvement 		
Other requirements relevant to the post	<ul style="list-style-type: none"> Able to move around the organisation and other locations within the geographical area served by the Trust Able to concentrate for long periods Able to cope with demanding and unpredictable work pattern Able to cope with emotional circumstances relating to personal histories of service users, carers, and staff Able to use computer technology for sustained periods 		<ul style="list-style-type: none"> A, I

Date: 17th August 2021

S: Shortlisting I: Interview T: Test