



JOB DESCRIPTION

Post Title:	Service Improvement Project Lead
Band:	8A
Hours:	37.5 hours per week
Accountable to:	Director of Strategy & Transformation
Responsible to:	Associate Director of Transformation
Base:	Springfield Hospital, Tooting
Liaises with:	Internally: Clinical Directors, Heads of Nursing and Heads of Service Delivery; Clinical Managers; Service Managers; Associate Clinical Directors; Professional leads; Strategy and Commercial Team; Corporate Teams including Finance and HR business partners; PMO; Contracting Team; Information Management, external stakeholders

Our values

Our values are in keeping with the NHS Constitution and our [Behaviours Framework](#) set the standards for how we plan and make decisions; deliver quality care; behave with each other and service users and recruit, induct, appraise and develop our staff. We are looking for staff who will help us live these values and help to make SWLSTG a better place for everyone.

JOB SUMMARY:

The post holder will manage the development and delivery of a portfolio of change and improvement projects, including to deal with rising MH demand and to deliver sustainable services and cost improvement programmes. This will include both operational improvement and strategic initiatives, and input into the Trust's overall Clinical Transformation Programme, as well as the Trust's Financial sustainability programme.

Experience of planning and delivery of change and improvement, are essential to this role. The post holder will also need strong engagement skills to ensure positive commitment from colleagues across the Service Lines and Corporate areas, and excellent structure and energy to support achieving the required improvement in a timely and measurable way. Project Management skills will be required as well as a good understanding of cost improvement programmes and achieving financial improvement.

Key areas of achievement for the postholder include:



- Working closely with the senior management team, supporting the development of effective operational improvement projects and structuring and progressing their delivery.
- Embedding sustainable changes in operational and clinical pathways within the Service Lines by influencing and supporting clinical teams to define and adopt best practice pathways. Using data and analysis to support pathway definition and measurement. Where applicable working in partnership with other clinical services to achieve seamless care for patients
- Coordinating the development and delivery of projects to address the Trust's financial sustainability objectives, in particular around the productivity opportunities of new ways of working, digital care, and administrative process improvement.
- Supporting the development of additional capacity, through both investment and efficiency, to address additional demands for mental health services arising from the impact of the Covid pandemic
- Supporting the delivery of the Trust's Transformation Programmes including Community service transformation, Acute Inpatient transformation, and Specialist service transformation as required, including liaison with external stakeholders; liaising with the Strategy directorate.
- Completion of service pathway reviews and process mapping, and business cases where required, within the Service Lines to support change projects.
- Supporting the delivery of change whilst maintaining the effective engagement and involvement of all key stakeholders, through skilled project management and improvement approaches, including co-production.

The post will form part of the Strategy & Transformation team but will work closely with the Service Lines as required.

KEY RESULT AREAS:

(1) Supporting service line operational and financial improvement

- Support the development of operational improvement and transformation within the service line, encouraging operational colleagues to challenge the status quo
- Use tested and credible tools and techniques, including lean processes, to evaluate and analyse highly complex and contentious issues, which adversely affect current Service Line performance in clinical and administrative processes. Assist with problem-solving to find and understand root causes of underperformance
- Work to support the implementation of improved pathways of care or administrative processes that bring about higher quality and less waste
- Devise and develop appropriate information sharing systems to facilitate effective working practices for new end to end processes
- Support service lines to understand data capture and associated reporting, including robust benefits realisation for each project
- Support the development of business cases if required
- Organise service line workshops as appropriate to present complex information to staff and senior leaders and engage them in the process of change
- Support drafting quality impact assessments of service transformation and change
- Establish and manage effective governance arrangements for the Clinical Service Line improvement programme
- Ensure that programme outputs are of a high quality and on time and within budget
- Proactively monitor programme progress, issues and risks, taking corrective and mitigating action where necessary

- Draft highly complex, sensitive and contentious information and present this draft information in a clearly understandable format for various stakeholders to support the transformation/change process
- Keep service value and sustainability at the heart of change and seek out and develop opportunities to improve the efficiency of services
- Address specific opportunities for improving value by analysing productivity and identifying and driving through action plans to optimise this, in partnership with Service Line teams
- Analyse demand information to support Service Line teams to make proposals to address surge, post-covid and demographic demand increases through effective service development and expansion
- Project manage the implementation of new services and ways of working

(2) Transformational programmes of work

- Support the development and delivery of a Mental Health Transformation Programme building on progress already delivered. This will involve working in partnership with the designated leads and colleagues within the Strategy team.
- Work with colleagues to ensure that themes from the Trust Strategy (2018-2023) including a focus on prevention and recovery are part of all improvement and transformation pieces of work
- Work with colleagues to ensure that a co-production and engagement approach is part of all improvement and transformation pieces of work
- Liaise with a wide range of colleagues to facilitate Service line improvement and transformation work to take account of the work at place, borough and system level in SWL and future evolving Primary Care Networks models.

(3) Communication and relationship management

- Use highly developed influencing skills to enthuse, motivate, and involve individuals and teams across the Service Line to deliver swift and high quality improvement projects
- Deploy expert communication and negotiation and influencing skills to build and maintain excellent working relationships with a broad range of internal and external stakeholders on a range of service improvements, driving and challenging each key working relationship to innovate and achieve reform in accordance with agreed objectives
- Deal with complex and conflicting subjects/problems including management of potentially difficult situations with staff and stakeholders where there is resistance to change Ensure optimum engagement from staff, colleagues and stakeholders in order to deliver continuous change and secure appropriate buy in

GENERAL:

South West London and St. Georges Mental Health Trust is an equal opportunities employer. It is the policy of the Trust to ensure that no user of the service, past, present or future employee, or job applicant, receives less favourable treatment on the grounds of their age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex, sexual orientation; in line with the Trust's Equality and Diversity Strategy.



Respectful



Open



Compassionate



Collaborative



Consistent

- This is not an exhaustive list of duties and responsibilities, and the postholder may be required to undertake other duties which fall within the grade of the job, in discussion with the manager.
- This job description will be reviewed regularly in the light of changing service requirements and any such changes will be discussed with the postholder.
- The postholder is expected to comply with all relevant Trust policies, procedures and guidelines, including those relating to Equal Opportunities and Confidentiality of Information.
- The postholder is responsible for ensuring that the work that they undertake is conducted in a manner which is safe to themselves and others, and for adhering to the advice and instructions on Health and Safety matters given by Manager(s). If postholders consider that a hazard to Health and Safety exists, it is their responsibility to report this to their manager(s).
- The postholder is expected to comply with the appropriate Code(s) of Conduct associated with this post.
- South West London and St George's Mental Health NHS Trust operates a no smoking policy. The Trust has been smoke free since 01 January 2006.

Written By: Associate Director of Transformation

Date: 22nd February 2024

PERSON SPECIFICATION

Job title: Service Improvement Project Lead

Band: 8A

	Essential	Desirable	How tested
Experience	<ul style="list-style-type: none"> • Experience of managing a mental health caseload / pathway, or of managing a mental health multidisciplinary team • Experience of working at and with a senior clinical or management level • Experience of meeting deadlines for large programmes of work • Experience of drafting reports for committees and programme board meetings • Experience of service development/redesign and leading on successful implementation of substantial change • Experience of working with external stakeholders 	<ul style="list-style-type: none"> • Experience of producing project plans and project management against milestones and deliverables • Experience of procurement processes 	<ul style="list-style-type: none"> • Application form • Interview
Training & Qualifications	<ul style="list-style-type: none"> • Master degree or equivalent or professional qualification • Project management qualification (PRINCE2 for example). • Evidence of ongoing professional development 		<ul style="list-style-type: none"> • Application form • Interview • Proof of qualifications
Knowledge & Skills	<ul style="list-style-type: none"> • Knowledge and understanding of NHS structures • Service improvement and process mapping techniques • Pathway development • Ability to communicate well both orally and in writing to convey complex and sensitive material accessibly and compellingly • Ability to build strong relationships internally and externally • Ability to maintain morale and leadership in an uncertain and changing environment • Ability to plan and prioritise own work and that of others to meet required deadlines • Excellent interpersonal skills • High level of attention to detail • Ability to work autonomously and with integrity • Significant experience of using 	<ul style="list-style-type: none"> • Benefits definition, metric construction and outcomes measurement • Ability to develop and maintain communication with people about difficult matters and/or difficult situations • Ability to make formal presentations to relay complex information to large diverse groups of staff • Understanding of best practice in inpatient and community care settings and the benefits and challenges of joint working between 	<ul style="list-style-type: none"> • Application form • Interview



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	<p>Microsoft office</p> <ul style="list-style-type: none"> • Ability to analyse and present complex data, using conclusions to solve problems 	<p>social services and health</p> <ul style="list-style-type: none"> • 	
Behaviours and values	<ul style="list-style-type: none"> • Ability to behave in accordance with our Trust values: <ul style="list-style-type: none"> ○ Respectful - so you feel appreciated and included ○ Open - so you feel informed and involved ○ Collaborative - we expect teamwork so you feel connected and supported ○ Compassionate and kind so you feel valued and cared for ○ Consistent - in our quality of care so you feel safe and reassured 	N/A	<ul style="list-style-type: none"> • Application form • Interview
Other	<ul style="list-style-type: none"> • Personal qualities including: <ul style="list-style-type: none"> ○ Willingness to learn new skills. ○ Flexibility. ○ High level of personal integrity. ○ Enthusiastic. ○ Problem solver. ○ Innovator and creative thinker. • Empathy for individuals who have who have experienced mental health problems 		<ul style="list-style-type: none"> • Interview



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