



Hertfordshire and
West Essex Integrated
Care System



Hertfordshire and
West Essex
Integrated Care Board

Job Description

Job Title:	Senior Quality Improvement Manager
Band:	Band 8b
Responsible to:	Assistant Director of Quality Improvement and Patient Safety
Accountable to:	Director of Quality
Responsible for:	Development and the implementation of quality improvement initiatives and mechanisms for service providers and direct line management of the Quality Support role.
Location:	The post holder may be required to work at any establishment at any time throughout the duration of their contract, normally within the location of the ICB, or as set out under the terms of their contract.

Job Summary

The post holder will support the Assistant Director for Quality Improvement and Patient Safety in establishing effective quality improvement (QI) initiatives by working across the ICS with partner commissioners and providers.

The overall purpose of this post is to lead on and provide expert advice and support to others in delivering strategically identified improvement projects across the ICS. Projects will be led by the post holder where appropriate and delivered using the appropriate methods (A3, PDSA, DMAIC etc) to enable significant improvement in services, pathways and population outcomes.

This role will be responsible for organising and facilitating multi-disciplinary meetings and events during the life cycle of the improvement activity and require suitable levels of governance.

A key element will be to support improved capability relating to continuous improvement by providing an delivering QI training to colleagues. In addition to ongoing training, teaching, mentoring and coaching to individuals at all levels on continuous improvement methods and theory to ensure delivery and sustainability of projects.

The role will require responsibility for the line management of the Quality Support role (band 5) and the development of relationships with all levels of the ICB and ICS including Director level stakeholders.

The post holder will also lead, and/or support the Director of Quality in building and establishing a culture of sustainable continuous improvement, which will ensure the delivery of a high quality, safe and compassionate healthcare service.

Key Working Relationships

The post holder will be required to maintain constructive relationships with a broad range of internal and external stakeholders including, but not limited to:

- Internal ICB staff including managers, colleagues and senior management as appropriate (including Deputy Directors of Nursing and transformation teams).
- Colleagues from the Quality Improvement Network.
- External staff from partner organisations and other NHS trusts.
- ICB GP Clinical Leads.
- ICB Medical Advisor.
- NHS England Regional Team.
- Local Healthwatch (Hertfordshire and Essex).
- Non-NHS organisations.
- Members of the public and service users as appropriate.

To communicate sensitive and highly-complex information with sensitivity and diplomacy. To maintain effective communication and supportive links with the ICB and other stakeholders.

To develop relationships with Quality Improvement leads (or equivalent) within Healthcare Partnership systems to the identification of potential quality improvement projects.

Operational Responsibility

- To support implementation of the ICS Quality Strategy for quality improvement and support in the facilitation of effective improvement initiatives across the system and beyond where relevant.
- In collaboration with colleagues across the ICS to identify, design and implement quality improvement programmes of work to deliver continuous and sustainable quality improvement.
- Facilitation of problem-solving workshops and delivery of continuous improvement training.
- To lead development of the Herts and West Essex Quality Improvement Network.
- To participate in the collection and analysis of data relating to projects.
- Lead or contribute to medium and large-scale improvement projects using appropriate continuous improvement methods depending on the type of project, developing performance/improvement processes.

- Support the coordination of the development of system-wide quality improvement priorities and support their implementation to ensure their achievement.
- Align the system-wide approach to quality improvement with regional, national and international frameworks, initiatives and evidence-based practice, including those advised by NHS Impact.
- Ensure there is effective reporting of quality improvement activities to relevant internal and external audiences.
- Responsible for the provision of accurate reports and dashboards including trends and benchmarking to provide quality improvement and assurance to the Director of Nursing and Quality, ICB Quality Committee and the ICB Board. Ad hoc reports and briefings will be required.
- Assess the impact of existing and new national and local strategy, policy and reports on quality improvement ensuring that all initiatives are outcome based and developed through best practice, evidence and innovation.
- Support in the identification development and implementation of evidence-based best practice.
- Provide quality input and expertise to current and future service commissioning and into procurement of new/revised services, in collaboration with the programme leads and contracting and procurement team.
- Work with and support the Assistant Director for Quality Improvement and Patient Safety in ensuring that mechanisms are in place for the patient voice to be heard and acted on by the ICB and participate when required in public and patient involvement meetings.
- Celebrate good practice and seek opportunities to endorse best practice through locality structures, patient groups, conferences, presentations and peer review.
- Make a positive contribution to excellent communications internal and external to the ICB presenting information on all aspects of quality in a clear, understandable and audience-appropriate manner to colleagues, patient groups, senior management and partners.
- Deputise for the Assistant Director for Quality Improvement and Patient Safety when required.
- To promote patient safety and support the Assistant Director for Quality Improvement and Patient Safety in the delivery of the Patient Safety Incident Response Framework (PSIRF).
- To support the Assistant Director of Quality Improvement and Patient Safety in identifying and implementing quality improvement initiatives at system level from themes from PSIRF and learning from deaths forums.
- To support the development of the capability and capacity of staff across the ICB to support a culture of sustainable continuous quality improvement and long-term transformational service change.

Financial and Physical Resources Responsibility

- Act in a way that is compliant with standing Orders and Standing Financial Instructions in the discharge of this responsibility.

- Constantly strive for value for money and greater efficiency in the use of these budgets and to ensure that they operate in recurrent financial balance year on year

Human Resources Responsibility

- As appropriate provide line management ensuring staff have set objectives, personal development plans and appraisals are regularly undertaken.
- To manage, motivate and develop staff within the team to ensure that they are able to deliver the new responsibilities of the NHS.
- To recruit as necessary and performance manage a team that delivers a range of tasks within a matrix structure in a new and challenging environment.
- To act as a decision loggist for the ICB as and when required, undertaking and / or renewing appropriate training at regular intervals

Information Management Responsibility

- Analyse a wide range of data to determine the need for future quality improvement initiatives.
- Support the development of patient and public involvement/engagement approaches in respect to analysing and interpreting information obtained through discussion and consultation with key stakeholders.
- Responsible for devising, developing and implementing appropriate information sharing systems.
- Ensure accurate analysis of patient safety/quality management information and sharing in line with Caldicott principles.
- Responsible for the operation and maintenance of information systems, adapting systems where necessary to suit changing information needs.
- Ensure processes and staff behaviours are in place for appropriate information sharing.

Planning and Organisation Responsibility

- Lead the strategic planning of team projects, identifying interdependencies across projects/functions, potential impacts on wider organisation, resource requirements and building in contingency and adjustments as necessary.
- Contribute to the development of performance and governance strategies and the development and implementation of improvement programmes.
- Contribute to short, medium and long term business plans, achieving quality outcomes.
- Participate in relevant internal and external working groups/projects, services and initiatives to provide, information and analytical advice and expertise.
- Work with the Nursing and Quality Senior Management Team and the wider team to develop and achieve team objectives ensuring these are appropriate and are aligned to the organisations' corporate objectives and direction of travel.

Research and Development Responsibility

- Ensure that relevant groups are able to access evidence based standards and best practice guidance to inform the commissioning process.
- Ensure that benefits from research and development and from innovation are realised by stakeholder organisations and used in the development of quality initiatives.
- Contribute to the development of key performance indicators for the successful assessment of individual and workstream success.
- Initiate and evaluate audits in provider services pertinent to the quality and safety of care being delivered.

Freedom to Act

- Works to general policies, has freedom to establish interpretation.
- Interprets national guidelines for organisation.

Analytical and Judgmental Responsibility

- Ability to analyse complex facts or situations, requiring analysis, interpretation, comparison of a range of options.
- Makes decisions on a range of complex/highly complex issues where there may be more than one course of action; interprets national guidance; expert in their field.

Communication Responsibility

- Provides and receives highly complex, sensitive and contentious information;
- Agreement or co-operation required; Presents complex, sensitive or contentious information to large groups.
- Persuades board, senior managers of the importance of the initiative/programme, to negotiate with and motivate on project delivery, including linking in with other initiatives.
- Very sensitive information about performance and change.
- Makes formal presentations to large groups.
- Anticipate barriers to communication and take proactive steps to improve communication to build relationships and/or improve learning.

Safeguarding Children, Young People and Vulnerable Adults

- Safeguarding children and vulnerable adults is everyone's responsibility. Whatever your role the welfare of children and vulnerable adults should be your concern. It is

your duty to report any concerns through your line manager / designated Safeguarding Lead.

- All ICB staff are required to undertake safeguarding awareness training and to undertake additional training in relation to safeguarding relevant to their role.

Physical Effort

- The post holder must be able to undertake work across a range of locations including driving to and from various sites within the county. The post holder must be able to sit for significant periods of time using a keyboard and screen.

Mental Effort

- The post holder must be able to concentrate for prolonged periods and be able to cope with ambiguity, changing priorities and short deadlines.
- Ability to deal with frequent interruptions to give support and information to a variety of colleagues.

Emotional Effort

- The post holder must be resilient and able to cope with challenge and conflict from both within the organisation and from stakeholders and partners.

Working Conditions

- Exposure to unpleasant conditions is rare.

Patient and client care

- Assist patients/clients during incidental contact
- Contact with patients will occur during quality visits and other duties.

Equality and Diversity

Provide leadership and support on the health inequality portfolio to ensure patient outcomes and experiences are in line with required quality standards.

General Information

This job description and person specification are an outline of the tasks, responsibility and outcomes required of the role. The job holder will carry out any other duties that may be reasonably required of them by their line manager.

Person Specification

Supporting Evidence

In the supporting evidence of your application form, you must demonstrate your experiences by giving specific examples for the criteria within the person specification.
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Factors	Description	Essential	Desirable	Assessment
Knowledge, Training and Experience	Experience of working in the NHS		✓	A/C
	Educated to masters level or equivalent level of experience of working at a senior level in specialist area.	✓		A/I
	A formal Quality Improvement award	✓		A/I
	Extensive knowledge of specialist areas, acquired through post graduate diploma or equivalent experience or training plus further specialist knowledge or experience to master's level equivalent		✓	A/I
	Evidence of continuing professional development	✓		A/C
	Should have an appreciation and knowledge of the relationship between the Department of Health, NHS England and individual provider and commissioning organisations	✓		A/I
	Should have an appreciation of the relationship between the national and local health	✓		A/I

	<p>organisations and structures and those of local authorities.</p> <p>Experience of setting up and implementing internal policies and procedures</p> <p>Professional registration from relevant body eg NMC, GMC or HCPC</p>	<p>✓</p> <p>✓</p>		<p>A/I</p> <p>A/I</p>
Communication Skills	<p>Developed communication skills for delivering key messages to a range of stakeholders both internal and external (including outside the NHS) to the organisation, some at very senior level.</p> <p>Good presentational skills for conveying complex concepts.</p> <p>Ability to use informed persuasion to influence others</p> <p>Ability to develop and sustain professional relationships with key individuals</p> <p>Negotiation and feedback skills.</p> <p>Ability to lead, motivate and inspire team members and direct reports</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>		<p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p>
Analytical	<p>Ability and identify risks, anticipate issues and create solutions and to resolve problems in relation to project or service delivery.</p> <p>Ability to understand a broad range of complex information quickly and making decisions where opinions differ/no obvious solution</p>	<p>✓</p> <p>✓</p>		<p>A/I</p> <p>A/I</p>

	Problem solving skills and ability to respond to sudden unexpected demands	✓		A/I
Planning Skills	Evidence of planning and delivering programmes and projects and services on time.	✓		A/I
	Ability to produce plans and reports for a range of audiences	✓		A/I
	Ability to work under pressure and to tight and often changing deadlines	✓		A/I
Management Skills	Abilities for staff management	✓		A/I
	Skills for delivering results through managing through others and being able to lead without authority	✓		A/I
	Skills for managing relationships with a range of different stakeholders.	✓		A/I
Physical Skills	Working knowledge of Microsoft Office with intermediate keyboard skills.	✓		A/I
	Working knowledge of databases such as Datix		✓	A/I
	Ability to attend visits to a wide range of provider sites	✓		A/I
Autonomy	Ability to work without supervision, providing specialist advice to the organisation, working to tight and often changing timescales	✓		A/I
	Interpreting national policy for implementation	✓		A/I

Equality and Diversity	Knowledge and experience of promoting equality of opportunity in all relationships and decision making	✓		A/I

***Assessment will take place with reference to the following information**

A=Application form I=Interview T=Test C=Certificate