

JOB DESCRIPTION

Job Title:	Improvement Leader
Reports to:	Head of Improvement Team (Lean Specialist)
Department:	Improvement Department
Liaises with:	Improvement Team, Executive and Non-Executive Directors, Clinical Directors and Clinical Leads, Divisional Managers and their management teams and corporate departments, Deputy Director of Operations and modernisation Lead for Emergency Care and Long Term Conditions, Multi-disciplinary clinical teams trust-wide, Key officers in local health and social care organisations, other partner organisations and agencies and patient groups, GPs and primary care staff, The NHS Institute for Innovation and Improvement, External consultants, The broader Lean/modernisation community

Job Summary

The Improvement Team is a new team with key responsibility for Lean expertise, whose function it is to provide senior change leadership, process redesign expertise and capability building to the Trust's Divisions and Departments via on-going service transformation. The post of Improvement Leader is a key role within the Director of Operation's team created in recognition of the importance of building internal specialist expertise and capacity in Lean process and systems design to shape and influence the successful delivery of key priorities: providing world-class health care, becoming the hospital of choice for patients and staff, achieving exceptional financial performance and delivering and sustaining 18 weeks.

1. plan, facilitate and implement specific aligned projects and workstreams and ensuring performance management structures are in place to deliver sustained improvements to service
2. project manage multiple complex projects across a range of service areas and departments with a multi-disciplinary teams
3. provide change leadership and specialist knowledge, skills and experience in Lean process and systems improvement across the Trust
4. lead and coordinate input from broad, multi-disciplinary project teams to deliver defined service improvements and take accountability for project success
5. build internal capability and capacity in continuous improvement among front-line staff through coaching, mentoring and training
6. The role will require the post-holder to challenge, influence, empower and work in partnership with clinical and managerial leaders across all divisions and

departments and with external partners across health and social care. The post-holder will be expected to look beyond existing structures, ways of working, boundaries and organisations to produce more effective and innovative service delivery and partnerships.

7. This post requires a dynamic and driven individual with a passion for, and track record of, improving the quality, cost and delivery of operations. The ideal candidate would demonstrate a track record of engaging, developing and influencing staff at all levels within complex systems and processes, across a range of organisations and a variety of service areas.
8. The post-holder will have no direct reports.

Key Responsibilities/Outcomes

1. Plan, facilitate and implement specific projects and workstreams to deliver rapid, demonstrable and sustainable improvements in quality, safety, cost, delivery, staff and patient experience
2. Lead and coordinate input from broad, multi-disciplinary project teams to deliver defined service improvements and taking accountability for overall programme and project success.

Projects will range from simple single process or department focussed to complex multi-dimensional initiatives that will have wide reaching impact across the organisation. Improvement Leaders will co-ordinate the delivery of such projects, including the management of changing demands and pressures that may impact project delivery.

3. Provide expert project management to workstreams/projects including:
 - Examination and scoping
 - Compilation of project plan
 - Benefits identification and tracking and when required hold and plan budget/s for assigned service improvement project/s
 - Project preparation, launch and communications planning
 - Patient and public involvement planning
 - Analysis, diagnosis and solution development
 - Process redesign and implementation of change initiatives
 - Organisational redesign to support objectives
 - Evaluation and refinement
 - Standardising working practices
 - Succession planning and mainstreaming
4. Build strong and positive working relationships with multi-disciplinary teams of staff across the Trust to ensure ownership of change is achieved and that supportive and sustainable performance management frameworks are put in place; giving due consideration to quality, safety, cost, delivery, patient and staff experience.
5. Influence, challenge and empower clinicians, managers and other staff to make changes to their services.

6. Utilise appropriate tools and techniques of change, including Lean thinking and project management methods and apply these to the projects.
 7. Build organisational capability by identifying workstream / project team competencies required. Provide team members with coaching and training in the required diagnostic, problem solving and change skills. Develop and maintain training materials and knowledge archive as Trust resource.
 8. Assist the Head of Improvement in identifying and developing an appropriately skilled cadre of change agents and Lean practitioners across the Trust.
 9. Evaluate and report on project progress and delivery against agreed objectives to the relevant boards/steering groups.
 10. Work with the Head of Improvement to identify, surface and ensure resolution of major issues affecting the delivery of projects.
 11. Produce clear visual materials, project documentation, and data for use in reports, local briefings, workshops and meetings for both internal and external presentations.
 12. Provide expert change management knowledge and support to other projects as required.
 13. Continue to develop greater and wider understanding of the concepts, methodologies, skills and techniques involved in service improvement and organisational change and transfer these onto others as required.
 14. Represent Kingston Hospital's change initiatives at internal and external forums.
 15. Identify and draw on best practice from other organisations inside and outside of health care and build networks with the wider 'Lean community' of organisations.
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Health Clearance

Applicants must complete a medical questionnaire, return it to the Occupational Health Department and, if required, undergo a medical examination before appointment to a post at Kingston Hospital.

Confidentiality and Disclosure of Information

In the course of your normal work with the Trust you will come into possession of confidential information concerning patients, the Trust and its staff. This information should always be treated accordingly with inappropriate disclosure being subject to the Trust's disciplinary procedure.

Staff however, may on occasion have genuine concerns about healthcare matters and consequently the Trust endorses the principle that these may be raised in a responsible and appropriate manner. Consequently the implications arising from the applicability of the disciplinary procedure would not apply.

Data Quality/Security

The postholder is responsible for ensuring that he/she maintains the integrity and quality of both computerised and manual data.

Acceptance of Gifts and Hospitality

The conduct of staff in the public service should be scrupulously impartial and honest and in this context offers of gifts or hospitality should be discussed with your manager, prior to acceptance.

Health and Safety

All staff are advised that, under the Health and Safety at Work Act 1974, it is the duty of every employee to take reasonable care for the health and safety of him/herself and of other persons who may be affected by his/her activities at work, and also to co-operate fully with the Trust and others in connection with arrangements to meet their statutory duties and responsibilities under the Act, including undertaking Health and Safety training.

Risk (managerial and supervisory staff)

Managers are responsible for implementing and monitoring any identified and appropriate risk management control measures within their designated area and scope of responsibility. Full details are set out in the Risk Management Policy.

Personal Property

The Trust is unable to accept responsibility for articles of personal property lost or damaged on its premises whether by burglary, fire, theft or otherwise and staff are advised to insure against all risks.

Equal Opportunities

The Trust affords its employees equal opportunities in employment, training and development, irrespective of their sex, marital status, age, race, religion or colour. The Trust has an Equal Opportunities Policy and supports the concept of equal opportunities for all.

No Smoking

The Trust promotes a policy of non-smoking, and staff are therefore not permitted to smoke on the hospital site, except in designated areas.

Security

Staff must wear their identity badge at all times to assist in maintaining the security of the hospital; be observant, and not afraid to enquire of people as to their business in the hospital. Any suspicious behaviour must be reported to the Security Officer, manager, or the Support Services Dept.

Person Specification
Job Title: Improvement Leader

Criteria for Selection	Essential Requirements	Desirable Requirements
Qualifications	<ul style="list-style-type: none"> • Educated to degree level or equivalent management experience. • Trained in Lean 	<ul style="list-style-type: none"> • MBA or other appropriate postgraduate qualification. • Trained in Six Sigma
Experience	<ul style="list-style-type: none"> • Minimum of 2 years experience of, and demonstrable achievement in leading change in a complex environment • Delivered demonstrable and sustainable improvements in quality, cost, delivery and staff experience through applying Lean thinking and Lean tools and techniques to a variety of operations • Experience of analysing and solving complex process and systems problems and supporting others to develop this skill. • Experience of project management from initial design to completion. • Experience of training and facilitating group discussions and supporting training, education and development opportunities • Experience of designing suitable key performance indicators and analysing results so that they are meaningful to all staff. • Demonstrated ability to lead multiple improvement initiatives focussing on complex processes • Experience of effectively handling multiple, sometimes competing agendas, meeting challenging deadlines and delivering under pressure. 	<ul style="list-style-type: none"> • Experience of and demonstrable achievement in delivering change in the service or manufacturing sector • Experience of working with clinicians and securing their engagement • Experience of designing and delivering training and development in service improvement
Skills & Knowledge	<ul style="list-style-type: none"> • Knowledge of change management concepts and methodologies, specifically Lean • Awareness of the health care modernisation agenda, national health policy context and the complexities of an acute hospital. • Able to engage, challenge, lead and influence clinicians, managers and other staff to adopt Lean and implement new working practices • Problem solving – able to analyse complex process and systems problems and to develop practical and workable solutions to address them • Able to develop and maintain close working relationships between individuals, teams and organisations • Conflict resolution – able to work with, manage and resolve conflict • Strong analytical skills – ability to frame and execute appropriate analysis for project success, to draw conclusions from complex data and present it clearly to a wide range of individuals and organisations • Strong group facilitation skills • Communication – relates to and communicates well with all levels of staff, with excellent written 	<ul style="list-style-type: none"> • Brings a network of Lean contacts and organisations

Criteria for Selection	Essential Requirements	Desirable Requirements
	<p>and verbal communication skills</p> <ul style="list-style-type: none"> • Presentation – presents concepts and ideas clearly so that others understand what is being communicated. • Uses clear visual materials, project documentation, and data for use in reports, local briefings, workshops and meetings for internal and external presentations • Organisational skills – able to plan and deliver objectives within an agreed timeframe. • Leadership – highly developed leadership and influencing skills with the ability to enthuse, motivate and involve individuals and teams. • Able to build rapport and credibility with senior clinical and managerial colleagues e.g. non-executive and executive directors, General Managers and Clinical Directors. • Strong sense of personal and team accountability coupled with a clear understanding of the boundaries around delegated authority. • Able to collaborate constructively with internal and external partners to create conditions for successful partnership working. • IT literate 	
Personal Attributes/Qualities	<ul style="list-style-type: none"> • Dynamic and driven with a passion for improving health care service provision • Impact – uses a variety of methods to gain support for ideas, strategies and values. • Self-confidence – states own position on issues; unhesitatingly takes decisions when required within area of authority and commits self and others accordingly. • Flexibility – identifies feasible alternative options in planning and decision making, holds different options in focus simultaneously and evaluates their relative pros and cons and personally willing to adapt to ensure achievement of objectives. • Self-motivated – possesses high internal work standards, sets stretching yet attainable goals; wants to do things better and to measure progress against targets. • Determined and resilient. • Strong sense of commitment to openness, honesty and integrity in undertaking the role. • Commitment to ongoing life long learning and personal development. • Motivation – driven by a genuine interest and concern for the quality and appropriateness of patient services. 	

KINGSTON HOSPITAL N H S T R U S T

TERMS & CONDITIONS OF SERVICE

Agenda for Change terms and conditions apply

POST	: Improvement Leader
DEPARTMENT / LOCATION	: Improvement Team
SALARY	: <i>This post is on Agenda for Change Pay Band 8a and the salary range is from £37,996 to £45,596 per annum. In addition to this you will receive a High Cost Area Supplement of 15% of your basic salary per annum, this will be between a minimum of £3,339 and a maximum of £4,256</i>
PAYMENT	: Monthly by direct credit transfer to bank/building society account.
PENSION	: Admission to the NHS Pension Scheme is automatic, although you can opt out. Further details are available from the Human Resources Department.
HOURS	: 37.5 hours per week, excluding meal breaks (37.5 hours per week full time).
ANNUAL LEAVE	: 27 days per year, increasing to 29 days after 5 years NHS service and to 33 days after 10 years NHS service.
NOTICE PERIOD	: The period of notice for the termination of your employment will be three months on either side, in writing.

Other terms and conditions will be in accordance with the current regulations as specified in Kingston Hospital NHS Trust policies and associated documentation.