

NHS Improvement

Role Content Specification

Job Title:	Improvement Director
Salary:	ESM – Grade 1
Team/ Directorate:	Special Measures/Medical Directorate
Responsible to:	Medical Director (delivery)
Accountable to:	Executive Regional Managing Director (operational)

NHS Improvement is responsible for overseeing Foundation Trusts and NHS Trusts, as well as independent providers that provide NHS-funded care. We offer the support these providers need to give patients consistently safe, high quality, compassionate care within local health systems that are financially sustainable. By holding providers to account and, where necessary, intervening, we help the NHS to meet its short-term challenges and secure its future.

From 1 April 2016, NHS Improvement is the operational name for an organisation that brings together:

- Monitor;
- NHS Trust Development Authority;
- Patient Safety, including the National Reporting and Learning System;
- Advancing Change Team;
- Intensive Support Teams.

We build on the best of what these organisations did, but with a change of emphasis. Our priority is to offer support to providers and local health systems to help them improve. NHSI oversee and develop all aspects of these organisations including service quality, governance and financial performance, helping them to become sustainable organisations.

Everyone working for NHSI will be expected to work flexibly across projects, disciplines and directorates, and whether working from home, our headquarters or from one of our few offices across the country the rewards will be clear: ensuring that sustainable high quality services are delivered in every single part of the NHS.

Required by all directors

- Deep understanding of policy and context of NHSI and of broader health policy.
- Ability to manage relationships in a highly complex environment.
- Experience and understanding of working with Boards and broader governance issues.
- Communications skills including media handling and messaging.
- Credible leadership skills.

JOB SUMMARY

In the wake of the Mid –Staffordshire FT failures the Secretary of State for Health set out a tough new approach by submitting those Trusts with high death rates and other quality related challenges to Special Measures. With the appointment of a Chief Inspector of Hospitals and subsequent implementation of the new inspection regime, Trusts who do not reach the required standards and are of significant concern are placed in special measures at the recommendation of the Chief Inspector of Hospitals.

An Improvement Director is to be appointed for each identified Trust in special measures, or those considered significantly challenged by NHSI, to act on behalf of NHSI and to support each Trust to deliver improvements in the quality and safety of their services for patients.

The Improvement Director will work with the CEO and Chair of the Trust to deliver the outcomes required from special measures and improvements in the quality, safety and sustainability of services for patients. They will have an advisory role, working closely with the leadership of the trust, but without cutting across the jurisdiction or responsibilities of their Boards.

The line of accountability for Improvement Directors will be responsible to the NHSI Medical Director for delivery, but accountable in terms of day to day operational issues to the relevant Regional Executive Managing Director.

The key attributes and role of the Improvement Director are as follows:

- a committed and passionate individual who is focused on improving the quality and safety for patients;
- skilled in advising on implementing processes to deliver sustained and continuous improvement whilst having the ability to deliver this by working through the executive and senior leadership teams of a Trust;
- can act as a conduit between the organisation and the relevant external stakeholders, e.g NHSE, CQC etc to ensure the Trust response/improvement plan increases confidence;
- has the skills to support the Trust Chair and Chief Executive with the breadth of agenda that comes with a trust working with a challenged agenda;
- ability to work in partnership with the Trust leading the implementation of the improvement plan, acting on behalf of NHSI and in concert with the relevant Regional Team to ensure delivery of the improvements in the Trust;
- provides advice to support the successful leadership and delivery of improvements by the Trust; advising on the continued development, review and monitoring of the improvement plan;
- gives robust challenge to ensure that leaders in the Trust at every level take the necessary action to the achieve the improvements needed;
- has the ability to review the internal integrated governance and assurance structure of the Trust with the Chief Executive;
- can ensure strong and productive working relationships are developed within the Trust and with external stakeholders;

The Improvement Director will also require the following specialist skills and abilities:

- Proven turnaround abilities with the highly developed analytical, managerial, business and leadership skills required to operate at Board level within the NHS and at a national level with demonstrable relevant experience.
- Substantial and successful experience of delivering financial and quality turnaround across the Trust system and wider health economies.
- Extensive understanding of the NHS, political environment and specific policy context of NHSI.
- Demonstrable knowledge of NHS and wider government financial and quality issues and solutions.
- Can influence at the highest level.
- Ability to take strategic decisions which have wide impact across the health system. .

DUTIES AND RESPONSIBILITIES FOR THE ROLE:

- Oversee the development and implementation of special measures improvement plans.
- Provide information, advice and support to the NHSI Medical Director for as lead for Special Measures to enable the successful oversight and development of the special measures Trusts in their portfolios.
- Provide expert improvement advice to Trust Boards and professional leadership to the improvement function for the Trust in special measures and the wider NHS in partnership where necessary with other senior leaders.
- Lead on specific national scale initiatives on behalf of, and with, other NHSI Directors as agreed, introducing innovative practices and processes to support Trusts in special measures achieve long-term sustainability.

People skills:

- proven leadership skills, including 'top team' working and successful management across different disciplines and functions;
- excellent interpersonal and communication skills to allow effective working with colleagues, partners and external stakeholders, Ministers, the media and the general public;
- highly developed influencing and relationship management skills necessary for working effectively with internal and external stakeholders /partners over the entire system.

External Impact:

- direct impact with external stakeholders to ensure NHSI and NHS Trust in special measures position and requirements are appropriately considered in wider health and financial policy communications;
- significant impact with the leaders and senior management of NHS Trusts in special measures which are accountable to NHSI from a performance and development perspective.

Decision-making:

- at an organisational level with significant impact on special measures NHS Trusts and their service portfolio;
- at a strategic level with impact on the NHS Trust sector overall and the services provided to significant patient numbers;
- at a functional level relating to the management of NHSI and its business operation;

- responsible for developing strategies and solutions to address NHS Trust sector challenges and to ensure their implementation across the sector where applicable;
- represent NHSI in discussion with other key partner organisations in developing innovation in health;
- lead on strategic, complex new business innovations and solutions within special measures NHS Trusts and as appropriate across the whole health care system.

PERSON SPECIFICATION REQUIREMENTS
(Role specific and not person)

Factors	Description	Essential	Desirable	Assessment*
Education / Qualifications	Educated to degree level or equivalent. Management Qualification	✓		A
	Nursing or clinical registration	✓		C
Experience	Significant Board experience	✓		A & I
	National Role experience	✓		
	Extensive experience of working in Government & NHS organisations	✓		A & I
	Extensive experience of developing & implementing turnaround/improvement strategies	✓		A & I
	Extensive experience of dealing with national / local politicians & media.	✓		A & I
	Significant experience of managing multi- disciplinary teams, & mature working	✓		A & I
Knowledge	Health policy & current reforms	✓		A & I
	NHS financial frameworks	✓		I
	Significant experience of business & operational management risk management & governance		✓	A & I
	FT requirements	✓		I
Specialist knowledge	Turnaround and Improvement strategies	✓		A & I
	NHS System Management	✓		A & I
	In-depth knowledge of business solutions and innovations to create sustainable NHS systems	✓		
Aptitudes/ Disposition	Proven top Leadership skills	✓		I
	Significant influencing skills	✓		I
	Strategic thinking	✓		I
	Excellent communication skills	✓		I
	Resilience	✓		I

***Assessment will take place with reference to the following information**
A=Application form I=Interview C=Certificate