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| **JOB DESCRIPTION** |

1. **JOB DETAILS**

**Job Title:** Leadership & Quality Improvement Fellow

**Grade:** ST3+ AFC band 6+

**Responsible to:** Organisational Development Director

**Reports to:** Head of Building Capability

**Location:** Based at either Royal Hallamshire Hospital (RHH) or Northern General Hospital (NGH) but cross-site working

1. **JOB PURPOSE**

**Aims of the post**

The aim of the fellowship posts offered in quality improvement is to enable successful fellows to understand and undertake improvement at scale within Sheffield Teaching Hospitals NHS Foundation Hospital Trust. The aim of these future leaders posts would be to facilitate collaborative working across disciplines whilst allowing the fellow the time and autonomy to personally develop as a leader. The fellow would demonstrate and develop excellent leadership, team-working and system knowledge skills for the success of their individual projects.

**Objectives of the post**

* To develop knowledge and skills of Quality Improvement (QI) and Leadership:
  + Being able to think analytically, conceptually and to identify potential service improvements
  + Assessing and analysing processes using up-to-date improvement methodologies.
  + Appraising options and planning action to implement and evaluate improvements, in partnership with directorate clinical teams and senior managers.
  + Engaging with staff and patients to drive improvements.
* To personally lead and champion a project involving organisation wide collaboration and system change.

1. **MAIN DUTIES AND RESPONSIBILITIES**

Job Detail and Opportunities

There are two roles on offer, both involving individually leading on a project, alongside participation in the wider activities of the quality improvement team:

1. SAFER Patient Flow Bundle Project:

The sustain and spread of SAFER principles remain a key focus and key area of work within the SAFER workstream of Excellent Emergency Care (EEC) at Sheffield Teaching Hospitals. The SAFER patient flow bundle blends five elements of best practice:

S – Senior review. All patients will have a senior review before midday by a clinician.

A – All patients will have an expected discharge date and clinical criteria for discharge.

F – Flow of patients will commence at the earliest opportunity from assessment units to inpatient wards.

E – Early discharge. 33% of patients will be discharged from base inpatient wards before midday.

R – Review. A systematic multi-disciplinary team review of patients with extended lengths of stay (>7 days – ‘stranded patients’) with a clear ‘home first’ mind set.

The leadership fellow would work closely with the EEC programme to support the ongoing spread of SAFER principles within Sheffield Teaching Hospitals. The EEC programme already supports a number of directorates and clinical areas to spread SAFER key principles, including Geriatrics, Respiratory, Diabetes and Endocrinology. The successful fellow would work with a range of surgical specialities and existing areas as described to continue to develop the implementation of Board Rounds and afternoon check-ins as key to the process of improving patient experience and delivering timely, high quality care. The SAFER work also provides opportunities to develop and test approaches to individual elements, and opportunities to assess and contribute to the understanding of factors affecting patient flow within Sheffield Teaching Hospitals.

1. Junior Doctor Project:

As frontline healthcare providers, junior doctors are ideally placed to identify potential areas for improvement within the NHS. However, there are numerous barriers that hinder them from participating in QI work, despite it being a requirement of their training. The successful fellow would need to work across the trust collaborating with junior doctors of all disciplines in order to increase their involvement in QI work. They would need to think innovatively, finding novel solutions to the practicalities of engaging with junior doctors and demonstrate effective leadership in order to drive improvements in the current programme. Previous fellows have worked on introducing teaching programmes for junior doctors, training for audit leads and creating online resources. The fellow would further improve the programme in both content and widening engagement, looking locally and nationally at alternative models and best practice in this field. Additionally the fellow would ensure that the projects undertaken are where possible linked to on-going improvement work in the Trust with the aim of sustaining improvements.

As well as leading their personal project, the fellow will have the opportunity to participate and take leadership roles within the following programmes:

**National Improvement Programmes at STHFT**

**Sheffield Microsystem Coaching Academy (MCA)**

Sheffield MCA is a national centre of excellence for both improvement science and team coaching. Its strategy of building in-house capability for quality improvement in leaders and staff was highlighted by Ham et al (Ham 2016) as a key strategy for the NHS moving forward.

The fellow will:

* Complete a 5-month action learning course with the MCA. Through the course, the fellow will acquire a comprehensive set of coaching, improvement and data skills that are relevant and applicable to a future clinical role with leadership responsibility.

* Lead improvement in the healthcare setting through specifically coaching a frontline healthcare team as they undertake improvement work within their microsystem.

**FLOW**

FLOW is a five-year National programme supported by The Health Foundation based on previous ‘Flow, Cost, Quality’ work undertaken by STHFT (Improving Patient Flow. The Health Foundation April 2013). It aims to develop an innovative 1 year action learning training programme to improve patient flow across whole patient pathways in healthcare. There is increasing evidence that improving patient flow leads to gains in patient experience, safety and efficiency. <http://www.sheffieldmca.org.uk/mca_improving_flow>

The fellow has the opportunity to:

* Work closely with an international faculty, recognised as pioneers in the field of healthcare improvement.
* Actively participate in regular operational and curriculum meetings for the Flow Programme, attended by senior clinicians and managers involved in implementing the programme.
* Both integrate in to the support team responsible for planning and delivering the face-to-face learning sessions and have the opportunity to deliver teaching sessions.
* Collaborate and form professional relationships with colleagues from outside of healthcare. Locally this will include Sheffield’s two well-respected universities. Nationally this will include partner organisations such as the Health Foundation and the International Centre for Social Franchising.
* Take part in the team and coach selection process for those joining the next cohort of the Flow programme.
* Learn from the formative evaluations and contribute to the ongoing refinement of the programme as it develops and spreads.

**Local Improvement Programmes within STHFT**

* **MCA EXPO** is a national QI conference held annually in Sheffield. There will be an opportunity for the fellow to be integral in both the planning and delivery of the conference as well as deliver a workshop or presentation on a QI-related topic of their choice at this conference. They will also support organisation of **MCA Connect**, a biannual national event for sharing improvement work with a focus on the work of the most recent cohort of coaches to graduate from the MCA
* The **‘QI Masterclass’** is an Interactive Learning Attachment on QI for both medical and nursing students which has been developed and delivered by previous leadership fellows in conjunction with Sheffield University Medical School and Sheffield Hallam University School of Nursing. Each new fellow will be expected to iterate and develop this course, with plans to extend the audience to the wider multidisciplinary team.
* **QI Education and Building Capability** in the workforce is a central commitment of the organisational development team at STHFT. The fellow will be encouraged to contribute to the rolling programme of QI teaching within foundation and core specialty training programmes, as well as to an interdisciplinary audience at departmental events and workshops.

***Developing greater strategic awareness – at STHFT and within the wider NHS***

The fellow will have the opportunity to engage with senior leadership of STHFT, including the Chief Executive, Chief Nurse and all members of the executive board. They will have the opportunity to meet and shadow Trust Executive Group members at internal and external meetings, attend the Clinical Management Board, Operational Board & Trust Board with the Organisational Development Director and Clinical Lead for Quality Improvement.

There will also be opportunity to shadow and attend external improvement events with senior colleagues from the department including events at King’s Fund, Nuffield Trust, Quality Improvement Networks etc.

**Supporting the further development of the Organisational Development (OD) Strategy**

The fellow will have regular learning sessions with the clinical lead for quality improvement, and the opportunity for one-to-one advice and guidance from senior leaders within the organisational development department, including the Organisational Development Director.

The fellow will attend internal OD development activities such as the OD away day, OD marketing working group and OD team meetings which aim to develop the OD strategy for the trust, and influence and align this with the overall strategy for STHFT.

1. **EXPECTATIONS OF THE LEADERSHIP FELLOW**

**Service Improvement and Transformation**

The fellow will be expected to:

* Take responsibility for work and projects assigned, including working as part of the Organisational Development Team.
* Support improvement activities using an extensive range of improvement tools
* Continue to develop and strengthen relationships between the Organisational Development team and the directorates, information department and other agencies.
* Facilitate the transfer of service improvement skills and knowledge to the team and the wider organisation.
* Develop and foster relationships with other organisational development team members and ensure they can count on reliable and knowledgeable support and information about the improvement activities.
* Provide a high level of content knowledge about all aspects of organisational development and act as an approachable source of knowledge to all staff.
* Keep track of best practice externally and internally and share the innovation and learning.
* Ensure that measurement for learning and improvement is placed at the centre of quality improvement activity. Work to develop skills in the use of appropriate statistical tools including run charts and statistical process control charts, and support teams to analyse their own data using these tools. This will involve the use of a wide range of Trust and departmental information systems, along with local data collection undertaken by the improvement team.
* Ensure that improvement work is planned and carried out with appropriate reference to formal Trust groups and governance arrangements.

**Partnership Working**

* Manage communication with Trust groups as appropriate, which will involve the preparation and presentation of key information to those groups, as required by the Organisational Development Director and/or Medical Director.
* Present an assured and professional approach in order to gain commitment from individuals at all levels both within and outside the Trust. Demonstrate credibility and drive for the implementation of change and the appropriate use of improvement tools and techniques in the design of change.
* Build working relationships and communicate information which may be complex and sensitive at all levels across the Trust.
* Propose and help shape the development and evolution of quality improvement initiatives.
* Undertake measurement and evaluations to inform future improvement development and/or refine existing work
* Develop networks with other Health Education England working across Yorkshire and Humber (HEEYH) fellows within the Yorkshire region and provide educational sessions to facilitate leadership training
* Develop a working knowledge of health strategy and policy (both national and local) to help inform the organisational development work programme.
* Contribute to the planning and organising of clinical improvements and dovetail these with existing programmes and projects currently being undertaken by the Trust.
* Actively facilitate partnerships in support of the wider organisational development agenda to promote a whole system approach, working across boundaries, agencies and professions.
* Develop working relationships with appropriate corporate departments to ensure effective alignment of improvement activity. i.e. Finance, Human Resources, Communications.
* Work with other clinicians and managers to determine and understand inter-dependencies and links across programmes, projects and work areas.
* Facilitate scoping and planning workshops and stakeholder engagement sessions. This may involve external consultancy support and/or external partner agencies.

**Leadership**

* To champion, inspire and support the use of quality improvement methodology across the Trust.
* Compose and compile reports, presentations and performance analysis to evaluate and inform future quality improvement work. This will include working with appropriate statistical tools.

* Work with a significant level of accuracy and precision to meet deadlines, working with a high degree of autonomy.
* Adapt, organise and prioritise the unpredictability of workload.

**Teaching & Training**

* Be committed to learning and maintaining a high level of skill in relation to quality improvement methodologies, tools and techniques and the subsequent transfer of these skills and knowledge to staff across the Trust.
* Help to design and deliver quality improvement training as required. Use recognised improvement tools and techniques with multidisciplinary groups of staff to ensure skills transfer at directorate level. This will include coaching support following training and the evaluation of further training needs.
* Help to support the development of quality improvement education to medical students, junior doctors and other members of the multi-disciplinary team
* Develop presentation skills, both written and verbal, to ensure effective communication

This job description is not meant to be finite and may be changed subject to the exigencies if the service. Similarly the post holder may be requested to undertake such other duties not mentioned in the job description which are commensurate with the grade.