MENTAL HEALTH PARTNERSHIP

INFORMATION PACK

FOR THE POST OF

SERVICE IMPROVEMENT MANAGER - MENTAL HEALTH COLLABORATIVE

IN

37.50 HOURS PER WEEK

REFERENCE NUMBER 0000017055P

CLOSING DATE: 03/04/2009
NHS GREATER GLASGOW AND CLYDE

GENERAL INFORMATION FOR CANDIDATES

This information package has been compiled to provide prospective candidates with details of the post and background information about NHS Greater Glasgow and Clyde.

- The contents of this package are as follows:-
  
a) Job Description  
b) Agenda for Change Terms and Conditions of Service  
c) NHS Scotland Application Form including Equal Opportunities Monitoring Form  
d) Immigration Form  
e) Background information on Agenda for Change

- The Equal Opportunities Monitoring form is required for monitoring purposes only and will not be made available to the interview panel during any part of the recruitment process.

Please note Curriculum Vitae are not accepted as part of the application process.

- NHS Greater Glasgow and Clyde operates a NO SMOKING Policy on all premises and grounds.

- All offers of employment will be subject to the receipt of satisfactory References, Occupational Health screening, Criminal Records Checks i.e. Disclosure Scotland clearance and Eligibility to Work in the United Kingdom if applicable.

- Informal Enquiries to: Ruth Glassborow 01312445142

- Please send your completed application to:-

  Elaine Grimshaw  
  NHS Greater Glasgow and Clyde  
  Recruitment Service  
  5th Floor, Tara House  
  46 Bath Street  
  GLASGOW  
  G2 1HJ

- Applications are accepted via post to the above address or via email to nhsggcrecruitment@nhs.net. Application can also be hand delivered to the Recruitment Service at the above address between the hours of 9am – 5pm Monday to Friday.

- When returning your completed application and any associated enclosures by Royal Mail, you must ensure that the correct postage cost is paid as Royal Mail will retain those which have been underpaid.

- Please note that if you do not hear anything further within 6 weeks of the closing date for the post, your application has been unsuccessful on this occasion and you will receive no further correspondence.

- As a Disability Symbol user we recognise the contribution that all individuals can make to the organisation. As part of our ongoing commitment to extending employment opportunities all applicants who are disabled and who meet the minimum criteria expressed in the job description will be guaranteed an interview.
BACKGROUND INFORMATION FOR JOB APPLICANTS

Agenda for Change – A new Terms & Conditions Agreement for NHS Staff

Agenda for Change is a package of terms and conditions for all staff working within the National Health Service, other than medical and dental staff and some senior managers. This agreement is effective from 1 October 2004. Plans to implement the various changes are currently being progressed within NHS Greater Glasgow and Clyde.

A summary of these changes is attached for your attention.

**Hours**
From 1 December 2004 all new staff have a standard working week of 37.5 hours. This applies to staff joining NHS Greater Glasgow and Clyde on or after 1 December 2004 with the exception of individuals transferring from other NHS health authorities who are entitled to retain protection under Agenda for Change of their hours at the point of transfer, providing they remain within the same staff group. Employees in this category will increase their hours on a phased basis. Existing Part-time staff are in a different position and may retain their part-time hours.

The implications of this change in the standard working week is that new employees to NHS Greater Glasgow and Clyde may find that they are working slightly longer hours than full time colleagues appointed prior to this date.

**Paybands**
Under Agenda for Change the current payscales are being replaced by new paybands and the new AfC paybands. If you are offered an appointment with NHS Greater Glasgow and Clyde and your post has not yet been assimilated, special arrangements will be made to match your post, along with all other posts within NHS Greater Glasgow and Clyde, to nationally agreed job profiles to determine your pay.

If there is no National Profile for your post, you will be asked to participate in a full job evaluation exercise to determine your new payband.

**Any questions**
If you have any questions about how this post is affected by Agenda for Change you are welcome to visit [http://www.ggpdc.scot.nhs.uk](http://www.ggpdc.scot.nhs.uk) If you are invited for interview there will be opportunity for further discussion about Agenda for Change and how this may affect any potential job offer.
NHS GREATER GLASGOW AND CLYDE

TERMS AND CONDITIONS OF SERVICE

1. Terms and Conditions of Service

The terms and conditions applicable to this post are those of all NHS Employees.

2. Superannuation

You have the option to join the NHS Superannuation Scheme, to participate in the State Earnings Related Pension Scheme or to take out a Personal Pension.

Employee’s contributions to the NHS Scheme amount to 6% of salary (5% for manual staff) and the employers contribution equates to 14% of salary. Employees in the NHS Scheme are “Contracted-out” of the State Earnings Related Pension Scheme and pay a lower rate of National Insurance contributions. Employees who choose to participate in the State Earnings Related Pension Scheme pay the higher rate of National Insurance contribution. A Stakeholder Pension is also available.

3. Salary

£ 37996.00 - £ 45596.00 per annum (pro rata where applicable)

4. Grade B 8A

This post is a BAND 8A

5. Annual Leave

The annual leave entitlement in a full year commencing 1st April to 31st March is 27 days, rising to 29 days after 5 years’ service and 33 days after 10 years’ service. There are 8 Statutory and Public Holidays in each leave year. (pro rata where applicable)

6. Hours of Duty

37.50 Hours per week

7. Tenure of Employment

This post is offered on a Temporary / Fixed Term basis.

8. Asylum and Immigration Act 1996

Under the Asylum and Immigration Act 1996, we are required to carry out checks to ensure that all prospective employees are entitled to live and work in the United Kingdom. You will therefore be asked to provide appropriate documentation prior to any appointment being made.
NHS GREATER GLASGOW & CLYDE
IMMIGRATION FORM

Please note this document must be completed and returned by all applicants.

Name: ........................................................................................................

Post Applied For: .......................................................................................

Post Ref: ...................................................................................................

We need to know if you are eligible for employment in the UK. The short listing panel does NOT see this section of the application form.

Please read all questions carefully before completing this form.

Please use block capitals and tick the appropriate responses.

1 Are you a British citizen or a European Economic Area National?

YES ☐ NO ☐

If you have answered NO, please answer questions 2-6 and 7
If you have answered YES, please go straight to section 7

2 Do you have right of residence in the European Economic Area?

YES ☐ NO ☐

If YES, please provide proof (i.e. copy of indefinite leave to remain/settled status visa)

3 Passport Expiry date

Day: _______ Month: ____ Year: __________

4 Date of Entry to the UK

Day: _______ Month: ____ Year: __________

5 Status of Entry

☐ Settled status/ indefinite residence
☐ Spouse of someone with settled status/ indefinite residence
☐ Spouse of overseas national with work permit or permit free training
☐ Commonwealth Citizen with grandparents born in the UK
☐ Spouse of a British Citizen
☐ Other (please specify)

6 Date period of entry to UK ceases (visa expiry)

Day: _______ Month: ____ Year: __________

If you have answered questions 2 to 6, please attach the following documentation (photocopies are acceptable):

- Passport
- Visa
- Letter of immigration status from the Home Office (if applicable)

Documents in foreign languages must be accompanied by certified translations into English

7 I confirm that the information provided on this form is to the best of my knowledge correct. I understand that failure to enclose the required documentation will mean my application cannot be considered for shortlisting.

Signature: .................................................................................................

For Official Use Only

CATEGORY 1: ☐
CATEGORY 2: ☐
1. JOB DETAILS

Please complete all details below apart from the job reference and note that the job holder(s) should not be named on this form. It is intended that job descriptions will be anonymous for banding purposes. The AfC Team will devise a confidential system to link job holders with the job descriptions and accordingly will complete the job reference.

Job Title: Service Improvement Manager
Mental Health Collaborative Programme

Immediate Senior Officer/Line Manager: National Programme Manager Mental Health Collaborative Programme

Department(s):
Division:
Job Reference:

2. JOB PURPOSE

To work alongside the Regional Managers to provide support to local teams with the use of improvement tools and techniques in the delivery of high impact changes. The Service Improvement Manager will work to develop local capability to ensure sustainable improvement. The post holder will also have a role to monitor performance to identify when additional intervention and support are required.

As a member of the Mental Health Collaborative National Programme Team, the Service Improvement Manager will contribute to the overall development and evaluation of the programme and work with the Regional Manager will be key to ensuring that the programme is developed to meet the diversity of local needs.

As a member of the Improvement and Support Team (IST) the Service Improvement Manager will need to work to support an integrated approach across national improvement programmes and will have corporate responsibilities to support developments to enable staff across NHSScotland to be involved in continuous improvement.

3a. DIMENSIONS
IST drives the improvement strategy of the NHS and has a significant bearing on how the NHS configures its care and business processes and spends its £10.5bn annual budget.

The IST has a budget of £23.4m and a team of around 50 staff.

National improvement programmes are designed to support NHSScotland in the delivery of sustainable improvements using international best practice in clinical systems improvement. The Service Improvement Manager contributes to the leadership, guidance and expert knowledge to the national programme.

The Mental Health Collaborative Programme has an annual budget of £2 million.

### 3b. SPECIFIC DIMENSIONS OF PROGRAMME / CURRENT WORK

- A collaborative is a method of improvement, which actively engages front line staff in change management through the use of a variety of redesign tools and techniques. Opportunities are provided for them to share their experience and knowledge of undertaking improvement work. Ensuring that local teams have the capability, capacity and are enabled to use these tools and techniques to make significant and sustainable changes and share this learning are key facets of the role.

- This is a 3 year national programme with the aim of improving patient centred care and experience and support delivery of 3 HEAT targets to reduce the annual increase in antidepressant prescribing, the number of readmissions and increase the number of people diagnosed with Dementia and their early management and support.

- The programme will support the delivery of the key priorities in the Mental Health Delivery Plan and Better Health Better Care.

- A small core team of 3 Regional Managers, 3 Service Improvement Managers, 3 Information Managers and Project Officer will support the programme as the approach is to integrate the programme at local level and develop local capability and capacity in change to give sustainability beyond the life of the programme. There will be project team posts (Full and part time) funded through the programme in each of the Health Boards, as well as an Executive Sponsor. Local teams will be working to actively engage frontline staff, clinicians and managers in change across mental health services in Scotland. Integration will be supported at local, Health Board, Regional and National level.

- On a daily basis, the Service Improvement Manager’s work will be self-directed, requiring the development of effective working relations across their specific region which will include engaging each of the Health Boards and their partner organisations.

- The Service Improvement Manager will be accountable to the Programme Manager for the key result areas detailed in this job description and their performance will be reviewed by the Programme Manager.

- As part of the wider IST the Service Improvement Manager will be required to work flexibly to support developments and deliver educational support across other programmes.
4. ORGANISATION CHART

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Director of the Mental Health Partnership

Programme Manager Mental Health Collaborative programme

3 Regional Managers

3 Service Improvement Managers (this post)

3 Information Managers

Project Officer
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5. ROLE OF THE DEPARTMENT

The Health Delivery Directorate is the performance management & improvement function of the NHS and brings together performance management and continuous improvement/support aspects of performance improvement. The Directorate is responsible for the NHS Performance Framework (known as HEAT) and supporting this, the Improvement & Support Team set the framework for continuous improvement, design and lead national improvement programmes (applying improvement science) working with every NHS Board and other stakeholders and specific packages of intervention. The role of the Directorate is therefore outward facing to the NHS.

6. KEY RESULT AREAS

**FACILITATING**

- Support local clinical teams, patients and carers with the use of improvement tools and techniques introduced through the programme.
- Recognising the complexity of the working environment, the approach must be pragmatic and ensure the development of capability to maintain ongoing improvement.

**EDUCATING/TRAINING**

- Contribute to the development and delivery of training for the programme.
- Contribute to the development and delivery of local and national learning events.
- Provide ongoing training and development to local improvement teams in redesign tools and techniques.
- Contribute to the development of case study and toolkit materials for the national programme.
- Contribute to the overall development and evaluation of the programme.

**NEGOTIATING**
- Ensure that local clinical teams, patients and carers are actively engaged and using recognised approaches to improvement.
- Working with local improvement team leads and other senior managers to prioritise and overcome constraints.
- Ensure that the programme of improvement is delivered through the clinical and managerial teams to support sustainability.

MANAGING

- Identifies and works through constraints and risks that inhibit the progress of the programme at local level,
- Together with the Regional and Information Managers identifies when there is a need for additional support and intervention.

MEASURING

- Support local performance improvement in line with agreed trajectories.
- Work with the Information Manager to support sites developing local measures, robust data and information for improvement.

COMMUNICATING

- Supports and advises local improvement teams and key stakeholders on appropriate approaches to improvement.
- Produce written and verbal reports for the programme as required.

7. ASSIGNMENT AND REVIEW OF WORK and DECISIONS AND JUDGEMENTS

Guidelines for the work programme of the Service Improvement Manager will be agreed with the Programme Manager and the other members of the Regional programme Team but day to day prioritisation and planning of work, will be largely self-directed, in line with Scottish Government strategic priorities and the overall programme plan.

The post holder has a high degree of autonomy and responsibility for anticipating problems for which there is no precedent, and proposing and implementing solutions in line with the overall programme plan.

Performance will be reviewed formally by the Programme Manager, in line with agreed objectives and their PDP.

Typical judgements include –

- Appropriate approaches, tools and techniques for sustainable improvement.
• Who should be involved, in particular local improvement activities.
• How to support an integrated approach to improvement.
• How to ensure ongoing engagement of identified stakeholders across the region.
• Which data should be collected across a region to best inform the national programme.

8. COMMUNICATIONS AND RELATIONSHIPS

The post holder will liaise with a wide range of parties to encourage, promote and ensure compliance with the overall programme plan:

Internal

• Frequently with the Programme Manager for the Mental Health Programme to ensure compliance with the overall programme plan and the policy direction of the IST.
• Frequently with the other members of the national Mental Health Collaborative Programme team.
• Frequently with other IST staff from related programmes to promote cross programme activities.
• Head of Improvement Programmes or Head of Support Programmes and Deputy Director Health Delivery Director / Head of IST as appropriate.
• With Scottish Government Health Directorates as appropriate.

External

• Frequently to support the local programme teams, working with NHS Board and CHG representatives.
• Frequently with Senior Clinicians throughout the region.
• Regularly with NHS Board Executive Sponsor for each Board within the region.
• Occasionally with NHS Chief Executives and Heads of Operating Divisions.
• As appropriate with Local Authority representatives, Patient Groups, Voluntary sector organisations and other key stakeholders eg NES, QIS, ISD.

9. MOST CHALLENGING PARTS OF THE JOB

• As a result of the complexity of the programme and the need to prioritise sites most in need of support across the 3 Regions will require the post holder to work flexibly, demand careful time management and involve significant travel with considerable time spent away from home and office base.
• Ensuring that local teams use the overall approach and methodology to deliver high impact change for sustainable improvement.
• Working in a facilitative capacity to overcome blockages that inhibit improvement progress.
• Supporting teams to scope the programme and map the relevance of previous work.
• Engaging and motivating staff.
• Maintaining complex stakeholder commitment and relationships which are often hostile or threatened by change.
• To influence change at all levels without having direct management responsibility for service delivery.
• To achieve commitment to sustainable improvement.
• Communicating theories and models of change to multiple stakeholders.
• Managing workload, and deadlines.

10. SYSTEMS

• Responsible for ensuring that appropriate and accurate records are created, maintained and stored consistent with Electronic Record Document Management (erdm), Freedom of Information legislation and Scottish Government policies and procedures – at regional level and in support of national programme, through support staff.
• SCOTS user, Microsoft outlook, word, excel & power point.
• Responsibility to contribute to the IST web site and other key information sources as appropriate.
• Awareness of IST and Scottish Government business processes.

11. PHYSICAL, MENTAL, EMOTIONAL EFFORT

Physical Effort

• Extensive travel frequently within region, regularly throughout Scotland and occasionally beyond (driving and/or public transport).
• Delivering presentations and supporting educational events, learning networks and workshops on a regular basis.
• Occasional requirement to handle promotional material and backdrops.

Mental effort

• Frequent need to synthesise and quickly understand large amounts of new, complex information including national statistics, Government policies and Directives
• Ability to grasp underlying theories and methodologies for change and to communicate the same effectively
• Constant need for awareness of developments and potential developments in healthcare and the wider political, environmental, societal and technological environment which may impact on current work or become a future programme of work
• Ability to deliver intellectually sound, and articulately presented written and spoken reports and to develop a hypothesis on a regular basis to a wide range of stakeholders
• Ability to quickly and proactively respond to intellectual and practical challenges, with appropriate and effective solutions
• Ability to work to tight deadlines and to prioritise conflicting priorities
• Substantial concentration abilities for the purposes of reading complex documents, analysing data and decision making.
### Emotional Effort

- Ability to build and maintain relationships with key stakeholders throughout the change process using highly developed interpersonal skills.
- Application of a high level of emotional intelligence and an understanding of wellbeing across stakeholders.
- Emotional strength to deal with tough negotiations.
- Ability to motivate staff working with the programme and deal with staff in a supportive manner.
- Ability to deal effectively and in a non-confrontational way with challenging behaviour from staff, colleagues and other stakeholders.

### 12. ENVIRONMENTAL/WORKING CONDITIONS & MACHINERY AND EQUIPMENT

- Ability to work in multi-disciplinary, open plan office.
- Ability to work remotely using laptop computer and hand held devices (Blackberry etc).
- Delivering presentations and running events and workshops on regular basis.

### 13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB

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<thead>
<tr>
<th>Essential</th>
<th>Desirable</th>
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<tbody>
<tr>
<td>Educated to degree level or equivalent</td>
<td>✓</td>
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<tr>
<td>Experience of using a wide range of improvement tools and techniques or considerable experience working within mental health services and ability to quickly develop knowledge of a wide range of improvement tools and techniques</td>
<td>✓</td>
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<tr>
<td>Ability to deliver high quality training</td>
<td>✓</td>
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<tr>
<td>Well developed people skills, including facilitation and negotiation</td>
<td>✓</td>
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<tr>
<td>Experience of change management</td>
<td>✓</td>
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<tr>
<td>Experience of gaining engagement and involvement of multidisciplinary teams in change</td>
<td>✓</td>
</tr>
<tr>
<td>Experience of project management</td>
<td>✓</td>
</tr>
<tr>
<td>Highly developed written and verbal communication skills</td>
<td>✓</td>
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<tr>
<td>Team player but ability to work on own initiative</td>
<td>✓</td>
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<tr>
<td>Ability to work within tight deadlines</td>
<td>✓</td>
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<tr>
<td>IT Skills – eg use of email, Microsoft Office packages</td>
<td>✓</td>
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<tr>
<td>Ability to work with a wide range of professionals</td>
<td>✓</td>
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<tr>
<td>Full driving licence</td>
<td>✓</td>
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<tr>
<td>Experience of working with mental health services (this is essential if the individual does not have experience of using a wide range of improvement tools and techniques)</td>
<td>✓</td>
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<tr>
<td>Broad overview of Health Policy in Scotland</td>
<td>✓</td>
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<tr>
<td>Experience of training and the development of training materials</td>
<td>✓</td>
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<tr>
<td>Experience at Senior level in Health or Community Care</td>
<td>✓</td>
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<tr>
<td>Health and Social Care professional</td>
<td>✓</td>
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### 14. JOB DESCRIPTION AGREEMENT

*A separate job description will need to be signed off by each jobholder to whom the job description applies.*

| Job Holder’s Signature: |  |
| Head of Department Signature: | Date: |

*HR Department will check job description format and content and then send the job description to the AfC Team*  

| HR Representative’s Signature: | Date: |