

## *Job description*

- Job title:** Innovation and Development Manager (Fixed term until September 2019)
- Accountable to:** Programme Manager, Q Labs, Improvement Directorate
- Salary:** £43,010 per annum
- Hours per week:** 37.5 (office hours are 9:00am – 5:30pm Monday to Friday) A willingness to undertake some travel is required for this role.

### **The Health Foundation**

The Health Foundation is an independent charity working to continuously improve the quality of healthcare in the UK.

We want the UK to have a healthcare system of the highest possible quality – safe, effective, person-centred, timely, efficient and equitable. We believe that in order to achieve this, health services need to continually improve the way they work.

We are here to inspire and create the space for people, teams, organisations and systems to make lasting improvements to health services.

Working at every level of the healthcare system, we aim to develop the technical skills, leadership, capacity, knowledge, and the will for change, that are essential for real and lasting improvement.

### **The Q Initiative**

Q is an initiative connecting people with improvement expertise across the UK. It is being led by the Health Foundation and supported and co-funded by NHS Improvement. Q's mission is to foster continuous and sustainable improvement in health and care. To achieve this, we are creating opportunities for thousands of people to come together as an improvement community – sharing ideas, enhancing skills and collaborating to make health and care better. Following a highly successful design and set up phase we are moving into large scale delivery of the initiative, while developing plans for our long- term future.

The Q Improvement Lab (Q Lab) is an ambitious initiative that grew from Q. The Q Lab brings people together from across the UK to make progress on complex problems that are affecting health and care.

The Q Lab works on a single topic for 12-months, convening a group of stakeholders who have knowledge, experience and agency to take action. Collaboratively we undertake processes to research the topic area, generating a rounded understanding of the challenges and opportunities, before selecting a small number of ideas for in-depth prototype and testing. Our ambition is to:

- Provide new insights and knowledge on the topic, which can be useful for people wishing to improve care and services.
- Generate ideas that show potential to make improvements, and to build momentum for change through individuals and organisations.
- Support people who are involved in the Lab to develop new skills and build meaningful professional relationships.

The Q Lab has recently finished a 12-month pilot project on the topic of peer support and will begin the next project in September 2018.

The post holder will be an integral member of the Q Lab team, reporting to the Programme Manager and working day to day with others in the team. The post holder will routinely work across two sites (in Covent Garden and Kings Cross currently) with some travel across the UK.

### **Purpose**

The Innovation and Development Manager is a new role within the Q Improvement Lab. The post holder will work closely with Lab participants to support them to develop, design and test improvements to practice. They will have experience in participatory innovation and/ or quality improvement methods, and will use their knowledge and experience to support others to deliver improvements.

The post holder will have an understanding of the challenges and opportunities around prototyping, developing and scaling innovations in health care, with an ability to translate what this might mean for Q Lab programme design and delivery.

The Innovation and Development Manager will work collaboratively with colleagues in the Q Lab team and will lead on key strands of work that emerge from the Lab process. They will work closely with the Programme Manager to develop our offer to people working within the health and care sector, ensuring the lab offers an attractive and relevant opportunity for key stakeholders.

The Innovation and Development Manager will have strong inter-personal skills and a good understanding of the skills and capabilities needed to make change in complex environments. They will support the development of a learning and capability framework for Q Lab projects, enabling people to learn and develop through their participation.

Central to the role will be working with existing stakeholders, alongside developing new relationships outside the Foundation's traditional stakeholder group. This will include working closely with experts across the UK who are contributing to projects (including Lab participants and Q members) as well as stakeholders in a range of external organisations, including charities, royal colleges, academic health science networks and arm's length bodies.

The post holder will play a key role in connecting the knowledge and learning arising from the Q Lab to the work of teams throughout the Foundation including teams in improvement, research, strategy, economics, data analytics and communications.

## **Detailed responsibilities of the role:**

### **Work directly with innovators, improvers and frontline teams (Lab participants) to support improvements to practice**

- Support Lab participants in developing, designing and testing improvements to health care in the UK. This will include supporting scoping, design and delivery – and engaging directly with frontline teams throughout the process.
- Work closely with the Programme Manager to develop and execute programme management plans that support this work – this may include designing and delivering workshop sessions, award and selection processes, and organising and attending events.
- Coach and support organisations and frontline teams that we are working with, providing them with strategic advice and support to enable them to reach their full potential and supporting them to achieve learning objectives.
- Draw on participatory social innovation and quality improvement approaches to support the delivery of change and improvement

### **Contribute to the ongoing development of the Q Lab's participation strategy and develop expertise in improvement to support work across the Health Foundation**

- Work closely with the Head of Q Labs and Programme Manager to provide intellectual input to the ongoing development of the Q Lab's strategy to support and catalyse improvements in health and healthcare.
- Keep abreast of new developments and emerging ideas in the field through horizon scanning and building strong relationships with stakeholders in order to have a good understanding of the broader context of innovation and improvement in the UK (both within the NHS but also in the wider health and social care sector).
- As well as building external relationships the post holder will be expected to work with colleagues within the Q team and the Improvement Directorate.
- Develop strong relationships and synergies with the work of other Health Foundation teams, such as Economics, Research and Data Analytics (as well as within the Improvement Directorate), helping to identify connections across different portfolios of work

### **Build effective stakeholder relationships**

- Build strong, productive relationships with stakeholders in the health and care sector, the broader health system and directly with people working to deliver innovation and improvement activity at the frontline of health and care delivery and at other levels in the system.
- Develop relationships with organisations working in the health and care sector with the goal of identifying potential partnerships and synergies in approach which would support greater impact and presence.
- Work with appropriate stakeholders in the wider health system to help translate the Q Lab's work into practical actions that achieve impact at scale.

### **Build and communicate the Q Lab's knowledge and expertise in participatory innovation and improvement methods**

- Support the Q Lab to deliver new ways of facilitating collaboration in our work – for example designing creative workshops or webinars, and using online collaboration tools.
- Support the development of a learning and development framework for Lab participants and work with participants to achieve their learning goals.
- Work closely with the Communications Manager to contribute to developing and implementing communication strategies for the Q Lab across a range of channels (for example social media) in order to disseminate our work and build engagement and excitement within the wider health community

- As an expert in innovation, improvement and participation, the post holder will act as a central point of knowledge and expertise for others in the team – helping to build capability and awareness

### **General**

- Work with the Head of Q Labs and Programme Manager as appropriate to continually improve processes and delivery mechanisms.
- Deputise internally and externally as required
- Participate in broader Health Foundation activities, meetings and groups relevant to the role (for example Q meetings, Improvement Directorate meetings, and fortnightly all staff meetings).
- In all aspects of their work the Improvement and Development Manager will be expected to work in close collaboration with other members of the Improvement team and more widely within the Health Foundation as appropriate.
- Some UK travel may be required (site visits, stakeholder meetings etc).

# *Person Specification*

We are looking for a candidate with a proven track record in understanding, identifying and supporting participation from individuals and teams to build understanding of complex challenges and enable improvement. Your work will be underpinned by a developmental approach to enable others to learn new skills through their participation in Lab projects. We are particularly looking for a candidate who can quickly establish strong relationships with a broad range of people.

You will be experienced in the health and care sector, or have highly relevant experience from closely aligned fields. Above all, you will have the ability to identify and support improvements to achieve impact, and combine a passion for improving health outcomes with a practical focus that leads to action.

In particular this includes:

## **Knowledge and Experience**

1. Demonstrable understanding of innovation and improvement methods and tools and how they can be applied to the health sector
2. Sufficient academic and management experience to be credible with a wide range of often highly educated stakeholders in the field of improving quality, recognising this is a complex and often contested field
3. Knowledge and practical understanding of health and healthcare across the NHS, social care and public health; and/or the ability to learn quickly and apply experience from closely related areas
4. Knowledge and experience of supporting people to reach their full potential, helping them to identify learning needs and development opportunities
5. Successful track record of supporting the design and implementation of innovation or improvement programmes that have spanned boundaries (for example taking place across different organisations, professions, geographies or sectors)
6. Demonstrable understanding of the challenges/opportunities around spreading and scaling innovations in healthcare with an ability to translate what this might mean for programme design and delivery
7. Demonstrable understanding of a range of different research methods and experience of generating and interpreting evidence of impact.
8. Educated to Masters level or equivalent experience (desirable)

## **Skills and Abilities**

1. Ability to support impactful action on the ground through building relationships and providing practical and methodological support to help ideas develop and grow
2. The ability to work with groups to develop solutions to complex multifaceted challenges
3. Well-developed presentation and writing skills in a variety of situations
4. Able to extract learning and identify relevance to different audiences and stakeholders
5. Self-motivated and problem-solving approach, able to show a high level of initiative to design credible work programmes

6. A natural collaborator with excellent relationship-building, partnership, coaching and facilitation skills, and the capacity to work with frontline professionals
7. Excellent verbal and interpersonal skills, with the ability to work at all organisational levels
8. A deep understanding and commitment to diversity and equal opportunities in employment and service delivery

**June 2018**