

## *Job description*

<b>Position:</b>	Head of Improvement Programmes
<b>Reporting to:</b>	Assistant Director, Improvement Programmes
<b>Salary:</b>	Circa £65,648 per annum (Level 18)
<b>Hours per week:</b>	37.5 (core office hours are 9.00am - 5.30pm Monday to Friday)

### **Background**

#### ***The Health Foundation***

The Health Foundation is an independent charity committed to bringing about better health and health care for people in the UK.

Our aim is a healthier population, supported by high quality health care that can be equitably accessed. From giving grants to those working at the front line to carrying out research and policy analysis, we shine a light on how to make successful change happen. We use what we know works on the ground to inform effective policymaking and vice versa.

We believe good health and health care are key to a flourishing society. Through sharing what we learn, collaborating with others and building people's skills and knowledge, we aim to make a difference and contribute to a healthier population.

#### ***Design and Delivery Team***

The Design and Delivery Team is responsible for leading the development and ongoing delivery of the Health Foundation's improvement funding programmes. With a focus on testing new ideas, building leadership and improvement capability, and supporting proven interventions to scale, leading the team requires intellectual flexibility and an ability to deliver complex programmes of work effectively. The team works with colleagues in the Research, Insight and Analysis, and Communications teams to surface learning from award programmes and supports dissemination through developing relationships with stakeholders in national bodies and at practice level.

## ***Purpose***

This is a pivotal role working with the Assistant Director of Improvement Programmes to lead the Health Foundation's work developing and delivering practical programmes that will support improvement in the UK health and care system.

The Head of Improvement Programmes will provide overall leadership for the operational delivery of a portfolio of improvement grant funding programmes. It will also work with others to develop and support implementation of the future strategy for the team and the Improvement Directorate more widely. Some of the challenges the team are currently working on include supporting innovation in health and care, improving whole system flow and testing social franchising as a way of effectively scaling proven interventions.

A highly visible leader of people and a champion for iterative improvement and innovative team processes, the Head of Improvement Programmes will oversee an exciting portfolio of work, working with the Assistant Director, Improvement Programmes to develop the strategic direction of the team for the long term.

## **Key tasks and responsibilities:**

### ***Providing operational leadership to the Design and Delivery Team***

Leadership of a team of nine staff currently comprised of four Programme Managers and five Programme Officers. This will include:

- Working with the Assistant Director of Improvement Programmes to provide leadership to the team, creating a supportive environment where the team can excel
- Providing effective and developmental line management to Programme Managers, delegating effectively and holding to account for performance.
- Supporting Programme Managers to line manage Programme Officers, and developing effective ways of working across the team.
- Supporting the team to apply established and innovative programme management principles to ensure the design, delivery and effective leadership of a large and diverse portfolio of activities
- Leading the ongoing development and refinement of internal systems and processes to support consistent high quality work.
- Leading proactive engagement with external stakeholders and regular internal team reflection in order to continuously improve delivery - thinking critically about programme design and ways of working
- Role modelling an open, reflective and innovative approach to working with others

### ***Scoping and delivering grant funding programmes***

Lead the scoping and delivery of a diverse portfolio of grant funding programmes. This will include:

- Providing strategic leadership to a portfolio of large, multi partner grant funding programmes, supporting Programme Managers to provide operational leadership to the programmes
- Leading the selection of high quality and impactful projects considering impact on patient care, potential for wider learning and strategic relevance
- Building relationships with award holders and external partners in order to maximize learning from projects
- Scoping the development of new programmes, including idea generation, process design and market testing with potential award holders and partners
- Working with research colleagues to develop evaluation and knowledge capture models that support programmes to build evidence and generate learning for the wider system
- Developing relationships with other UK based and international foundations to uncover best practice in funding mechanisms and ensure we remain innovative in our approach.
- Proactively making connections between funding programmes and other Health Foundation initiatives including in house research, the development of the Q community and THIS Institute.

### ***Developing strategy***

Shape and inform the development of the strategy of the Improvement Directorate. This will include:

- Working with other members of the senior management team to identify and scope new ideas and contributing to the development of the strategy for the Improvement Directorate
- Horizon scanning of external developments in policy, practice and research to understand how our work contributes to the bigger picture
- Building effective relationships with external partners to inform future strategy development seeking input to our ideas and challenge where necessary
- Building strong relationships with peers across the organization, being able to identify and draw in contributions and expertise from other teams as required

### ***Building and Communicating knowledge***

Become an expert in the work of the Health Foundation, working with award holders and the Insight and Analysis team, to understand challenges and successes and using that knowledge to influence the development of future work. This will include:

- Building strong and effective relationships with award holders and other stakeholders to better understand the challenges faced by front line teams
- Supporting Programme Managers to proactively synthesise and communicate learning from programmes in order to make connections to wider work and influence policy and research agendas.
- Presenting internally and externally on our programmes, including being able to extract learning at an individual project and thematic level. This will involve working closely with our communications team to identify the best opportunities to disseminate learning and could include conference sessions or development of films or animations for example
- Working collaboratively with Senior Research Managers to develop effective evaluation strategies for programmes with a focus on generating learning for the wider health and care system.

### ***General***

- Deputise internally and externally for the Assistant Director, Improvement Programmes
- Participate in broader Health Foundation and Partner activities, meetings and groups relevant to the role e.g. Improvement Directorate meetings, Improvement Leadership Forums and bi-weekly Health Foundation staff meetings.
- The post-holder may be required to travel within the UK e.g. when visiting award holders. In addition, occasional international travel may be required e.g. to attend relevant conferences.

# *Person specification*

## **Background and experience**

1. An experienced leader with a track record of working to improve health and/or the quality of healthcare.
2. Experience of developing high performing and motivated teams, enabling continuous learning for all colleagues and celebrating success.
3. Experience of working with national, regional and local leaders in the service, professional bodies, and academia.
4. An understanding of research and/or evaluative methods and how to use evidence effectively.
5. A good degree ideally in a subject directly relevant to health or health care. While the post holder is not necessarily expected to be an academic, the post holder will be expected to have excellent analytical skills and to provide rigour in argument.
6. An understanding and preferably experience of health and care service improvement as well as an interest in policy analysis and development.
7. A track record of developing partnerships with other bodies to further organisational objectives, with experience of managing complex and contentious joint projects to a successful outcome.
8. Evidence of success in empowering and motivating individuals to give their best.

## **Ability, skills and knowledge:**

1. An ability to analyse issues swiftly and critically, appraise available evidence, and to focus on key priorities in the face of competing demands for resources.
2. Able to build positive relationships with colleagues, Governors, external advisers and partners to establish confidence and trust.
3. Proven ability to shape and sustain a programme of activity requiring extensive collaboration with a range of different stakeholders, creating appropriately robust but flexible processes and structures to ensure the success of an emergent work programme. Strong programme and budget management experience.
4. Highly developed writing skills for internal purposes and for external publication.
5. Highly developed oral presentational skills, with the ability to be an effective advocate for The Health Foundation and to convince through personal credibility.

6. A creative problem solver, with the initiative to grasp difficult issues to get the best result for The Health Foundation.
7. Ability to create an environment where new ideas are identified and encouraged and there is appropriate continual reflection, feedback and improvement.
8. Knowledge of current thinking and debate in improvement in the health and care sector as well as an awareness of relevant policy areas.
9. Advanced event design, facilitation and chairing skills.

**Personal style and behaviours:**

1. Passionate about the value of high quality healthcare, motivated by an opportunity to contribute to improvements in services and committed to the values of The Health Foundation.
2. Strategically creative and yet able to deliver a large programme of work successfully.
3. Flexible, consistently listens to takes account of the views of others, respectful of colleagues and adaptable.
4. Corporate and willing to contribute to further the objectives of the Foundation as a whole, strategic purposes, or for the purposes of good relations between staff within the Foundation.
5. Open, very communicative and approachable to all staff across the organisation irrespective of role or seniority. Collegiate with proven ability to work across teams successfully.
6. Confident and resilient, able to engage in robust debate about health and care delivery and how best to support improvement.
7. Ability to set a clear purpose and direction for individuals; fostering an empowering culture for the team
8. A lived commitment to diversity and equal opportunities in employment and service delivery.

**July 2018**