

Job description

Job title:	Assistant Director – Innovation and Improvement Programmes
Reporting to:	Malte Gerhold, Director of Innovation and Improvement
Salary:	£84,098 per annum plus excellent benefits
Contract type:	Fixed term 12 months – maternity cover
Hours per week	Full time team members work 37.5 hours per week, and with hybrid working those hours can be done any time between 7am – 7pm. Core working hours are 10am – 3pm. For this role we would need a minimum of 1 day(s) per week in the office, in line with our hybrid working framework.

The Health Foundation

We are 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. We learn what works to make people’s lives healthier and improve the health care system. 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 make links between the knowledge we gain from working with those delivering health and health care and our research and analysis. Our aspiration is to create a virtuous circle, using 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.

Purpose of the role

The Assistant Director for Innovation and Improvement Programmes is responsible for both the strategic development and operational delivery of the Health Foundation's portfolio of programmes within the Improvement Directorate. The Health Foundation is developing a refreshed strategy for the period 2023-25, which includes 'Faster Improvement in Care' as a strategic priority. The postholder will work closely with the Director for Innovation and Improvement and other senior leaders in the Improvement team, to further refine the Faster Improvement in Care strategic priority. The postholder will also lead the scoping and successful delivery of funded programmes of work to achieve the aims of the strategic priority, and achieve impact across the health and social care sector.

Current programmes under the oversight of this post include The Healthcare Improvement Studies Institute (THIS Institute) at Cambridge University, the Health Anchors Learning Network, the Flow Coaching Academy, the Common Ambition programme, and the Adopting Innovation programme. The portfolio also includes a new £2m programme currently being scoped and to be launched in 2023 that explores how technology can enable new models of care at home and in the community. The portfolio will be further expanded next year to scope new programmes. The directorate has an increasing interest in the use of data and technology, as well as social care, which will likely be one important focus for these new programmes.

The postholder will have responsibility for leading the Design and Delivery Team within the Improvement Directorate. The team focuses on designing programmes that can sustainably improve care quality and productivity, taking ideas through from scoping through to delivery. The team works closely with colleagues in the Research, Insight and Analysis, Data Analytics, and Communications teams to surface and disseminate learning from our award programmes.

The postholder will be a senior figure who will have strategic relationships with partners including national system leaders, professional bodies, care provider organisations and other Foundations as well as award holders, technical providers and evaluation partners. They will build a deep knowledge and understanding of the live programme portfolio, enabling them to extract insights to inform internal and external stakeholders in health practice and policy.

Key responsibilities and outcomes:

Shape and inform the continued development and implementation of the Faster Improvement in Care strategic priority

- Act as a thought partner to the Director of Innovation and Improvement and other senior leaders in the Improvement team, in further refining and implementing the Faster Improvement in Care Strategic Priority.
- Contribute to the intellectual framing of improvement and innovation challenges, situating the work of the Design and Delivery Team within the broader directorate and organisational vision.
- Work closely with colleagues across the Health Foundation to ensure alignment with the organisational strategy, making connections to other strategic priorities and collaborating across teams.

Provide leadership to the Design and Delivery Team

- Provide consistent leadership and direction for the Design and Delivery Team to ensure they have clear strategic goals which support organisational priorities.
- Provide leadership to the Design and Delivery Team in reflecting on and evaluating how they work, and identifying opportunities to improve. This includes collaborating with other parts of the organisation, and measuring and communicating the impact of the programmes. Support the team in implementing new ways of working in order to better achieve their goals.
- Empower the team to deliver this portfolio by providing leadership, and support for individual development, in close collaboration with the Head of Improvement Programmes. Maintain oversight of all funding programmes with a focus on quality of outputs, strength of relationships with partners and award holders, and appropriate governance to support this.
- Provide direct line management to team members including the Head of Improvement Programmes, the Improvement Business Manager and the EA to the Director of Improvement and AD of Improvement Programmes, as well as leadership to the wider team, comprised of four Programme Managers and four Programme Officers.

Provide strategic leadership for the scoping and delivery of a portfolio of technology, innovation and improvement related activities

- Work closely with colleagues from across the Foundation to provide strategic leadership for a portfolio of activities and programmes relating to innovation, technology and improvement, taking ideas from concept to securing Director or Board level support to implementation and post-activity dissemination. This portfolio will be agreed through business planning between the postholder, the Director of Innovation and Improvement and senior colleagues.
- Where agreed with the Director's Team, ensure organisational leadership and co-ordination of whole programmes throughout the programme lifecycle is maintained, in collaboration with the Head of Improvement Programmes.
- Provide strategic leadership on new programme areas to be scoped by the Design and Delivery team that contribute to the Faster Improvement in Care strategic priority. New programmes will also include a focus on technology and data, as well as social care.
- Contribute and develop creative ideas to experiment on our approaches for how we approach our work, such as alternative investment models to traditional grant making.
- Provide strategic oversight and support for innovation and improvement related activities led by others in the Foundation.
- Liaise and provide advice, as appropriate, on elements of other projects carried out or commissioned by the Health Foundation.

Provide leadership to deliver maximum value from the delivery of our programmes

- Provide strategic support to the implementation of our programmes to ensure that we maximise the learning for the wider health system, negotiating changes and amendments with relevant staff or award holders as appropriate.
- Support Programme Managers to gather and interpret data to create live intelligence on the delivery of, and emerging learning from, our programmes. This will include working closely with the Head of Improvement Programmes, award holders and fellows, reviewing progress reports, making site visits and chairing conference calls.
- Use the insight to make connections across projects that support the delivery of greater value from our awards, and that enhance the development of new partnerships that can sustain and spread the work initiated through our awards.
- The postholder will be required to represent the Health Foundation at events, and write blogs and briefings to promote their insights.

Provide the Health Foundation with live insights from the portfolio to inform practice and policy influencing activities.

- Work with Programme Managers, the Head of Improvement Programmes, the Assistant Director for Insight and Analysis, other Health Foundation colleagues and external partners to extract programme level learning for internal audiences and the external policy and practice environment.
- Support wider dissemination of successful approaches by working with Programme Managers, Policy Managers, Communications as well as external delivery partners.

Apply relevant knowledge and/or practical experience to position the Foundation as a leading source of knowledge and insight into innovation, improvement and technology in health and care delivery

- Hold up-to-date knowledge of emerging themes and trends relating to innovation, technology and data, and improvement in health and social care.
- Ensure that our portfolio reflects the relevant thinking, policy themes and issues for practitioners and policymakers.
- Mobilise knowledge to improve health and care delivery amongst the policy and practitioner community including working with Programme Managers, Improvement Fellows and the Communications team to support appropriate strategic partnerships.

Contribute to the leadership of the Improvement Directorate

- Role model collective responsibility as part of the Senior Leadership Team of the Improvement Directorate, adopting a flexible approach to the role and its responsibilities; this will include being prepared to offer support where required to colleagues to help manage fluctuations in workload elsewhere in the directorate.
- Develop strong working relationships with the Assistant Director for Insight and Analysis, in order to ensure the Design and Delivery team and Insights and Analysis team are collaborating effectively to capture the emergent learnings that can inform live debates in health policy and practice, and there is coherence between how we scope new programmes and new publications.

- Develop strong working relationships with the Q Initiative Managing Director, in order to identify points of connection between the Q Community and the rest of the Improvement portfolio as well as to inform future programme development.

Contribute to the corporate leadership of the Health Foundation

- Contribute to the leadership and corporate governance of the Foundation, supporting the Board and executive in positioning The Health Foundation as an influential player in the improvement of health, and the quality and performance of health and care services. As a senior member of the team, the post holder will be expected to actively contribute to strategic and organisational development, effective business communication and be a champion of our values and ways of working.
- Develop strong working relationships with other senior leaders within the organisation in order to develop or deliver shared work programmes where appropriate or to provide strategic advice as helpful. This includes the Directors and Assistant Directors within the Research, Data Analytics, Communications, REAL, Healthy Lives and Policy teams.
- Undertake any other duties that may reasonably be required in furtherance of the objectives of the Foundation.
- Ensure the Foundation's commitment to social justice and responsiveness to cultural diversity is demonstrated in all activities the post holder is involved in.
- Network effectively and interpret the changing external environment; provide intelligence into the organisation and draw on insights and learning from the Foundation's activities in order to provide a coherent account of impact and how we are making a difference.

Key Relationships:

Internal

This is a senior role in the organisation, demanding highly effective leadership and influencing skills.

Key internal relationships will be with:

- The Director of Innovation and Improvement, who will be the postholder's line manager
- The Assistant Director of Insight & Analysis and Q Initiative Managing Director, as part of the Improvement Senior Leadership Team
- The wider Executive and other senior leaders across the organisation
- The Communications, Policy, Economics, Data and Analytics, and Research teams to ensure full integration of expertise and networks across the organisation.

External

Key external relationships will be with:

- Award-holding teams from across all of the Foundation's Improvement programmes
- Technical support providers
- Experts in the field of improvement, innovation, and technology
- Relevant policy leads across the four countries
- The leaders and senior staff of influential organisations

Wider contribution

As with other staff at the Foundation, the postholder will be expected to contribute to corporate activities and initiatives, such as staff meetings, cross-Foundation leadership and development programmes and other corporate projects as necessary.

The post holder will at all times aim to embed our key behaviours – Working together, Achieving impact, Discovering and learning – in all aspects of their day to day delivery in the role.

We value equality, diversity and inclusion, and welcome applications from different backgrounds. We are also committed to making reasonable adjustments for candidates who have accessibility requirements.

Candidates should have the right to work in the UK at the time of appointment.

Person specification

THIS COLUMN CAN BE REMOVED	Criteria	Assessment (CV/SS-Shortlist, T-Test, I-Interview)	Essential Desirable (E/D)
Behaviour	<p>Commitment to Diversity and Inclusion An understanding of, and commitment to, diversity and inclusion, both within the workplace and as it applies to health service improvement.</p>		E
Behaviour	<p>Working together Collegiate with proven ability to work across teams successfully.</p> <p>Flexible, consistently listens to take account of the views of others, respectful of colleagues and adaptable.</p> <p>Open, very communicative and approachable to all staff across the organisation, irrespective of role or seniority</p>		E
Behaviour	<p>Achieving impact Able to show a high level of initiative and design an ongoing credible programme of work.</p> <p>Confident and resilient, able to engage in robust debate about policy and priorities internally and externally.</p> <p>Strategically creative and yet able to deliver a large programme of work successfully</p>		E
Behaviour	<p>Discovering and Learning 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.</p>		E
Behaviour	<p>Passionate about the value of high-quality health care, motivated by an opportunity to contribute to improvements in services and committed to the values of The Health Foundation.</p> <p>Highly motivated and not easily discouraged, leading others by example.</p>		E
Education	A degree or equivalent professional experience, ideally in a subject directly relevant to health or health care.	CV/SS, I	E

	Whilst the postholder is not necessarily expected to be an academic, the post holder will be expected to have excellent analytical skills and have developed rigour in argument		
Experience	An experienced leader with a track record of working to improve health and/or the quality of health care.	CV/SS, I	E
Experience	Experience of working with national, regional and local leaders in the service, professional bodies, and/or academia.	CV/SS, I	E
Experience	Experience of working with, and being respected by, national, regional and local leaders in the service, professional bodies, and/or academia. International experience would be desirable but not essential.	CV/SS, I	D
Experience	Experience of managing a wide-ranging portfolio of work, requiring delivery through delegation and holding others to account		E
Experience	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.		E
Experience	Evidence of success in leading and developing teams, empowering and motivating individuals to give their best.		E
Experience	A track record of leading others in scoping new initiatives and taking them through to delivery		E
Knowledge	A good understanding of research and/or evaluative methods and how to use evidence effectively.		E
Knowledge	An understanding and preferably experience of health and care improvement methods.		D
Knowledge/ experience	An understanding and preferably experience of the use of technology and/or data to improve quality and productivity in health and care		E
Knowledge	An understanding and preferably experience of innovation methods and approaches in practice.		E
Knowledge	Knowledge of current policy and themes in health services delivery and management, with an understanding of a diversity of approaches to health care improvement.		E
Skills and abilities	An ability to think strategically, develop a strategic set of programmes and lead a team to implement it		E

Skills and abilities	Exceptional networking and influencing skills developed through experience of working in the health sector.		E
Skills and abilities	An ability to analyse complex issues swiftly and critically, appraise available evidence, and to focus on key priorities in the face of competing demands for resources.		E
Skills and abilities	Able to build positive relationships with colleagues, Governors, external advisers and partners (including those from clinical professional backgrounds) to establish confidence and trust.		E
Skills and abilities	Demonstrated excellence in leadership and management at a senior level in a large organisation.		E
Skills and abilities	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 and complex work programme. Strong programme and budget management experience.		E
Skills and abilities	Highly developed writing skills for internal purposes and for external publication.		E
Skills and abilities	A creative problem solver, with the initiative to grasp difficult issues to get the best result for The Health Foundation.		E
Skills and abilities	Advanced event design, facilitation and chairing skills.		E