

ORGANISATION CHANGE PAPER

Consultation for QI Data and Operations Subteam

1. Introduction

- 1.1. The Trust wishes to enter into formal consultation with staff and their Trade Unions in line with its agreed policy set out in 'Management of Staff Affected by Change Policy and Procedure' (version number 11, May 2021). The Trade Unions and affected staff are invited to raise questions and comments which can be taken into account before the proposals are finalised.
- 1.2. The purpose of this consultation document is to outline the proposal to reorganise the structure of the ELFT Quality Improvement department's Data and Operations sub-team in order to establish the post of Head of Communications and Events band 7 and establish the post of Programme Manager band 8a overseeing the sub-team. The paper is intended for the Data and Operations sub-team and will outline the operational and business case for proposing the change including all contractual and service changes affecting staff.
- 1.3. The process of consultation is to ensure all staff are informed of the proposal and is also intended to allow the affected employees the opportunity to respond and take an active role in this process.

2. Principles

- 2.1. The Trust has agreed some core principles with the Trade Unions to ensure that there is consistency in approach and transparency, during and after the consultation period. The principles also serve to minimise staff anxiety who know that they are, or may be at risk. The details are attached as Appendix A.

3. Background

- 3.1. Currently the QI department's Data and Operations sub-team is managed by a QI Analytics & Programme Lead band 7 and a QI Operations & Programme Lead band 7. There are 2 Programme Management Support Officers band 5, a Data Analyst band 5 and a Trainee Programme Management Support Officer band 4. The day-to-day functions of the QI department, QI training programmes and learning programmes that bring teams from across the Trust together around a shared complex problem are operationally supported by the Data and Operations sub-team. This includes, but is not limited to communications to promote and showcase the programmes, organising venues and managing delegates and managing data and analytics for these activities.
- 3.2. A change to the posts and functions of the Data and Operations sub-team is being proposed to better meet business needs and operational efficiency by strengthening the leadership and management of the QI Data and Operations sub-team and QI programmes that support delivery of the Trust strategy. In addition, the changes are intended to improve service user and staff experience by investing in the development and delivery of communications strategies tailored to different audiences and needs.

4. Proposal

- 4.1. The proposal is to:

- 4.1.1.** Retain the following posts - QI Operations & Programme Lead band 7; 2x Programme Management Support Officers band 5.
 - 4.1.2.** Disestablish the following posts - QI Analytics & Programme Lead band 7; Data Analysts band 5; the Trainee Programme Management Support Officer band 4.
 - 4.1.3.** Establish the following posts – QI Programme Manager band 8a; Head of Events and Communications band 7
- 4.2.** The rationale for the proposal is:
- 4.2.1.** Data and Analytics – The demand for the creation of manual Statistical Process Control Charts has significantly reduced for the QI department as more teams are able to do this themselves. This has been through training staff and service users across the organisation to create Statistical Process Control Charts for their projects and the use of the LifeQI platform for managing QI projects. In addition, teams are now able to make use of the automated PowerBI dashboards for their QI projects and Quality Improvement programmes. The organisation has now trained one of the largest communities of QI Coaches in the NHS of more than 140 who can directly support QI project teams with chart creation and data analysis. These functions were previously under the Data Analyst band 5 post and the QI Analytics & Programme Lead band 7 post.
 - 4.2.2.** Communications and Events – Managing communications and events is a growing need in the department to support delivery of the department’s objectives in support of the Trust strategy. Currently there is no provision for the level of communications and events management expertise that the department needs. As a result, the communications strategies being deployed to engage staff and service users to join QI programmes to support the Trust’s strategic objectives such as equity, reducing wait times and inpatient safety have been less effective. Additional support to share improvement work broadly and promote diffusion of innovations have also been hampered. Therefore, the proposal to establish the post of Head of Events and Communications band 7 will lead on this function. The Trainee Programme Management Support Officer band 4 post would be disestablished and the remaining functions would be subsumed into the broader Head of Events and Communications band 7 post. This enhanced role will help meet the needs of service users and staff aspiring to, and currently involved in quality improvement work by designing and delivering communications strategies that are tailored to their different needs. The proposed senior role will provide strategic communications planning and coordination for all quality improvement activities across the organisation. They will be responsible for managing the migration and ongoing management of the QI website which has the highest page views of all ELFT websites and some 1,800 pages. As the application of QI has expanded from just individual teams to directorates, boroughs, cross-borough populations and integrated care systems, this senior role will be pivotal in managing appropriate stakeholder communications.
 - 4.2.3.** Programme Management – In addition, there is a growing need for oversight of the functions of the Data and Operations sub-team to coordinate their work. Over the

last 2 years, the department has adopted the Agile project management approach to managing Trust-wide Quality Improvement Programmes. This has already improved efficiency and is being extended to complex projects in the department for managing delivery of annual objectives that help deliver the Trust strategy. Therefore, the establishment of the QI Programme Manager band 8a post will meet this business need of having oversight of all the programmes and projects, the functions that support this work and improved operational efficiency for the consistent application of the approach across the department's workstreams. This senior role is required for managing workload, output and staff within the QI Data and Operations sub-team. This post will be responsible for the operational delivery of large multi-year QI strategic priority area projects that require additional operational support. This will include working with stakeholders and executive sponsors for the strategic QI programmes and the forward planning, coordination and resourcing for these offerings. This senior post would also act as the responsible manager for a number of shorter-term high priority projects for the department, making use of the Agile project management approach.

4.3. Draft Job descriptions have been developed and may change subject to the consultation feedback. These are enclosed as Appendix B1 and B2.

5. Impact on Staff

5.1. The implications of the changes will be limited to the Data and Operations sub-team.

- 5.1.1.** The current composition of the Data and Operations sub-team is 1x QI Analytics and Programme lead band 7, 1x QI Operations and Programme Lead band 7, 2x Programme Support Officer band 5, 1x Data Analysts band 5 and 1x QI Programme Trainee band 4.
- 5.1.2.** If the proposal is implemented, the new structure will be 1x QI Programme Manager band 8a, 1x QI Operations Lead band 7, 1x Head of QI Communications and Events band 7 and 2x Programme Support Officer.
- 5.1.3.** The total staffing of the whole QI department is currently 2x band 8d, 2x band 8c, 4x 8b, 10x band 8a, 3x band 5 and 1x band 4.
- 5.1.4.** The number of staff who will be "At Risk" is 3. These will be QI Analytics & Programme Lead band 7; Data Analysts band 5; the Trainee Programme Management Support Officer band 4.
- 5.1.5.** The establishment figures and vacancies are included in Appendix C.
- 5.1.6.** The Current and Proposed Structure Chart is included in Appendix D & E.
- 5.1.7.** After considering the requirements of the posts and functions needed for the team to work effectively, the proposed structure will take advantage of the Agile project management approach to embed new ways of working.

5.1.8. No education and training needs have been identified as a result of the changes and how this will be managed.

6. Financial, staffing and workload implications

6.1. The cost savings expected as a result of these changes are £10,914. If there are any changes as a result of the feedback from the consultations or other unforeseen circumstances the revised figures will form part of the consultation feedback process

7. Service User Impact Assessment

7.1. This proposal is judged to have a low impact on service users.

8. Timetable & Proposed Implementation

8.1. The Proposals for organisational change to the Quality Improvement Team's Data and Operations sub-team will be managed in line with the Trusts "Management of Staff Affected by Change Policy and Procedure" (Appendix F).

8.2. There will be a formal consultation period of 30 days commencing on 31st August 2023.

8.3. The Trust is committed to achieving meaningful consultation and therefore welcomes feedback and comments on the proposed organisation change proposals. Any comments should be made in writing either via e mail or by letter and directed to Katherine Brittin or Auzewell Chitewe, Associate Directors of QI, Quality Improvement Department, 9 Alie Street, E1 8DE. Email auzewell.chitewe@nhs.net and Katherine.brittin@nhs.net

8.4. On completion of the 30-day consultation timeframe all comments received will be considered and a final decision will be made and communicated to affected staff.

8.5. The timetable summarises the full implementation plan and is attached as Appendix G.

9. Equality Analysis

9.1. Under equality legislation, public authorities have legal duties to pay 'due regard' to the need to eliminate discrimination and promote equality with regard to race, disability and gender, including gender reassignment, religion age as well as to promote good race relations.

9.2. The law requires that this duty to pay 'due regard' be demonstrated in the decision-making process. Assessing the potential equality impact of proposed changes to policies, procedures and practices is one of the key ways in which public authorities can show 'due regard'. The analysis is attached as Appendix H.

Appendix A

Organisational Change Principles

1 Commitment to Partnership Work

- 1.1** We are committed to working in partnership with Staff side to make the consultation with staff meaningful, improve the flow of information and as much as possible to reduce staff anxiety. This outlines the principles on how staff will be consulted, equalities, partnership working and wider engagement.

2 Change Management Approach

- 2.1** Set out below are the key components to the change management approach which will form part of each separate consultation paper. The aim is to clarify our approach and so help to minimise staff anxiety during the consultation process. These principles are not intended to supersede or replace the 'Management of Staff Affected by Change Policy and Procedure'.

3 Senior Management Involvement

- 3.1** The process will be led by Directors and Senior Managers to ensure that this programme is a priority.

4 Protected Time for Trade union Support to Staff

- 4.1** Trade Union Representatives nominated to support this process will be offered protected time. Back fill will be put in place to ensure services are not affected by this.

5 Support to Staff

- 5.1** Counselling support will be available to staff.
- 5.2** Training in application form preparation and interviewing will be provided.
- 5.3** Time will be available for trade union representatives to meet with and support staff.

6 Equality Analysis

- 6.1** Equality Impact Assessment has been completed.

7 Community Impact Assessment

- 7.1** An analysis of the impact on our service users and other partners has been completed.

8 Financial Implications

- 8.1** The projected cost savings have been included but this may change as a result of the consultations or other factors, any changes will be included in the final feedback to staff.

9 Communication

- 9.1** The Trust is committed to ensuring that effective communication takes place. All affected staff will have the opportunity to access further information, ask questions and contribute to the consultation in a variety of ways including:
- 9.2** Formal meetings with staff groups affected by proposals will be held, led by senior staff within the Trust at the start of the consultation period.

9.3 Individual meetings with each staff member potentially at risk will take place.

9.4 The Joint Staff Meetings have been agreed on a monthly basis.

10 Avoiding Redundancies

10.1 The Trust will take all reasonable steps to avoid redundancies. At the commencement of consultation a recruitment freeze will be instituted in those grades and professions where staff may potentially be at risk to maximise the number of posts available for slotting in and as suitable alternative employment.

10.2 Decisions to recruit during consultation will be taken by the Director Service and will be focussed on professions/ grades where no one is felt to be at risk and /or where there are critical service implications. Use of temporary staffing to cover vacant posts in interim periods will be used to manage vacancies.

11 Consultation Feedback from Staff

11.1 The Trust will offer a wide range of ways for individuals to offer comments or raise queries on the proposals:

- Briefings for all staff briefings with the Service Directors and HR Leads
- Individual meetings with managers
- Team meetings
- Via the dedicated page on the Intranet
- By email directly to the consultation email address
- In writing to the Chief Executive
- Through staff side representatives

11.2 The Response to consultation framework should include:

- Review of the proposed changes
- Catalogue of responses to consultation
- Number of responses and how many were deemed suitable
- Responses to specific consultation questions
- Summary of responses for individual questions
- Recap of final decision making process and next steps

12 Selection Criteria for identifying staff whose posts may be at risk

12.1 Where there is a need to reduce staff numbers from within a group of employees performing the same, similar or interchangeable work, then the “selection pool” will need to be identified and should contain all employees performing work of that kind within a specific team or department. Once the pool for selection has been identified, each employee will be placed on the ‘at risk’ register.

12.2 In order to minimise staff anxiety individual meetings with staff will be organised during the consultation process for staff whose post is at risk to explore how to support them and to highlight potential opportunities for redeployment.

13 Suitable Alternative Employment (SAE)

- 13.1** SAE applies to posts of the same banding or one band lower. Staff would slot in if the post has a 75% or more match in the job and person specifications taking into account the core responsibilities and essential criteria in their job description. Slotting in will only occur if there are the same number or less eligible staff at risk.
- 13.2** The Change Management Policy does not allow staff to slot in to a post one grade higher even if there is a 75% match. Staff whose salary banding impinges into the higher band of a relevant vacancy will be offered a ring fenced interview. Staff whose salary doesn't impinge into the higher band who wishes to apply for a higher grade vacancy will have to be considered alongside other eligible applicants.
- 13.3** Where suitable alternative employment is offered and unreasonably refused, the employee will no longer have the right to receive a redundancy payment.
- 14 Selection and Appointment Principles**
- 14.1** The aim is to have a fair and transparent selection process where the best candidate will be appointed based on the skills, experience and personal specification outlined in the job description and person specification. Selection will be conducted by interview and other tests if deemed relevant to the post. Applicants in competition will be asked to submit a CV and/or a supporting statement. Interviews will be held by a panel of 2 or more. A structured interview will take place and scores will be completed for each interviewee.
- 14.2** Any affected individual can apply for any of the proposed posts in their specific and can apply for as many posts as they wish provided they meet the minimum selection criteria.
- 14.3** If any member of staff believes that they are not eligible to apply for a SAE they will need to provide a reason to the local HR Lead and their line manager. Refusal to accept SAE means that the member of staff will no longer be entitled to redundancy payment.
- 15 Implementation Timetable and Process**
- 15.1** It is proposed that the consultation will take place for 30 days from the agreed start date for 99 staff or less at real risk of redundancy.
- 15.2** Running alongside the consultation, the Trust will arrange the individual meetings with staff who potentially are at risk as a consequence of the proposals on which the consultation is taking place.
- 15.3** On completion of the consultation, all comments received will be considered. A report setting out the feedback and a final decision will be taken and communicated to staff. The intention is that slotting in, ring fencing and the Suitable Alternative Employment processes will then be completed as appropriate within one further month.
- 15.4** Any remaining staff at risk for whom SAE cannot be identified will be issued with notice of redundancy in line with the 'Management of Staff Affected by Change Policy and Procedure'.
- 16 Definitions**
- 16.1** **Continuous Service** means full or part time employment with the Trust or any previous NHS employer provided there has not been a break of more than one week (Sunday to Saturday)

between employments. This reflects the provisions of the Employment Rights Act 2006 and Agenda for Change handbook on continuous employment.

- 16.2 Reckonable Service** means Continuous Service plus any service with a previous NHS employer where there has been a break of 12 months or less.
- 16.3** At the Trust's discretion any period of employment outside the NHS which is relevant to NHS employment may be counted as Reckonable Service.
- 16.4 Redeployment** means the transferring or recruitment of Staff at Risk into a suitable alternative post.
- 16.5 Slotting In** means the process by which Staff at Risk is confirmed into a post in a new staffing or management structure which is similar to their current post and where that individual is the contender for that post. Slotting in may occur where a post is in the same band as the individual's current post and/or where it remains substantially the same i.e. 75% or more with regard to Education and Qualifications, Knowledge and Experience, Strategic management, Finance Resource Management, Staff Resource Management and Operational Management/Service Delivery as outlined in appendix 2.
- 16.6 Ring fencing** means the process by which Staff at Risk will be considered for a post in a new staffing or management structure which is similar to their current post and where there is more than one contender for that post.
- 16.7 Staff at Risk** means staff whose posts may potentially be redundant as a result of organisational change if suitable alternative employment cannot be found.
- 16.8 Suitable alternative employment** is work within the Trust that is on broadly similar terms and within the same range of skills required as the current employment. It may be on any site operated by the Trust subject to travel considerations. Staff at Risk will be given prior consideration for suitable posts in line with their skills, experience and capabilities and where appropriate will receive protection of pay.
- 17 Redundancy** is when a member of staff may become redundant if they are dismissed and the reason for the dismissal is wholly or mainly due to:
- The fact that the Trust has ceased, or intends to cease, to carry on the activity for the purposes of which the individual was employed, or has ceased, or intends to cease, to carry out the activity in the place where the individual was employed **OR**
 - The fact that the requirements of the Trust for staff to carry out work of a particular kind in the place where they were so employed, have ceased **Or** diminished or are expected to cease or diminish **OR**
 - The place of work referred to above should not be confused with the specific site or unit in which an individual works.

APPENDIX B1

JOB DESCRIPTION

JOB TITLE:	Quality Improvement (QI) Programme Manager
BAND:	8a
DEPARTMENT:	Quality Improvement Department
DIRECTORATE:	Corporate
REPORTING TO:	Associate Director of QI
ACCOUNTABLE TO:	Chief Quality Officer
Hours	37.5
Location base	Trust Headquarters, Robert Dolan House, Alie Street, London

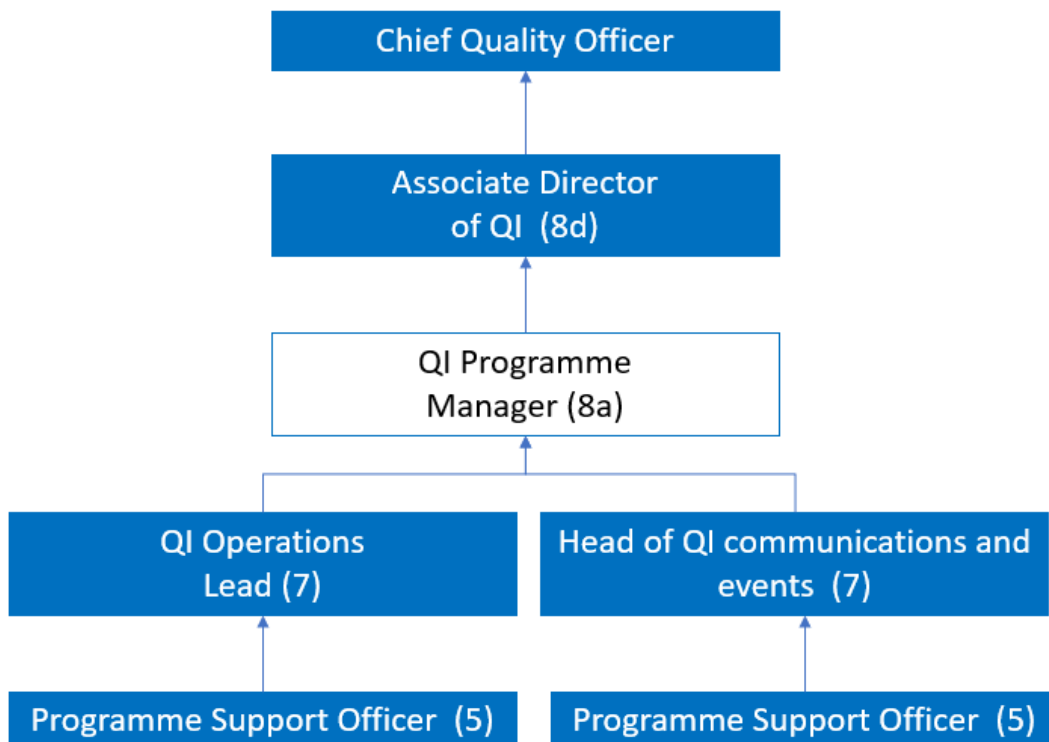
JOB SUMMARY
<p>The Trust embraces quality as the overarching principle for the organisation and set its longer-term mission to provide the highest quality mental health and community care in England. The primary purpose of the Quality Improvement (QI) department is to support and embed the Quality culture across the Trust to achieve the strategic objectives of improving population health outcomes, improving staff and service user experience, and improving value. Programme management is a key pillar of the Quality department.</p> <p>The QI Programme Manager will have a pivotal role within the QI team, leading and managing operations and events and overseeing core QI programme functions in addition to managing the QI support team.</p> <p>This a new role, and the incumbent will have the opportunity to shape how our QI programme is managed. The post holder will be part of an 'outstanding' NHS Trust and an award winning highly recognised QI department. There will also be the opportunity to collaborate with ELFT's strategic partner, the globally renowned Institute of Healthcare Improvement (IHI) in addition to developing their improvement skills.</p> <p>We are seeking an experienced, enthusiastic, highly organised, and creative individual. The</p>

post requires an ability to work flexibly in a dynamic changing environment. The role requires the ability to communicate effectively with all levels of staff (Board to frontline team), service users, carers, and external key stakeholders.

KEY RESPONSIBILITIES

1. *Experienced programme manager with extensive people management experience*
2. *Accountable for all aspects of the operational delivery of QI capability building offerings across ELFT*
3. *Responsible for the operational delivery of selected QI strategic priority areas for the organisation and other task and finish high impact projects when required*
4. Responsible for the management, organisation and delivery of central QI programme functions
5. To manage workload, output and staff within the QI Support Team.
6. To act as a member of the ELFT QI Leadership Team, informing policy and management decisions

QI Department Structure:



MAIN DUTIES AND RESPONSIBILITIES	
<p>Performance and Quality</p>	<p>1.0 Responsible for all aspects of the operational delivery of QI capability building offerings across ELFT</p> <ul style="list-style-type: none"> • To be responsible for the operational delivery of all activities including capability and events across the organisation. • To be responsible for the forward planning, coordination and selection of dates for all of these offerings, overseeing the QI support team to ensure that all logistical elements are in place (including arranging suitable venues, AV set up, food and refreshments, any other additional requirements) • To be responsible for coordinating communications for each of these events across the organisation. This will include coordinating and executing general communications to the entire Trust in addition to specific communications with Clinical and Service Directors, QI sponsors, QI coaches and delegates enrolled onto these courses before, during and after each course. These communications may be complex and/or may contain sensitive information to senior managers • To coordinate and manage attendance at each of these events, working autonomously with Clinical and Service Directors, QI sponsors and other stakeholders as and when necessary to ensure there is adequate representation from across the Trust. • To coordinate faculty for each of these offerings, setting timelines and goals for the delivery of contents, handouts and any other material that will be required for the delivery of these events. <p>2.0 Responsible for the operational delivery of selected QI strategic priority areas for the organisation and other task and finish high impact projects when required.</p> <ul style="list-style-type: none"> • To be responsible for the operational delivery of large multi-year QI strategic priority area projects that require additional operational support. This will include working with the primary Improvement Advisor for the strategic area and co-leading the forward planning, coordination and selection of dates for these offerings, organising venue logistics in addition to communicating to stakeholders involved in collaboratives. • To act as the responsible manager for a number of shorter-term high priority projects for the organisation when required.
<p>Financial and Physical Resources</p>	<p>1. Physical</p> <ul style="list-style-type: none"> • The post holder may be required to attend training to ensure

	<p>proficiency in standard operation of local or Trust wide technology systems.</p> <ul style="list-style-type: none"> • Where applicable, the post holder may be required to support the project team in administrating complex, confidential and sensitive meetings, preparing equipment, venues and refreshments. <p>2. Information and Finance Resources</p> <ul style="list-style-type: none"> • The post holder will treat all data or records created, maintained, used or handled as part of their work within the Trust in confidence. • The post holder will manage records in line with the ELFT records management policy. • The post holder will ensure that all patient identifiable information is handled in line with information governance guidance. • The post holder will need to ensure stock control of stationary and other equipment • Propose service-related changes that relate to data collection and monitoring for the entire Trust
Administration and Information	<p>1. Personal Development</p> <ul style="list-style-type: none"> • Undertake annual Performance Review and Personal Development Planning. • Responsible for own personal development <p>2. Information</p> <ul style="list-style-type: none"> • The post holder will treat all data or records created, maintained, used or handled as part of their work within the Trust in confidence. • The post holder will manage records in line with the ELFT records management policy. • The post holder will ensure that all patient identifiable information is handled in line with information governance guidance. • The post holder will need to ensure stock control of stationary and other equipment • Propose service-related changes that relate to data collection and monitoring for the entire Trust •
Management	<p>1. Manage workload, output and staff within the QI Support Team.</p> <ul style="list-style-type: none"> • To manage output from QI support team, which sits within the Trust's central QI team. • This will include being accountable for the management of internal and external communications, the QI microsite (receiving in

	<p>excess of 50,000 views every month), social media and the QI inbox</p> <ul style="list-style-type: none"> To manage members of the QI Operational team (Operations Lead, Head of communications and events, programme Support officers), setting priorities and managing their workload. To be accountable for the delivery of annual improvement objectives for the support team and to help the support team use QI methodology to achieve these. <p>2. Act as a member of the ELFT QI Leadership Team, informing policy and management decisions.</p> <ul style="list-style-type: none"> To attend the weekly QI leadership team meetings and contribute to policy and management decisions. To chair or take actions at these meetings on a rotational basis and undertake any actions arising from these meetings.
Human Resources	<ul style="list-style-type: none"> The post holder will act as a point of contact and knowledge to temporary project staff. The post holder may be required to devise protocols and standard operating procedures on the analysis and reporting of data for the central QI team.

JOB DESCRIPTION AGREEMENT
<p>This job description is intended as a guide to the main duties of the post and is not intended to be a prescriptive document. Duties and base of work may change to meet the needs of the service or because of the introduction of new technology. This job description may be reviewed from time to time and changed, after consultation with the postholder.</p>

Statement on Employment Policies	
<p>In addition to the requirement of all employees to co-operate in the implementation of Employment related policies, your attention is drawn to the following individual employee responsibilities: -</p>	
Health and Safety	<p>Under the Health & Safety at Work Act 1974 it is the responsibility of individual employees at every level to take care of their own health and safety at work and that of others who may be affected by their acts at work, and to co-operate with management in complying with health and safety obligations, particularly by reporting promptly any defects, risks or potential hazards.</p>

<p>Equal Opportunities</p>	<p>ELFT is committed to equality of opportunity for all employees, job applicants and service users. We are committed to ensuring that no one will be discriminated against on the grounds of race, colour, creed, ethnic or national origin, disability, religion, age, sex, sexual orientation or marital status. The Trust commits itself to promote equal opportunities and value diversity and will keep under review its policies, procedures and practices to ensure that all employees, users and providers of its services are treated according to their needs.</p> <p>For management posts, to ensure that within their service area fair employment practice and equality of opportunity are delivered.</p>
<p>Dealing With Harassment/ Bullying in The Workplace</p>	<p>The Trust believes employees have the right to be treated with respect and to work in a harmonious and supportive working environment free from any form of harassment and / or bullying.</p> <p>The Trust has taken positive steps to ensure that bullying and harassment does not occur in the workplace and that procedures exist to resolve complaints as well as to provide support to staff. It is your responsibility as an employee to abide by and support these steps so all employees can work in a harmonious, friendly and supportive working environment free of any harassment or intimidation based on individual differences.</p> <p>Disciplinary action will be taken against any member of staff found to be transgressing the Dignity at Work Policy.</p>
<p>No Smoking</p>	<p>To refrain from smoking in any of the organisation's premises not designated as a smoking area. 'East London Foundation Trust is a Smokefree Trust – this means that staff must be smokefree when on duty or otherwise in uniform, wearing a badge or identifiable as ELFT staff or undertaking trust business.'</p>
<p>Alcohol</p>	<p>To recognise that even small amounts of alcohol can impair work performance and affect one's ability to deal with patients and the public in a proper and acceptable manner.</p>

	Consumption of alcohol during work hours is not permitted.
Confidentiality	<p>As an employee of the Trust the post-holder may have access to confidential information. The postholder must safeguard at all times, the confidentiality of information relating to patients/clients and staff and under no circumstances should they disclose this information to an unauthorised person within or outside the Trust. The post-holder must ensure compliance with the requirements of the Data Protection Act 1998, Caldicott requirements and the Trust's Information and IM&T Security Policy.</p> <p>To safeguard at all times, the confidentiality of information relating to patients/clients and staff.</p>
General Data Protection Regulation (GDPR)	<p>To maintain the confidentiality of all personal data processed by the organisation in line with the provisions of the GDPR.</p> <p>As part of your employment with East London Foundation Trust, we will need to maintain your personal information in relation to work on your personal file. You have a right to request access to your personal file via the People & Culture Department.</p>
Safeguarding	All employees must carry out their responsibilities in such a way as to minimise risk of harm to children, young people and adults and to safeguard and promote their welfare in accordance with current legislation, statutory guidance and Trust policies and procedures. Employees should undertake safeguarding training and receive safeguarding supervision appropriate to their role.
Service User and Carer Involvement	ELFT is committed to developing effective user and carer involvement at all stages in the delivery of care. All employees are required to make positive efforts to support and promote successful user and carer participation as part of their day-to-day work.
Personal Development	Each employee's development will be assessed using the Trust's Personal Development Review (PDR) process. You will have the opportunity to discuss your development needs with your manager on an annual basis, with regular reviews.
Quality Improvement	The Trust encourages staff at all levels to engage in the Trust's approach to quality through quality improvement projects and quality assurance.

Professional Standards	To maintain standards as set by professional regulatory bodies as appropriate.
Conflict of Interests	You are not precluded from accepting employment outside your position with the Trust. However, such other employment must not in any way hinder or conflict with the interests of your work for the Trust and must be with the knowledge of your line manager.
Risk Management	Risk Management involves the culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects. Every employee must co-operate with the Trust to enable all statutory duties to be applied and work to standards set out in the Risk Management Strategy.
Personal and Professional Development/Investors in People	The Trust is accredited as an Investor in People employer and is consequently committed to developing its staff. You will have access to appropriate development opportunities from the Trust's training programme as identified within your knowledge and skills appraisal/personal development plan.
Infection Control	<p>Infection Control is everyone's responsibility. All staff, both clinical and non-clinical, are required to adhere to the Trusts' Infection Prevention and Control Policies and make every effort to maintain high standards of infection control at all times thereby reducing the burden of all Healthcare Associated Infections including MRSA. In particular, all staff have the following key responsibilities:</p> <p>Staff must observe stringent hand hygiene. Alcohol rub should be used on entry to and exit from all clinical areas. Hands should be washed before and after following all patient contact. Alcohol hand rub before and after patient contact may be used instead of hand washing in some clinical situations.</p> <p>Staff members have a duty to attend infection control training provided for them by the Trust as set in the infection control policy.</p> <p>Staff members who develop an infection that may be transmissible to patients have a duty to contact Occupational Health.</p>

PERSON SPECIFICATION

JOB TITLE:	Quality Improvement (QI) Programme Manager
BAND:	8a
DEPARTMENT:	Quality Improvement Department
DIRECTORATE:	Corporate
REPORTING TO:	Associate Director of QI
ACCOUNTABLE TO:	Chief Quality Officer

ATTRIBUTE S	CRITERIA	ESSENTIAL/ DESIRABLE	SELECTO N METHOD (S/I/T)
Education/ Qualificatio n/ Training	Educated to degree level Prince2, Managing Successful Programmes or Agile qualification Lean, Six-Sigma, Model for Improvement or other continuous improvement related qualification.	Business management qualification	• S
Previous Experience	Five years' experience in a professional environment Using principles of quality improvement Prior programme management experience Experience of working in a fast paced, adaptable environment Previous experience of bringing	Experience of working in the NHS Teaching or coaching experience Development of research skills	• S, A, T

	<p>innovation and new ideas to practice</p> <p>Evidence of continual professional development</p> <p>Experience of leading change and using QI methodology to deliver results</p> <p>Previous experience of working with senior staff</p>	<p>Website development and management</p>	
<p>Skills, abilities and attributes</p>	<p>Excellent information management skills</p> <p>Ability to working to regular, complex and tight deadlines</p> <p>Excellent verbal and written presentation skills</p> <p>Report writing skills</p> <p>Problem recognition and problem-solving skills, including conflict resolution</p> <p>Negotiation skills</p> <p>Facilitation skills</p> <p>Networking skills</p> <p>Excellent Microsoft Office skills</p> <p>Ability to provide training and guidance to colleagues on project management methodologies</p> <p>Ability to develop and maintain good working relationships with staff from a variety of backgrounds</p> <p>Ability to work autonomously and prioritise own workload</p> <p>Ability to work collaboratively and in teams</p> <p>Ability to understand, evaluate and</p>	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • S, I, T

	<p>present complex data</p> <p>Decisive</p> <p>Ability to challenge orthodoxies and established work patterns in a positive engaging way</p> <p>Excellent motivational skills</p> <p>Teambuilding skills</p> <p>Flexible approach</p>		
<p>Other requirements relevant to the post</p>	<ul style="list-style-type: none"> ▪ Able to move around the organisation and other locations within the geographical area served by the Trust ▪ Able to concentrate for long periods ▪ Able to cope with demanding and unpredictable work pattern ▪ Able to cope with emotional circumstances relating to personal histories of service users, carers and staff ▪ Able to use computer technology for sustained periods 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • A, I

S: Shortlisting I: Interview T: Test

APPENDIX B2

JOB DESCRIPTION

JOB TITLE:	Head of QI Communications and Events
BAND:	Band 7
DEPARTMENT:	Quality Improvement Dept
DIRECTORATE:	Corporate
REPORTING TO:	QI Programme Manager
ACCOUNTABLE TO:	Chief Quality Officer

JOB SUMMARY

The primary purpose of the Quality Improvement (QI) department is to support and embed the Quality culture across the Trust to achieve the strategic objectives of improving population health outcomes, improving staff and service user experience, and improving value. Communications and engagement form a key pillar of the Quality department. The Head of QI communications and events will be responsible for:

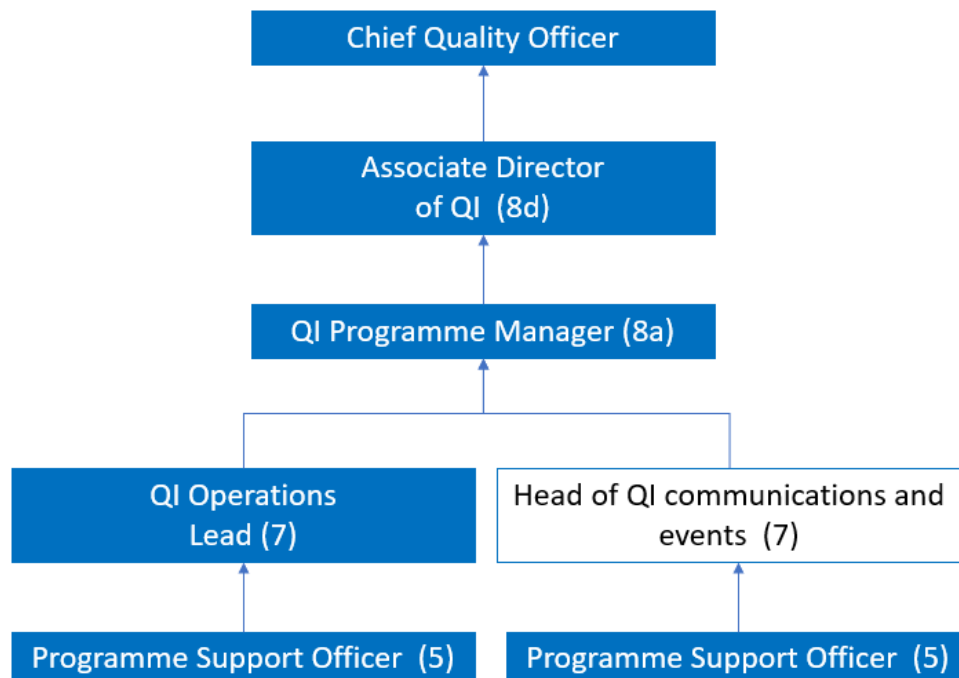
- Developing and implementing a communications strategy for the department
- Internal and external communications (through a variety of channels and platforms)
- Leading on the planning of several events for both internal and external stakeholders
- Supporting the department and Trust with a high standard of 'storytelling' through various formats

This a new role, and the incumbent will have the opportunity to shape how our communications are delivered by developing the 'voice' of QI initiatives across the whole Trust. The post holder will be part of an 'outstanding' NHS Trust and an award winning highly recognised QI department. There will also be the opportunity to collaborate with ELFT's strategic partner, the globally renowned Institute of Healthcare Improvement (IHI) in addition to developing their improvement skills.

We are seeking an experienced, enthusiastic, highly organised, and creative individual. The post requires an ability to work flexibly in a dynamic changing environment, an understanding of digital media, content management system and a willingness to learn new systems. The role requires excellent writing, editing and multimedia skills, as well as the ability to communicate effectively with all levels of staff (Board to frontline team), service users, carers, and external key stakeholders.

This post will work closely with senior QI leadership to plan, manage and create a variety of content to be delivered across various internal and external communications channels, to support implementation of communication plans, and celebrate the progress and achievements of QI initiatives. The post holder will build measurement into everything they do, using QI methods as they go. The role demands excellent communication and interpersonal skills, plus meticulous attention to detail and a rigorous approach to planning. Writing, creative, and managerial skills are essential. It also requires an integrated approach to developing and delivering communications so that QI communications work alongside and effectively with other areas and wider Trust, communication activity. The post holder will be adept at working independently, as well as within a team, understanding various priorities at play.

QI Department Structure



MAIN DUTIES AND RESPONSIBILITIES	
Performance and Quality	<p>1.0 Developing Communications and engagement strategy</p> <ul style="list-style-type: none"> • Planning and delivery of content strategy for QI across the Trust, including storytelling, website, and social media • Primary point of contact with induction responsibilities on QI communications and engagement activities for ELFT staff, and external stakeholders including partners. • Use relevant best practice industry trends, alongside insights from previous engagement activity, to inform new campaigns • Evaluation and audit of communications and engagement activities • Presentation on communications strategy and evaluation to operational and senior management boards. <p>2.0 Communications delivery</p> <ul style="list-style-type: none"> • Manage drafting, sign off and publishing of regular news and updates about QI at ELFT, for the full mix of communication channels at the Trust. • Develop and evaluate the use of a variety of brand-aligned and audience-tailored content formats, including video, photography, owned and partner sites, social media, printed publications, and case studies, supported by communications and design colleagues or commissioning as necessary. • Maintain database of QI communications materials and activities including record of drafts and final materials. • Be an ambassador for QI across the Trust, providing input to strategic decisions about prioritizing content, ensuring that innovation is regularly represented across our channels alongside the other strategic priorities of the Trust. • Be the main point of contact for the QI content on the ELFT website, ensuring that site architectures and structures remain fit for purpose, links work, content is easily accessible and site navigation is intuitive and work with agency to rectify this, when needed. • Lead on submission of projects for local and national awards <p>3.0 Event planning and management for the QI department</p> <ul style="list-style-type: none"> • Oversee planning for all QI events, including identify suitable venues designing content with appropriate input from the QI team and other sources • Manage the events, liaising with all relevant internal and external participants and stakeholders • Oversee design and develop communication and resources for

	<p>events as required</p> <ul style="list-style-type: none"> • Identify and test new ways to engage people through QI events
Management	<ul style="list-style-type: none"> • Provide leadership and managerial oversight to supervisees • Responsible for the ensuring the personal development and wellbeing needs of the supervises are met • Conduct biannual appraisals and weekly supervision of all supervisees • Manage any People and culture related issues for supervisees • Contribute and collaborate with senior leadership team to ensure smooth operation of the QI department
Administration	<ul style="list-style-type: none"> • To plan and prioritise own work to ensure effective support to all areas and delivery of key objectives • To ensure that allocated project plan(s) are kept updated and regular reports provided to the central QI team, Associate Director of QI, Associate Medical Director, and the Programme Board. • To attend and contribute to the planning of the central QI team meeting, key workstream meetings, Programme Board, team meetings and any other relevant meetings • Take responsibility for own learning and development, including identifying areas of learning that might add to the knowledge base within the QI team • Provide feedback and suggestions on how to improve delivery and quality with available resources to ensure continuous quality improvement • To acquire knowledge of and adhere to department and Trust policy and professional standards. • • Undertake further training and academic qualifications as relevant to the role/service requirements. • • Ensure that patient confidentiality is always protected and the provisions of the Data Protection Act are adhered to • • Operate with discretion and professionalism in handling confidential and sensitive information
Financial	<ul style="list-style-type: none"> • Manage budget and grants for communications activities, including devolved budgets from grants.

JOB DESCRIPTION AGREEMENT

This job description is intended as a guide to the main duties of the post and is not intended to be a prescriptive document. Duties and base of work may change to meet the needs of the service or because of the introduction of new technology. This job description may be reviewed from time to time and changed, after consultation with the postholder.

<u>Statement on Employment Policies</u>	
In addition to the requirement of all employees to co-operate in the implementation of Employment related policies, your attention is drawn to the following individual employee responsibilities: -	
Health and Safety	Under the Health & Safety at Work Act 1974 it is the responsibility of individual employees at every level to take care of their own health and safety at work and that of others who may be affected by their acts at work, and to co-operate with management in complying with health and safety obligations, particularly by reporting promptly any defects, risks, or potential hazards.
Equal Opportunities	ELFT is committed to equality of opportunity for all employees, job applicants and service users. We are committed to ensuring that no one will be discriminated against on the grounds of race, colour, creed, ethnic or national origin, disability, religion, age, sex, sexual orientation, or marital status. The Trust commits itself to promote equal opportunities and value diversity and will keep under review its policies, procedures, and practices to ensure that all employees, users, and providers of its services are treated according to their needs. For management posts, to ensure that within their service area fair employment practice and equality of opportunity are delivered.
Dealing With Harassment/ Bullying in The Workplace	The Trust believes employees have the right to be treated with respect and to work in a harmonious and supportive working environment free from any form of harassment and / or bullying. The Trust has taken positive steps to ensure that bullying and harassment does not occur in the workplace and that procedures exist to resolve complaints as well as to provide support to staff. It is your responsibility as an employee to abide by and support these steps so all employees can work in a harmonious, friendly, and supportive working environment free of any harassment or intimidation based on individual differences. Disciplinary action will be taken against any member of staff found to be transgressing the Dignity at Work Policy.
No Smoking	To refrain from smoking in any of the organisation's premises not designated as a smoking area. 'East London Foundation Trust is a Smokefree Trust – this means that staff must be smokefree when on duty or otherwise in uniform, wearing a badge or identifiable as ELFT staff or undertaking trust business.'

Alcohol	To recognise that even small amounts of alcohol can impair work performance and affect one's ability to deal with patients and the public in a proper and acceptable manner. Consumption of alcohol during work hours is not permitted.
Confidentiality	<p>As an employee of the Trust the post-holder may have access to confidential information. The postholder must always safeguard, the confidentiality of information relating to patients/clients and staff and under no circumstances should they disclose this information to an unauthorised person within or outside the Trust. The post-holder must ensure compliance with the requirements of the Data Protection Act 1998, Caldicott requirements and the Trust's Information and IM&T Security Policy.</p> <p>To always safeguard, the confidentiality of information relating to patients/clients and staff.</p>
General Data Protection Regulation (GDPR)	<p>To maintain the confidentiality of all personal data processed by the organisation in line with the provisions of the GDPR.</p> <p>As part of your employment with East London Foundation Trust, we will need to maintain your personal information in relation to work on your personal file. You have a right to request access to your personal file via the People & Culture Department.</p>
Safeguarding	All employees must carry out their responsibilities in such a way as to minimise risk of harm to children, young people, and adults and to safeguard and promote their welfare in accordance with current legislation, statutory guidance and Trust policies and procedures. Employees should undertake safeguarding training and receive safeguarding supervision appropriate to their role.
Service User and Carer Involvement	ELFT is committed to developing effective user and carer involvement at all stages in the delivery of care. All employees are required to make positive efforts to support and promote successful user and carer participation as part of their day-to-day work.
Personal Development	Each employee's development will be assessed using the Trust's Personal Development Review (PDR) process. You will have the opportunity to discuss your development needs with your manager on an annual basis, with regular reviews.
Quality Improvement	The Trust encourages staff at all levels to engage in the Trust's approach to quality through quality improvement projects and quality assurance.
Professional	To maintain standards as set by professional regulatory bodies as

Standards	appropriate.
Conflict of Interests	You are not precluded from accepting employment outside your position with the Trust. However, such other employment must not in any way hinder or conflict with the interests of your work for the Trust and must be with the knowledge of your line manager.
Risk Management	Risk Management involves the culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects. Every employee must co-operate with the Trust to enable all statutory duties to be applied and work to standards set out in the Risk Management Strategy.
Personal and Professional Development/Investors in People	The Trust is accredited as an Investor in People employer and is consequently committed to developing its staff. You will have access to appropriate development opportunities from the Trust's training programme as identified within your knowledge and skills appraisal/personal development plan.
Infection Control	<p>Infection Control is everyone's responsibility. All staff, both clinical and non-clinical, are required to adhere to the Trusts' Infection Prevention and Control Policies and make every effort to maintain high standards of infection control at all times thereby reducing the burden of all Healthcare Associated Infections including MRSA. All staff have the following key responsibilities:</p> <p>Staff must observe stringent hand hygiene. Alcohol rub should be used on entry to and exit from all clinical areas. Hands should be washed before and after following all patient contact. Alcohol hand rub before and after patient contact may be used instead of hand washing in some clinical situations.</p> <p>Staff members have a duty to attend infection control training provided for them by the Trust as set in the infection control policy.</p> <p>Staff members who develop an infection that may be transmissible to patients have a duty to contact Occupational Health.</p>

PERSON SPECIFICATION

JOB TITLE:	Head of QI Communications and Events
BAND:	Band 7
DEPARTMENT:	Quality Department
DIRECTORATE:	Corporate
REPORTING TO:	QI Programme Manager
ACCOUNTABLE TO:	Chief Quality Officer

ATTRIBUTE S	CRITERIA	ESSENTIAL/ DESIRABLE	SELECTO N METHOD (S/I/T)
Education/ Qualificatio n/ Training	Educated to master's degree level or at least 4 years in a similar role (journalism or public relations/ events management)	Recognised public relations, journalism, or marketing/events management qualification	S
Experience	Previous work experience in a communications / public relations role or similar Previous experience with line management of supervisees Previous expereince with managing large scale events	<ul style="list-style-type: none"> • Previous experience of working in healthcare 	S
Knowledge and Skills	Excellent communications skills, both written and verbal Excellent digital and IT skills with experience in content development and management and knowledge of the appropriate hardware and software for communications Producing content for a range of media (videos, news, blogs,	Creative development of content that will help communications Knowledge of coding languages e.g., MySQL, Javascript, PHP Experience of interactive	S, I, T

	<p>events etc.)</p> <p>Devising and executing communications plans</p> <p>Experience in advising project teams in communications and storytelling</p> <p>Experience in using web monitoring and analysis tools</p> <p>Experience of collaborative and partnership working</p> <p>Administration and coordination experience</p> <p>Methodical and organized approach to work ensuring the ability to work accurately under pressure</p> <p>Ability to deal effectively and appropriately with people at all levels from a broad range of organisations</p> <p>Demonstrate ability to problem solve, prioritize workload, use initiative</p> <p>Ability to quickly learn and teach new software packages</p> <p>Ability to work within established procedures and timescales</p> <p>Ability to work as part of a team</p> <p>Ability to present information in a concise manner</p> <p>Ability to adopt a flexible approach to work</p> <p>Ability to pay attention to detail</p>	<p>technology e.g., WebEx</p> <p>Ability to work across all relevant clinical and professional disciplines</p> <p>Knowledge & skills using video editing software Adobe Premier Pro</p> <p>Ability to use video recording equipment to professionally film content</p>	
Other	Able to move around the organisation and other locations		S

	<p>within the geographical area served by the Trust</p> <p>Able to concentrate for long periods</p> <p>Able to cope with demanding and unpredictable work pattern</p> <p>Able to cope with emotional circumstances relating to personal histories of service users, carers, and staff</p> <p>Able to use computer technology for sustained periods</p>		
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S: Shortlisting I: Interview T: Test

Appendix C

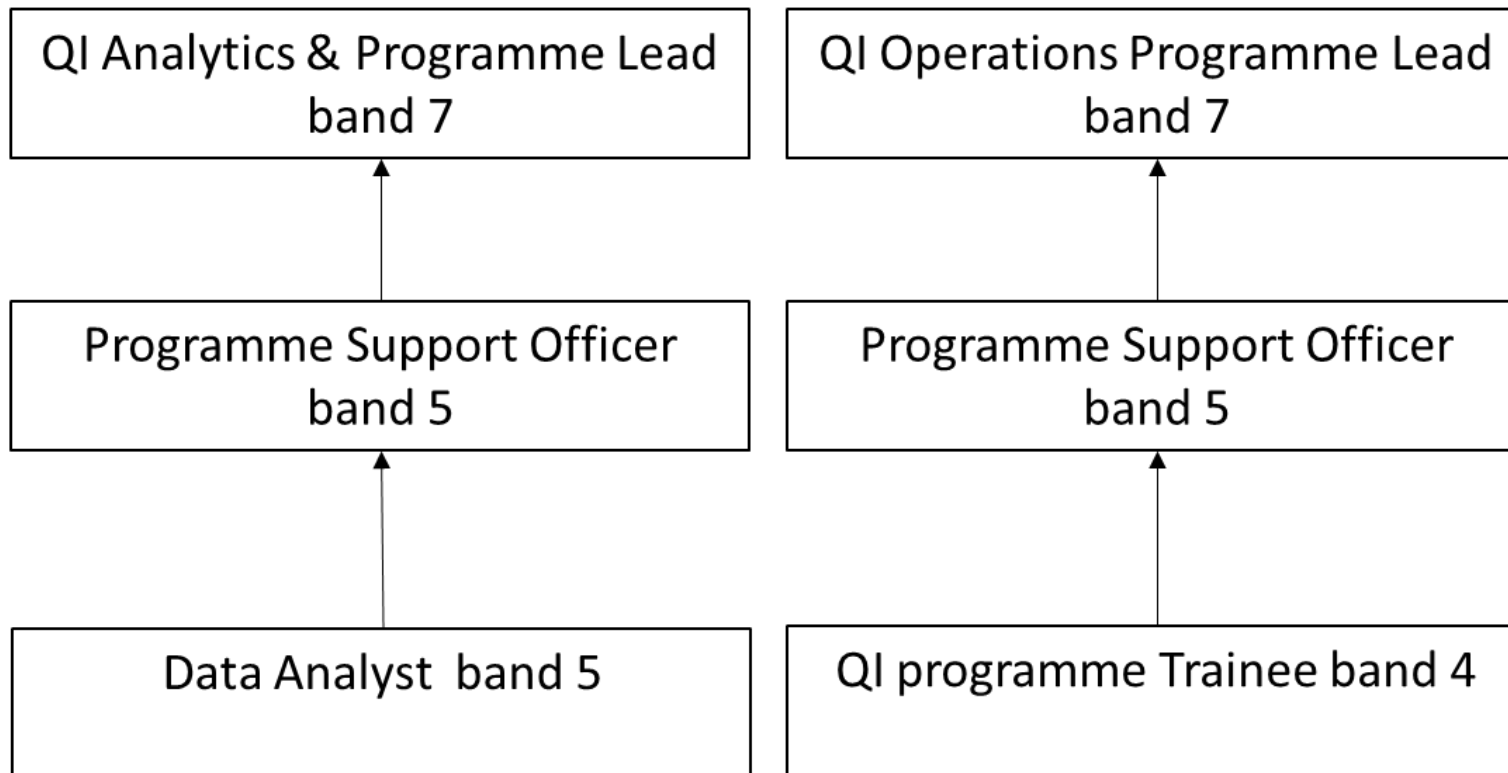
Establishment Figures and Current Vacancies

The tables below show the current and proposed staffing establishment for the change management along with the current vacancy position and number of staff at risk.

Role	Band	WTE	Post deleted	Vacant	Staff affected	Posts available in future team	Staff at Risk
QI Operations and Programme Lead	7	1.0	0	0	1	1	0
QI Analytics and Programme lead	7	1.0	1	0	1	0	1
Programme Support Officer x2	5	2.0	0	1.0	2	2	0
Data Analysts	5	1.0	1	0	1	0	1
QI Programme Trainee	4	1.0	1	0	1	0	1
QI Programme Manager	8a	0	0	0	0	1	0
Head of QI Communications and Events	7	0	0	0	0	1	0
Totals		6.0	3.0	1.0	6	5	3

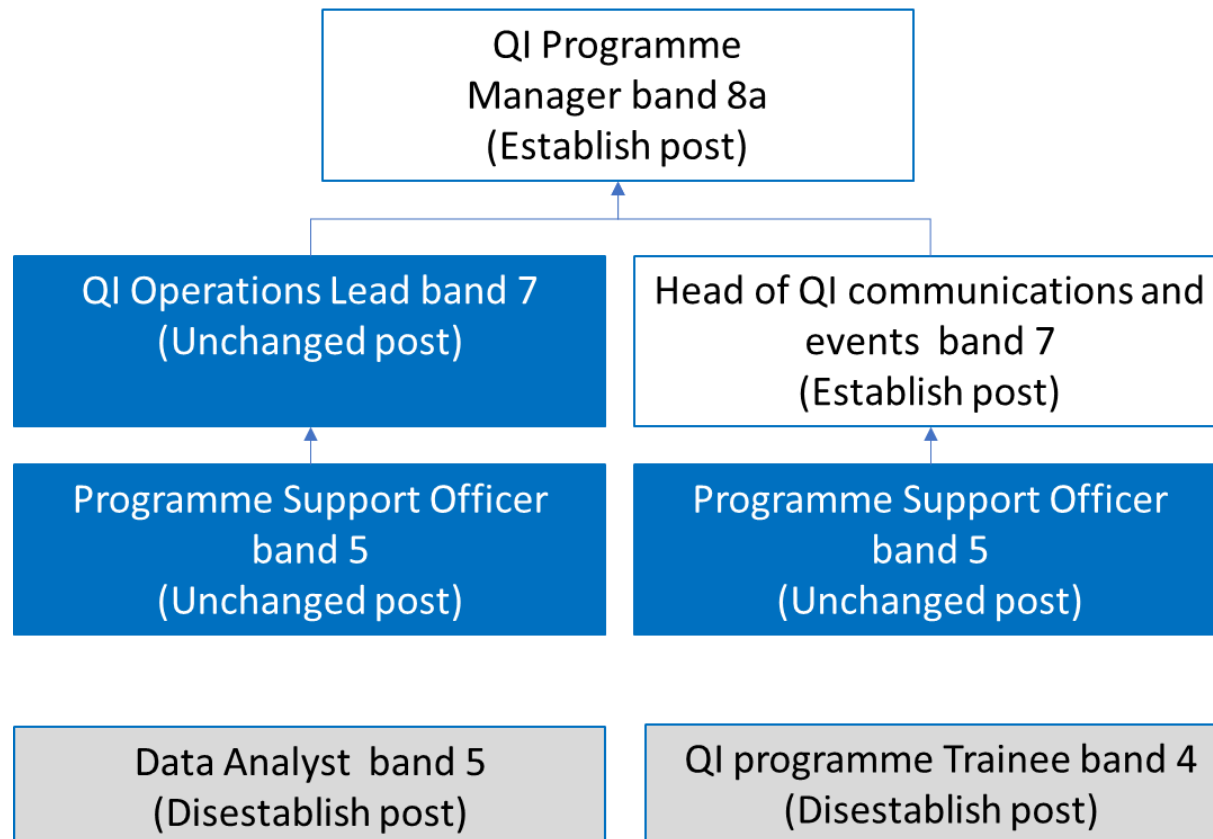
Appendix D

Current Structure Chart(s)



Appendix E

Proposed Structure Chart (s)



APPENDIX F

'Management of Staff Affected by Change Policy and Procedure" version 11 May 2021

https://www.elft.nhs.uk/sites/default/files/2022-01/management_of_staff_affected_by_change_policy_and_procedure_11.0.pdf

Appendix G

Implementation Timetable

Action/Comments	When	Who Involved	Section of Management Change Policy	of of	Comments
Circulate final consultation document to Joint Staff Committee Members.	27.07.23	JSC Members (Management/Staff Side) Associate Director of Service	Section 10 (Page 10)		The consultation document will be given to Staff Side 5 days prior to JSC and will also include vacancy list for Suitable posts for redeployment.
Consultation Begins	31.08.23	Affected Staff Management People & Culture Staff Side	Section 10 Section 11		
Consultation paper sent to affected staff (home addresses for staff on leave/secondments etc. Delivery by email, post or by hand are all acceptable delivery methods.)	31.08.23	Associate Director of Service	Section 11 (Page 10)		Consultation document will also be placed on the Trust's intranet.
Open consultation forums with staff	31.08.23	Associate Director of Service P&C Advisor Staff Side	No specific reference but a means of achieving Section 10.		Feedback/comments need to be given to Service Directors/Project Manager

Individual Formal Meetings	Week commencing 04.09.23	Associate Director of Service P&C Advisor	Section 11 (Page 10)	Staff provided with information pack following at risk meetings
CV and Interview Skills training Careers Counselling	Week commencing 11.09.23	P&C	Section 13 (Page 12)	Careers Counselling to be provided by EAP. CV and Interview skills training to be provided at least once in each Directorate affected.
Consultation Period Ends	30.09.23	N/A	Section 12 (Page 11)	
Consideration of feedback/comments	Week commencing 02.10.23	Executive Directors/ Associate Director of Service	Section 12 (Page 11)	Response placed on Trust intranet.
Staff notified of final structure	09.10.23	Associate Director of Service	Section 12 (Page 11)	Letter sent to affected staff with details of next steps
Job matching and Slotting in Process	09.10.23	Associate Director of Service /HR Advisor / Staff Side	Section 14 (Page 13)	Staff will receive a formal letter regarding outcome of process
Ring fenced selection process	16.10.23	Key Selection Officers/P&C Team	Section 14 (Page 13)	Staff will be informed of decision asap following selection process and provided with detailed feedback to use for further selection purposes. Ring fenced interviews will take place on a local basis in the first instance and unsuccessful staff will then attend Trust Wide ring-fenced interview opportunities.

Successful candidates informed of decision and moved into new role.	18.10.23	Key Selection Officers/HR Team	Section 14 (Page 13)	Staff will receive a formal letter of redeployment and variation to contract.
Unsuccessful candidates informed of decision and invited to formal notice of redundancy meeting	18.10.23	Director of Service	Section 20 (Page 19)	Staff will receive detailed feedback on their performance throughout the selection process
Formal notice of redundancy meetings	Week commencing 23.10.23	Director of Service HR Advisor	Section 20 (Page 19)	Staff will receive a detailed breakdown of their redundancy package at this meeting Consideration given to staff leaving their post before expiry of notice period
New Structure Implemented	01.11.23	All		
Post Project Evaluation	01.11.23	Director of Service Staff Affected, HR & Staff Side		

