

## **JOB DESCRIPTION**

### **Service Improvement Manager**

**Background** | As a member of the Royal Osteoporosis Society team, your role exists to work with colleagues to ensure better bone health for everybody and help people to live well with osteoporosis.

**Our vision** | No more broken bones. No more broken lives.

**Our purpose** | We transform lives and society by leading the effort to improve bone health and defeat osteoporosis.

#### **Our goals:**

- To drive fracture prevention amongst people who are at high risk.
- Quicker diagnosis and better ongoing care, wherever people live.
- To support more people live well with osteoporosis.

#### **We have four guiding values:**

**We're Bold** | We fearlessly stand up for and give a voice to people who need us.

**We're Focused** | We concentrate on where we can make the biggest difference.

**We're Collaborative** | We work as one team and embrace partners to change society together.

**We have Integrity** | You can trust us to do what we say we will.

We have eight supporting **beliefs** which guide every decision you make on behalf of the ROS and, in turn, the way we live our values.

#### **We believe:**

- We put our beneficiaries at the heart of everything we do
- In spending every £1 wisely
- We are the collective voice of people with osteoporosis
- We are the recognised experts in osteoporosis and bone health
- We have the knowledge and influence to change policy and healthcare systems
- Asking for money is vital
- We can achieve more together than on our own
- Everyone with osteoporosis should be able to live well and manage their conditions in ways that best meet their needs

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#### **Context**

A Fracture Liaison Service is the world standard for preventing further fractures once a person has suffered their first broken bone. Specially trained healthcare professionals identify people who have had a fracture and investigate the underlying causes, which may include tests and scans to assess fracture risk and measure bone density. They then put the person onto a treatment plan and follow up with them at standard review points to make sure they're empowered to stick to the treatment regime.

Without this systematic approach, people's risk of re-fracturing remains high. Once someone has their first break, they're at very high risk of another fracture in the following 12-24 months. We need to make sure the first, often minor, fracture is the last, through offering a timely diagnosis and access to osteoporosis therapies.

A fifth of people have three or more fractures before finally getting a diagnosis. In areas without an FLS, people with broken bones are being fixed up in A&E fracture clinics and forgotten about, without their underlying osteoporosis being diagnosed and treated. Afterwards, the condition continues to weaken their bones. Many then re-fracture with devastating consequences. These consequences are often avoidable if we catch people after the first fracture.

We've succeeded in getting FLS mandated in England and Wales to catch people after their first fracture. These secondary prevention services are crucial in closing the treatment gap, as envisaged in the Influencing Care strand of our strategy.

We are now poised to play an ambitious, pro-active role in the rollout of Fracture Liaison Services (FLS) in England and to work with services in Scotland, Wales and Northern Ireland to embed high quality FLS. When we're successful, universal, high quality FLS will prevent 74,000 fractures over the subsequent five years, including 31,000 life-threatening hip fractures.

#### **The Role**

The Service Improvement Team works to address the variation in provision of best practice in assessment, diagnosis and care for everyone who breaks a bone or is at risk of osteoporosis. You will play a key role to deliver our corporate aim of ensuring 100% provision of quality FLS across the whole of the UK.

Working with Integrated Care Boards (ICBs), and Health Boards, you will work as part of a team using data and analysis to influence local commissioners, providing the support and tools local clinical leaders need to secure agreement for implementing FLS in their area. This role sits within the Services and Influencing Directorate and reports to the Service Improvement Lead. You will work flexibly and collaboratively with teams across the charity, including the Policy and Influencing team, to support our organisational aims and objectives.

## **Main Duties and Responsibilities**

### **Service and Quality Improvement**

- Actively identify, engage with and influence key external stakeholders regionally and locally to increase and improve FLS provision across the UK.
- Provide FLS evidence and data insight to key influential stakeholders at health system level including using ROS tools to develop FLS benefits calculations and FLS pathway costing reports for NHS Trusts, Health Boards and ICBs.
- Actively support the development of FLS business cases, providing fragility fracture data and FLS benefits and cost data
- Lead the development and delivery of influencing activities to achieve equitable provision of fracture liaison services and pathways across the UK including local and regional workshops and events.
- Optimise and actively promote use of resources that support the development, implementation and quality improvement of Fracture Liaison and Vertebral fracture services e.g., FLS Implementation Toolkit, FLS benefits calculator, UK FLS Clinical Standards.
- Develop and maintain relationships with the established fracture prevention clinical and academic community and promote active participation of NHS sites in relevant national clinical audits.
- Participate in the creation of a coherent stakeholder engagement plan, including policy and public affairs influencing activity which advances the strategic aim of the charity to improve FLS provision across the UK.
- Co-ordinate and support the collection, analysis and updating of data sources for understanding and disseminating FLS provision across UK – including Freedom of Information (FOI) requests, Fracture Liaison Services Data Base (FLS-DB), FLS iMap.
- Monitor and evaluate progress with the FLS programme and use this learning to produce regular reports and to determine next steps.
- Develop and maintain working relationships with external partners that provide further insights into secondary fracture data.
- Actively inform and support the development of the ROS service improvement programme to support existing FLSs with service improvement.
- Remain up to date with key policies, programmes or initiatives relevant to delivering our Influencing Care aims as they relate to provision of quality FLS.
- Develop and maintain stakeholder relationships relevant to FLS, including representing the ROS and the voice of people with lived experience on key external committees and working groups.
- Work closely with the Policy & Influencing team to achieve our Influencing Care aims through influencing for wider FLS provision across the UK.

### **Key External Relationships**

- Fracture Liaison Service leads and champions
- Royal College Of Physicians FLS-DB (data base)
- National Hip Fracture Database (NHFD)
- Integrated Care System (ICS) leads
- ICS Regional MSK Leads
- Welsh government's MSK Framework
- Scottish Audit Programme for FLS
- Getting it Right First Time (GiRFT)
- Relevant clinical experts in the field
- People with lived experience of osteoporosis and/or fragility fracture

## **Person Specification**

### **Essential**

1. Experience of working with ICBs and/or Health Boards to develop, implement or improve health services.
2. Experience of using data collection and analysis for health service improvement.
3. Proven experience of influencing external healthcare stakeholders to deliver services that meet national best practice guidance.
4. Experience of engaging and influencing key decision makers and influencers at local, regional and national level across different national healthcare systems.
5. Understanding of healthcare systems and healthcare delivery in the UK.
6. Significant experience developing and maintaining working relationship with key external partners including clinical experts in the field.
7. Strong financial understanding including experience of developing and managing budgets and monitoring cost benefit ratios.
8. Excellent interpersonal, team working and collaborative skills.
9. Proven project management experience: planning, delivery and monitoring of work, including the drafting of reports.
10. Digitally competent.
11. Experience and/or willingness to work remotely and travel regionally, with occasional visits to head office.

### **Desirable**

1. Trained in quality improvement in a health context.
2. Experience of implementing or developing an FLS or osteoporosis service.

*The Royal Osteoporosis Society operates an Equal Opportunities Policy and does not discriminate on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including colour, nationality, and ethnic or national origin), religion or belief, sex (gender) and sexual orientation.*