

Job Description

Job Ref:	TBC
Job Title:	Director of Transformation and Improvement
AfC Pay Band:	VSM
Number of hours:	37.5 hours
Clinical Unit / Division	Corporate
Department:	Transformation and Improvement
Location:	Eastbourne DGH with cross site working required.
Accountable to:	Chief Executive
Reports to:	Chief Executive

Job dimensions & responsibility for resources	
Budgetary & Purchasing, Income generation	Budget / Delegated Budget managed: £TBC Authorised signatory for: £TBC Other financial responsibility: £TBC
Staff	Staff (wte): Clinical Chief of Transformation & Improvement Programme Director (Hospital Redevelopment) Programme Lead (Hospital Redevelopment) Head of Improvement
Information Systems	Careful use of Trust systems both manual and electronic, to ensure accuracy of data. Store and share information in accordance with department protocols, Trust Information Governance Policy and Data Protection Legislation Healthroster; Integra, ESR

Job purpose	This is a new and key role within the senior management of the Trust
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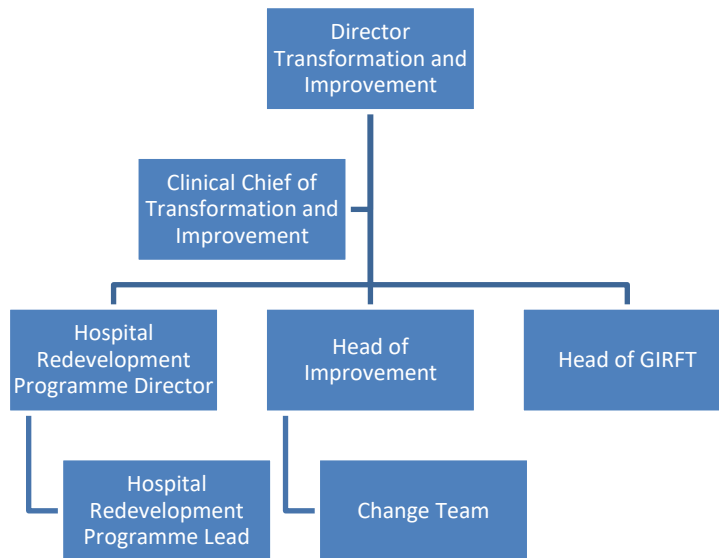
to drive forward the innovation and transformation agenda associated with the Trust's strategy. The post holder will be responsible for the leadership, development and implementation on behalf of the Chief Executive, of the Trust's transformation and improvement programme (Building for our Future) including building capacity and capabilities, cross organisational and culture change. The aim is to bring together existing programmes of work in order that the Trust has a structured approach, built on best practice improvement and project/programme methodologies across the hospital redevelopment project, strategic and financial priorities and GIRFT to demonstrate that the Trust is highly efficient in line with System Oversight Framework (SOF) requirements, is financially sustainable whilst maintaining and improving quality and performance.

The Director of Transformation and Improvement is responsible for the development and leadership of the Trust's Building for our Future Transformation plan, which includes:

- Working with the Executive, to shape the vision for the Programme
- Development and implementation of the Trust's strategy deployment and day to day delivery of the Trust's continuous improvement programmes of work.
- Hospital redevelopment project as part of the national New Hospital Programme (NHP) including development of the OBC and FBC, supported by the Programme Director
- Development of the oversight of planning and delivery through the transformation plan to ensure delivery of key outcomes as identified in the Trusts Strategy, Clinical Strategy and Financial and Operational Efficiencies
- Director level lead for major change projects where the complexity and / or cross organisational impact requires senior and experienced leadership to ensure delivery.
- Key large scale change as identified through the GIRFT programme
- Providing best practice programme management and subject matter expertise to lead the continued implementation of the Trust's annual Efficiency and Transformation Programmes, Corporate Projects, and support the management and delivery of identified key Trust projects.

The postholder will be required to work closely with Executive Colleagues to develop and execute the Trust's operational delivery plans and service changes and ensure there is clarity over roles and responsibilities within the Transformation Programmes.

Department Structure



Key duties and responsibilities

As the Director with responsibility for the Trust's continuous improvement, programme management, and transformation functions, the post holder will be able to work within a highly complex healthcare environment to support:

- Development of the OBC and FBC as required to support the planning and delivery of the New Hospital redevelopment project.
- Leading all aspects of the continuous improvement framework and holding the devolved responsibility for the development and delivery of the Trust's Building for our Future Programme
- Leading the development and implementation of the Trusts' Transformation Programmes supporting key transformational schemes agreed by the Executive and Board and embedded within the Trust's Building for our Future priorities
- Leading agreed corporate projects where the complexity and / or cross organisational impact requires senior and experienced leadership to ensure delivery
- Develop and implement house style governance, measurement systems and reporting across the organisational priority programmes and ensure the input of continuous improvement and programme management expertise where needed
- Implement and continue to evolve the Building for our Future performance management system ensuring it is shaped by continuous improvement developments, industry thinking and healthcare developments
- Design and implement comprehensive and certified capability building programmes for

all levels of staff to increase the Trust's project management and continuous improvement maturity and ensure these are aligned to and integrated with the Trust's Organisational Development Programme

- Work effectively and collaboratively with all levels of the organisation to overcome barriers to acceptance of new ways of working
- Working with the Executive Chief Officers, other Executive Directors, and the wider Clinical and Operational management of the organisation, facilitate the adoption of best practice continuous improvement and project management principles to the delivery of agreed programmes, improvements, priorities, and service deliverables
- Represent the Trusts at local / national / public meetings / events as required, acting independently, decisively and effectively in sensitive, difficult or political situations which may require delivering difficult messages and contentious information
- Establish and support the delivery of the Trust's Quality Improvement capabilities, embedding an expert team along with a culture and wider capability within the Trust

Corporate Responsibilities

- As a Director working in an integrated Trust and within the developing ICS and Place, play a major part in corporate management including being a member of the Trust's Executive Team and lead on or contribute to agreed specific corporate objectives as agreed
- Participate in the promotion of efficient and effective public relations between the Trust and all users of their services and those in the wider health economy
- Contribute to the establishment of the Trust-wide standards to maintain, monitor and improve the quality of total care and the efficient use of resources to promote patient satisfaction, experience and outcomes
- Contribute to the development, communication and promotion of corporate core purpose, vision, mission and values
- Work with the Chief Executive and to agree operational and personal objectives and performance targets which focus on the delivery of the corporate strategies and business plans of the Trust
- Contribute to the development of a culture of continuous improvement; promotion of new ideas and initiatives; leading by example and supporting others through the journey to a sustainable future in order to meet stretching financial and performance targets
- Ensure that all legal and statutory obligations are met
- Ensure the highest standards of corporate and clinical governance, personal conduct and probity
- Support corporate roles in publicity, events, meetings, working groups, and staff or corporate development events and processes as required
- Participate in Trust's Executive on-call system

Leadership

- Lead by example, with the ability to inspire confidence and respect within and external to the organisations
- Take all opportunities with colleagues, patients and service users, carers, commissioners, stakeholders and partners, and the general public to model behaviours that reflect the Trust's vision and values
- To contribute to the development of the corporate core purpose, vision, mission and values and demonstrate personal leadership in developing the culture of the organisations
- Promote training opportunities for the Hospital Redevelopment and Improvement and Change teams to ensure that the Trust has appropriately skilled staff to enable high performing teams and culture; ensure that the functions are adequately resourced and, through talent management, ensure that the workforce is planned for the Trust's future needs
- Ensure the performance and contribution of individuals is maximised in line with the organisation's aims through the promotion and management of appraisal and performance management processes
- Support national policy initiatives ensuring local action is adhered to in terms of being recognised as a model employer that has outstanding staff motivation and retention rates including Staff Satisfaction Survey; Equality and Diversity etc.
- Support the promotion and development of equal opportunities and diversity across the Trust in both employment and provision of services

Supplementary Conditions

- This post requires travel throughout all Trust's sites (acute and community locations) and will also require some regional and national travel
- Take a proactive approach to own personal development in order to ensure that skills are aligned to the demands of the role as it evolves and develops to meet the organisation's changing needs
- The terms and conditions applying to this post will be determined by the Trust Board and informed by the national terms and conditions set out for Very Senior Managers in the NHS
- All Directors are expected to comply with the national Code of Conduct for NHS Managers. As the Director of Transformation and Improvement the post holder will be responsible for adhering to professional codes of conduct where applicable. As a Director and member of the Senior Management Team, the Director will also be expected to comply with the requirements of Fit and Proper Persons
- To be aware of own responsibilities under the Health and Safety at Work Act (1974) and follow these in full at all times in order to ensure that the agreed procedures are carried out to maintain a safe environment for patients, visitors and staff
- To undertake the level of Personal Safety Training appropriate to the role and work area, and to keep this training up to date
- To at all times comply with statutory legislation, directives and with the Trust's

standing orders, policies, procedures, and regulations

- Actively promote the Trust's commitment to equality and diversity by treating all patients, visitors and colleagues with dignity and respect and ensuring their specific health and wellbeing needs are met
- All Trust staff, both clinical and non-clinical, have an overriding duty of care to patients and are expected to comply fully with best practice standards. The postholder has a responsibility to comply with Trust policies for personal and patient safety and for prevention of healthcare-associated infection (HCAI); this includes a requirement for rigorous and consistent compliance with Trust policies for hand hygiene, use of personal protective equipment and safe disposal of sharps. In addition, the postholder has a duty to comply with and promote the Trust's requirements in risk management, and patient and public involvement. Knowledge, skills and behaviour in the workplace should reflect this
- Abide by the Data Protection Act 1998, by ensuring that all computerised information related to patients and other members of staff to which he/she has access in the course of employment, is regarded as strictly confidential. This rule applies to written information. This extends to keeping all patient information confidential unless disclosure is expressly authorised by the Trust. Misuse of or a failure to properly safeguard any confidential data will be regarded as a disciplinary offence
- In the event of a major incident or civil unrest all Trust employees will be expected to report for duty on notification. All employees are also expected to play an active part in training and preparation for a major incident or civil unrest
- The job description is subject to change in accordance with organisational and service developments. These guidelines are provided to assist in the performance of the contract but are not a condition of the contract

General Duties & Responsibilities applicable to all job descriptions

- To be familiar with and adhere to the policies and procedures of the Trust.
- Behave and act at all times in accordance with the Trust Values, of Working Together, Respect and Compassion, Engagement and Involvement and Improvement and Development
- To achieve and demonstrate agreed standards of personal and professional development within agreed timescales.
- To participate fully in the performance and development review (appraisal) process and undertake Continuing Professional Development as required.
- To participate in surveys and audits as necessary in order to enable the Trust to meet its statutory requirements.
- To be aware of the Trust's emergency planning processes and follow such processes as necessary, in the event of an unexpected incident.
- This job description is not exhaustive. Staff may be required to undertake any other duties at the request of the line manager, which are commensurate with the band, including project work, internal job rotation and absence cover.

Working Environment:

*Please tick key requirements of job as appropriate. Only elements which are a **frequent or regular** part of the role should be ticked.*

(Further details for job evaluation should be provided in the supplementary information)

Driving	X	Lifting		Verbal aggression	
Use of PC/VDU	X	Physical support of patients		Physical aggression	
Bending/kneeling		Outdoor working		Breaking unwelcome news to others	
Pushing/pulling		Lone working		Providing professional emotional support	X
Climbing/heights		Chemicals/fumes		Dealing with traumatic situations	
Repetitive movement		Contact with bodily fluids		Involvement with abuse cases	
Prolonged walking/running		Infectious materials		Care of the terminally ill	
Controlled restraint		Noise/smells		Care of mentally ill & challenging patients	
Manual labour		Waste/dirt		Long periods of concentration i.e. hours	X
Food handling		Night working		Working in confined spaces (e.g. roof spaces)	

Statement

1. This job description will be agreed between the jobholder and the manager to whom they are accountable. It may be reviewed in light of experience, changes and developments.
2. The information being handled by employees of East Sussex Healthcare NHS Trust is strictly confidential. Failure to respect the confidential nature of this information will be regarded as a serious breach of regulations, which will result in action under the Disciplinary Procedure, including possible dismissal. This includes holding discussions with colleagues concerning patients in situations where the conversation may be overheard. It is the employee's personal responsibility to comply with the Data Protection Act.
3. It is the employee's responsibility to ensure all records (computerised or manual) are accurate and up to date, and that errors are corrected or notified as appropriate.
4. It is the manager's role to monitor and assure the quality of any data collected or recorded by or in his/her area of responsibility.
5. Employees must take reasonable care, and be aware of the responsibilities placed on them under the Health & Safety at Work etc. Act (1974) and to ensure that agreed safety procedures are carried out to maintain a safe environment for employees, patients and visitors.
6. All staff have a responsibility to ensure that infection control policies, procedures and guidelines are adhered to. In addition to supporting the trusts commitment to preventing and controlling healthcare associated infections (HAI).
7. All members of staff must be aware of their responsibilities under the Freedom of Information Act 2000.
8. In addition to any specific responsibility for risk management outlined in the main body of this job description, all employees must ensure they are aware of the key responsibilities applicable in relation to risk management as identified in the Trust's Risk Management Strategy.
9. All staff will note the Trust's responsibilities under the Civil Contingencies Act 2004, and NHS Major Incident Plans Guidance (DoH 1998 and 2004)
10. All employees are responsible for ensuring they attend the relevant mandatory training as identified in the Trust's Education Strategy and as agreed with their manager/supervisor.
11. It is the employee's responsibility to ensure they follow the latest version of all policies and procedures which apply to them.
12. For posts which involve contact with patients, it is required that the postholder receives satisfactory clearance from the Disclosure and Barring Service.

Person Specification

Job Title: Director of Transformation & Improvement		Grade: VSM	
Department: Transformation & Improvement		Date: 29 th December 2021	
*Assessed by: A= Application I= Interview R= References T= Testing C = Certificate			
Minimum Criteria	*	Desirable Criteria	*
Qualifications			
Master's Degree level qualification in Management of Health Related subject or equivalent knowledge and experience with a role specific focus	AC	Degree Level education or equivalent, preferably in the field of Programme Management or Continuous Improvement	AC
Significant post qualification experience working at a senior level, with a strong professional reputation built on a track record of career development through delivery	AIC	Professional management training / qualification	AC
Evidence of continuing professional development	AIC		
Experience			
Significant experience of working at a senior level successfully leading and delivering high profile, multifaceted transformation programmes and projects within a large complex NHS organisation	AI	Wide experience and knowledge of NHS funding and financial management arrangements	AI
Proven ability to analyse complex problems and to develop and successfully implement practical and workable solutions to address them;	AI	Comprehensive knowledge and understanding of Clinical Governance and risk management systems	AI
Experience of managing a significant and varied project environment at a very senior level	AI		
Experience of working with Executive Directors, very senior managers and leaders	AI		

Comprehensive knowledge and understanding of National Development Strategies and delivery of NHS Healthcare services	AI		
Experience of leading on and implementing transformation strategies and frameworks within a large organisation	AI		
Proven ability to build enduring and effective stakeholder relationships	AI		
Experience of strategic thinking at a senior level	AI		
Ability to think and plan strategically, tactically and creatively, and to prioritise work programs in the face of competing demands	AI		
Extensive experience of cost/ benefit analysis of expenditure and management of budgets	AI		
Experience of analysing a range of data and making recommendations in regard to improving a range of services	AI		
A confident and demonstrable track record in using quantitative, qualitative and financial information to inform delivery planning and in monitoring performance	AI		
Proven ability to analyse and interpret highly complex or sensitive data and information and make appropriate decisions based on this	AI		
Skills / Knowledge / Abilities			
Setting Direction / People Management			
Highly motivated and positive leader	AI	Experience of partnership working, evidence of playing a major role in an organisation change programme	AI
Political astuteness, understanding what can and cannot be delivered at senior level	AI		Presentation/media experience
The ability to shape the future and motivate staff to perform at the highest level	AI	Excellent collaborative working skills and ability to build strong relationships with clinical leaders and professional staff groups	AI

Effective and strategic influencing skills at all levels in the organisation including Trust Board	AI		
Excellent communication skills with the ability to communicate highly complex and sensitive information to large groups	AI		
Knowledge, experience and understanding of all areas of staff management including recruitment, retention, performance, organisational change, engagement, disciplinary and grievance	AI		
Communication & Relationships Ability to collaborate constructively with internal and external partners to create the conditions for successful partnership working	AI		
Experience of managing a very complex environment with multiple outcomes and partners;	AI		
To be able to lead, motivate and influence individuals both within and external to the organisation	AI		
To facilitate good working relationships with other colleagues across the Trust and Local Health Economy	AI		
To demonstrate a high level of flexible communication as appropriate to the audience including political lobbying and networking skills across organisational boundaries	AI		
To be able to communicate effectively complex information to others	AI		
Excellent customer care skills	AI		
Planning & Organising To demonstrate strategic planning ability through experience	AI		
To plan and prioritise own and facilitate the management of the teams' work	AI		
To identify and plan own professional development needs	AI		

<p>Other</p> <p>Reliable work record</p> <p><i>DBS clearance if applicable</i></p> <p>Evidence that personal behaviour reflects Trust Values</p>	<p>AI</p> <p>T</p> <p>AIR</p>	
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Managers Signature

Date

Postholder's signature

Date