

SINGLE CORPORATE SERVICES

Digital

Job title:	Senior Project Manager	To be completed by HR <i>Job Reference Number</i> 2011/052
Reporting to:	Principle Programme Manager	
Accountable to:	Head of Digital Transformation Programmes	
Pay Band:	8a	

As part of the Single Corporate Service, this role provides a service across both Isle of Wight NHS Trust and Portsmouth Hospitals University NHS Trust.

The intention for the existing primary work locations to remain unchanged as there is no desire to change base locations unnecessarily. However, as the single corporate service will be delivered across both organisations, individuals may be required to undertake business travel from time to time. The staff mobility local agreement will apply.

For our leaders managing staff across multi-site locations, they will need to be visible and provide in person leadership. The arrangements and frequency will be agreed locally.

Job purpose

The Digital services aim to drive improvement across the organisation and the integrated care system, working with our system partners to improve the sustainability of high value service delivery for our patient population.

Our purpose is to raise healthcare standards through innovative and sustainable change. We do this by:

- Providing a structured and focused approach to the management of large scale complex change programmes and delivery of their benefits
- Focusing on what matters to our patients & staff and ensuring that everything we do is about improving healthcare systems and processes
- Providing objective challenge, support and expertise in the pursuit of increased value through programme and project delivery.
- Researching and benchmarking best practice from national initiatives which focus on improvement and efficiency
- Leading on the integration, coordination and governance of change across the organisation through a PMO function

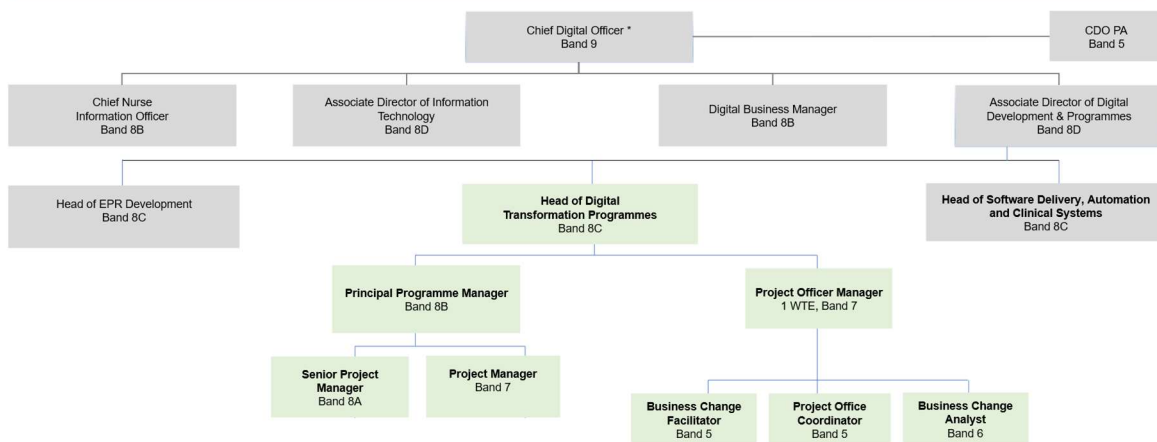
The post-holder will assist in the design of work at the complex end of project and programme management. You will need to be an ambassador for improvement and model the integrity, patient focused and value for money behaviours essential to sustainable improvement. You will be expected to work within a clearly defined competency framework and will receive support and training to enable you to do this effectively.

Job summary

- Support implementation of the quality strategy, including any processes and templates, across all projects.
- Implement the change control process across all projects and portfolios.
- Support the definition of small/medium project Business Cases (scope, goals, deliverables, costs, timescales, plans, dependencies, resource requirements and milestones)
- Ensure a pre-scope project plan is communicated to all project stakeholders together with their individual responsibilities.
- Provide effective management support to project teams on small to medium sized projects.
- Co-ordinate publication, review and sign-off of capital Project Management deliverables
- Ensure project plans are created and maintained, deliverables tracked against time and cost, and resource utilisation is monitored
- Monitor and report on progress of the project to the Project Board and all stakeholders
- Co-ordinate quality activities to meet quality objectives. Manage project risks, issues and change control, communicating the impact to the Project Board.
- Monitor projects against time, budget and quality standards.
- Identify the location of support to resolve technical issues affecting the transition into support, and formally closing off the project.
- Conduct or contribute to post-implementation reviews and identify any lessons learned
- Evidence of the ability to persuade teams to take on new ways of working and to consistently challenge the status quo
- Experience of developing, monitoring and managing budgets
- Evidence of successful delivery of financial and/or quality benefits within agreed timescales.
- Experience of working in complex clinical environments
- Experience of report writing.
- Advanced analytical and judgement skills including understanding and application of complex statistical and numerical data.
- Proficient in the use of Microsoft products in particular Word, Excel and PowerPoint
- Experience in the use of project planning software e.g. MS Project
- Advanced communication skills both written (complex report writing) and spoken, including formal presentation / facilitation skills.
- Ability to gather and incorporate the views of service users into service change
- Ability to set out conclusions and recommendations clearly and concisely in a range of styles to reflect the needs of the audience.
- Ability to present effectively to large groups including senior staff and external professional bodies.
- Ability to influence, negotiate with, and motivate senior managers and clinicians
- Ability to manage and work through conflict situations
- Confidently facilitate workshops, generating enthusiasm and support from participants.
- Make clear rational decisions, exercising independent judgement in a professional and competent manner
- Ability to identify and manage risks.
- Ability to create a clear project plan and prioritise workloads and resource them in response to changing demands and requirements.
- Skilled in use of Statistical Process Control (SPC)

Organisational Chart

Digital Development & Programmes



Specific Core Functions

1. As a Project Manager, you will lead a variety of projects within key programmes, working autonomously on some areas and closely with the Programme Manager and the rest of the team.
2. The post-holder will need to work across different levels of the organisation with a high level of autonomy, self-drive & motivation, to inspire, design and lead projects. You will be able to manage multiple priorities and work effectively within teams to achieve the plan set out.
3. The role requires the individual to engage with a complex agenda and to support the organisation in driving forward the quality agenda.

Key Responsibilities

Communication and Working Relationships

- Set up and manage information flows, communication and planning team to team to ensure that all parties have the right information in order to perform effectively, have rapid access to variations, action plans and issues logs, are aware of all other design team members roles and responsibilities and that their designs are coordinated and suitable.
- Form and chair an internal Project Evaluation Panel (members to include Finance, Service Audit representatives), agree terms of reference and undertake a post evaluation on project objectives, planning, costing, project outputs, operational outcomes and benefit analysis.
- Produce and publish findings and recommendations.
- Prepare, publish and present relevant papers at the Project Board.
- Hold and chair regular meetings to provide up to date, timely and comprehensive information on committed, forecasted and actual project cash flow, to provide advice on programme slippage, virements, anticipated overspends, status of capital forms/codes, sources of funding and borrowing requirements.
- Build and sustain effective communications with other roles involved in the shared services as required.
- Build and sustain effective communications with other Trust functions and positions involved with digital and transformation agenda as appropriate.

- Provide leadership and advice to Board, Executives, clinicians and managers on all aspects of Digital infrastructure.
- As a senior specialist be involved in meetings, feedback sessions etc. where highly complex, sensitive, emotive and sometimes highly contentious information is conveyed.
- Develop and maintain effective relationships and operational links with staff at all levels and disciplines, persuading and influencing engagement, and ensuring that risks, safety and quality issues; audit and other assurance sources, both inform and translate into positive service Project Management improvements.
- Ensure complex, highly sensitive or contentious information is communicated clearly, appropriately and effectively to the target audience, ensuring that reasons and rationale are fully understood. Through this process to work with staff, at all levels, to obtain cooperation, to promote alternate ways of working, to negotiate solutions and to ensure ownership and implementation of positive changes and understand areas for improvement
- To discuss sensitive and contentious information with staff from all levels of seniority using negotiating, persuasive and empathetic skills, for example during a complex and extensive incident whereby conflicting points of view maybe expressed.
- To be responsible for overseeing the Digital processes, providing leadership and support.
- Actively encouraging positive discussion to alleviate concerns and resolve issues.
- Demonstrate a high level of written and verbal communication skills, conveying complex information.

Analytical and Judgement

- Throughout the life cycle of the project produce and publish a monthly dashboard report containing (but not limited to) information on budget compliance / reconciliation, cash flow, programme, design status, variations, quality, risk to objectives, statutory requirements, authority requirements, outstanding information, forecast out-turn costs, alternatives to deliver savings, health & safety, decisions taken, change control and performances of design team & contractors
- At key development sign off stages, check development information in collaboration with team, produce and publish budget statements, outline cost plans, cost checks and cost analysis statements to act as key control documents to ensure that as project develops the targets are checked and adjustments made in order to demonstrate that the project is managed within budget.
- Hold regular meetings with operational teams throughout the lifecycle of the project to ensure that they always have up to date, relevant and accurate information to understand status, compliance and risks, and are able to exercise authority at the right time.
- Ensure that formal project documentation is drawn up, completed and published.
- Ensure the project documentation is signed and confirmed by relevant parties before the project starts.
- Establish and maintain strategic links with a range of external partners/stakeholders or manage the links made through the team. Engage with external partners/stakeholders to gain their necessary level of contribution & commitment to the successful delivery of your work.
- Increase the level of knowledge & skills within the Trust through documenting key learning and supporting others to develop their professional abilities.
- Dissemination of knowledge through engagement in report writing, and reviewing, taking full responsibility for technical accuracy and reliability and being sensitive to the wider implications of that dissemination.
- Ability to interpret, analyse and translate a wide range of complex managerial information to underpin evidence based decision making.
- Analyse complex data so that trending can be discussed at management groups, quality governance and performance meetings.

Planning and organising

- Lead to ensure that the Standards meet best practice
- Organise workshops to identify areas of improvement for projects, documenting recommendations
- Build up a repository of project templates both technical and management to support the efficient project delivery - use examples from current and past projects to identify best practice
- Continue to evolve the processes and templates throughout the project lifecycle
- Implement project standards across all projects in the portfolio
- Update and administer the programme plan as required using reports from team Project Managers and the outcomes of project and board level meetings and workshops
- Prepare consolidated material from project reports for monthly review
- Complete and distribute monthly dashboard reports
- Support implementation of the quality strategy, including any processes and templates, across all projects.
- Implement the change control process across all projects and portfolios.
- Support the definition of small / medium project Business Cases (scope, goals, deliverables, costs, timescales, plans, dependencies, resource requirements and milestones)
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- Co-ordinate quality activities to meet quality objectives.
- Manage project risks, issues and change control, communicating the impact to the Project Board.
- Monitor projects against time, budget and quality standards.
- Identify the location of support to resolve technical issues affecting the transition into support, and formally closing off the project.
- Conduct or contribute to post-implementation reviews and identify any lessons learned
- Feed carry-forward items back into the master programme plan.
- Formulate long term strategic plans

Physical Skills

- Be able to travel across to different sites and various community settings where required.
- Proficient in the use of information technology and keyboard skills, able to produce high quality reports.

Patient Client Care

- Any patient contact will be incidental

Policy and Service Development

- Support the development of improved value culture across the organisation.
- Develop and implement a portfolio of projects across the Trust, aligned to the Service Digital Transformation programme.
- Project management of the projects includes scoping, the identification of milestones, communications strategies, risks and mitigation plans while minimising disruption to existing services and ensuring these are consistent with overall Trust and NHS strategy -This will include

managing projects from inception to completion and aligning them to the short, medium and long term strategies for digital transformation.

- Ensure systems and processes are in place with operations colleagues to implement new pathways, facilitating collaborative working across the sector and supporting the achievement of strategic objectives.
- Provide support and challenge to colleagues across the organisation supporting them to identify innovative ways in which to improve value.
- Use tested and credible tools and techniques, including lean processes, to evaluate and analyse highly complex and contentious issues, which adversely affect current organisational performance in clinical and administrative processes.
- Assist with problem-solving to find and understand root causes of underperformance.
- To adapt existing or design new strategies, to enable the creation of distinctive patient pathways of care for patients or administrative processes that bring about higher quality and less waste.
- To design and implement innovative methods to gain patient and public involvement to inform service direction, improvement, user satisfaction and as a tool for performance management.
- Transfer improvement skills via other forms of development such as mentoring, peer coaching and team development sessions.
- Contribute to establishing and building change management teams across the Trust with an ethos of sharing information and learning.

Financial Management

- Embed Value (improved quality and reduced cost) through the project portfolio.
- Use financial acumen to understand opportunities for saving money in order to ensure the greatest value is realised through public money
- Development of project construction, maintenance and compliance strategies and logistics solutions for projects
- Maintain project cost planning and cost control procedures to ensure clear balanced cost framework within which to produce and deliver a successful design and to ensure that the agreed budget is the maximum limit of expenditure.

Management / Leadership

- Provide project-management and redesign support to a large Trust wide multi-year programme focused around the organisations priority themes.
- Set projects up with clear plans for benefit delivery and support in the delivery and monitoring of delivery and benefits.
- To support Programme Managers in the understanding and tracking of complex interdependencies and delays between different parts of the service across the sector.
- To collaboratively determine key performance indicators to enable easy tracking of deliverables by Clinical Leads and operational teams.
- Responsible for mediating and advising in areas where there are differences of opinions.
- Support with production of documentation, including status reports, information/data/reports as required for Trust and management at Divisional and Executive level, bids for funding and explanations of technical and complex issues. This communication should be appropriate for target audiences. Make recommendations and present findings at different levels throughout the Trust.
- Produce materials to lead and influence existing opinions in order to launch and sustain change initiatives; this will include influencing how resources e.g. budgets, staff, are allocated across the organisation and recommending areas for investment / savings in line with business planning and Trust strategy.

- Actively participate in project management meetings and regular meetings with other stakeholders.
- Provide peer coaching, mentoring and support to colleagues to contribute to their development and understanding of continuous improvement techniques.
- Performance manage the project and contractor team using the terms of appointment to ensure that they fulfil their duties fully and effectively in the best interest of compliance with the project objectives.

Information Resources

- Work with other project teams to share information and learning.
- Manage and assess a complex range of data and making informed recommendations which are focussed on outcomes that meet external and internal customers' and patient needs.
- Design innovative and workable approaches to gathering information and data collection systems. This will include information gathering where data is difficult to get and interpret.
- Use data-driven presentations to challenge existing work practices and beliefs for varying audiences.
- Maintain and share throughout the Trust an understanding of healthcare policy and ideas and tools associated with health service development and improvement. Select from and translate healthcare policy, ideas and tools into materials and ideas relevant to the priorities and context of the Trust and Trust services.
- Document projects to support Programme Managers in presenting the benefit of improvement programmes e.g. cost benefit analysis, return on investment analysis and return on expectation analysis.
- Accurately record personally generated information, maintaining records in accordance with Trust policies and procedures, the Data Protection Act and Caldicott principles at all times.
- Maintain accurate statistical information and data using databases as necessary to inform and drive programme of work.
- Enable assurance through analysis of data captured through metrics, research projects, service improvement initiatives and audit, and actively encourage the use of information to improve the quality of services
- Collate as required, qualitative and quantitative information and lead appropriate analysis to develop business cases and contribute to project 'products'.

Research and development

- Analyse relevant data and evidence based findings to inform own work programme, and to design and introduce new initiatives relevant to agreed objectives.
- Horizon-scan for newly published research and studies, use advanced critical analysis skills to assess the validity of findings, and where appropriate, strategically lead work to implement as part of agreed work objectives

Freedom to Act

- The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the board.
- The Project Manager's prime responsibility is to ensure that the project produces the required products, to the required standard of quality and within the specified constraints of time and cost. The Project Manager is also responsible for the project producing a result which is capable of achieving the benefits defined in the Business Case.
- Nurture strong and positive working relationships with Divisions, to ensure digital expectations are managed and met through a shared understanding of Division and Digital Department of needs, issues, priorities and capabilities.

- Using a high level of sensitivity and diplomacy, manage expectations when new business ideas prove unworkable, do not fit strategically or do not provide value for money (identifying alternative solutions where possible).
- Coach Divisions in planning, scoping, implementing and using digital services & solutions to deliver productivity & efficiency gains and raise digital maturity across the Trust. Ensure that Digital considerations are included in prior approval and formal procurement, financial procedures are complied with and project management processes are followed for implementation.
- Identify key areas in which digital services & solutions can transform or streamline functions and tasks. Analysing and interpreting highly complex facts & situations and comparing ranges of options; support Divisions in development of digital business plans and business cases and; provide the link to the IT Department to ensure that the right expertise and resource is connected at the right time.
- Carry out initial reviews of Divisional digital proposals to determine feasibility and avoid duplication. Manage expectations where proposals do not demonstrate strategic fit, provide adequate benefit realisation or are unworkable.
- Ensure all Divisional information systems, services and contracts comply with requirements of Trust information security/governance and procurement policies & procedures and benchmarked against best practice. Identify gaps in practice and highlight these to responsible managers with recommendations on how they should address them.
- Interpret national guidance and legislation to determine its applicability to the Trust, working with other divisions leadership teams to take any actions required to improve adherence.
- Work with minimal supervision. This will require balancing the need for proactive service development and strategic leadership against reactive demands.
- Lead the development, planning and implementation of a broad range of complex activities, taking action as needed to ensure successful delivery of agreed outcomes, reporting progress and working across the central team to inform strategy and organisational learning.
- Exercise own judgement based on interpretation of highly complex facts to inform own work priorities.
- Influence and negotiate with stakeholders across all levels of the organisation to progress the agreed work programme.
- Make recommendations, provide advice and prepare strategic reports/briefings for the trusts leadership teams and others as required.

Physical effort

- There is a frequent requirement for sitting or standing in a restricted position for a substantial proportion of the working time,

Mental effort

- There is a frequent requirement for concentration where the work pattern is predictable with few competing demands for attention, or there is an occasional requirement for concentration where the work pattern is unpredictable.

Emotional Effort

- Occasional exposure to distressing or emotional circumstances, or frequent indirect exposure to distressing or emotional circumstances, or occasional indirect exposure to highly distressing or highly emotional circumstances.

Working conditions

- Requirement to use Visual Display Unit equipment more or less continuously on most days.

Person Specification

Criteria	Essential	Desirable	How criteria will be assessed
Qualifications	<ul style="list-style-type: none"> • Educated to Masters level and evidence of post-graduate qualification, or equivalent by virtue of experience • Evidence of continuing professional development. • Project management qualification or significant knowledge of methodologies 	<ul style="list-style-type: none"> • Evidence of continuing professional development including management studies to masters level or above or equivalent experience • Professional registration (BCS, IET, UKCHIP) • ITIL Practitioner Certificates • Sufficient knowledge of NHS/Government policies, strategies and organisational relationships in relation to digital, IT and public service developments, to be able to advise clients and develop proposals for the IT Department to respond to corporate needs. 	
Experience	<ul style="list-style-type: none"> • Knowledge & experience of organisational change or continuous improvement • Experience of training and facilitating group development and delivering training, education and development opportunities • Significant experience of working in an autonomous way, working within defined parameters to meet defined objectives and make rational decisions • Experience of providing specialist service change and modernisation advice to a range of professionals 	<ul style="list-style-type: none"> • Experience of working as a digital specialist within a non-digital environment (preferably involving clinical or supporting health services) 	

	<p>and in various environments.</p> <ul style="list-style-type: none"> • Experience of working in a change environment with multiple stakeholders, across organisational boundaries and securing their engagement • Experience of influencing staff at all levels to ensure project objectives are owned by all members of the teams including users and stakeholders. • Experience of working across organisational boundaries and multiple services • Significant senior experience either of clinical or supporting health services, or of IT development or operational services. • Effective leadership and people management skills • Strong influencing and negotiating skills in complex and contentious situations, able to engage people from a variety of backgrounds to deliver shared objectives and outcomes that gain maximum benefit • Able to articulate a compelling vision of how things could be and might be 		
Knowledge	<ul style="list-style-type: none"> • Knowledge & experience of organisational change or continuous improvement 	<ul style="list-style-type: none"> • Knowledge and understanding of the current and developing strategic digital requirements of an NHS Trust • Knowledge of clinical pathways across the Trust and understanding of Trust mandatory performance standards 	

Compliance statement to expected organisational standards.

To comply with all Trust Policies and Procedure, with particular regard to:

- Risk Management
- Health and Safety
- Confidentiality
- Data Quality
- Freedom of Information
- Equality Diversity and Inclusion
- Promoting Dignity at Work by raising concerns about bullying and harassment
- Information and Security Management and Information Governance
- Counter Fraud and Bribery

The Trust has designated the prevention and control of healthcare associated infection (HCAI) as a core patient safety issue. As part of the duty of care to patients, all staff are expected to:

Understand duty to adhere to policies and protocols applicable to infection prevention and control.

- Comply with key clinical care policies and protocols for prevention and control of infection at all time; this includes compliance with Trust policies for hand hygiene, standards (universal) infection precautions and safe handling and disposal of sharps.
- All staff should be aware of the Trust's Infection Control policies and other key clinical policies relevant to their work and how to access them.
- All staff will be expected to attend prevention and infection control training, teaching and updates (induction and mandatory teacher) as appropriate for their area of work, and be able to provide evidence of this at appraisal.
- To perform your duties to the highest standard with particular regard to effective and efficient use of resources, maintaining quality and contributing to improvements.
- Ensure you work towards the Knowledge and Skills Framework (KSF) requirements of this post. KSF is a competency framework that describes the knowledge and skills necessary for the post in order to deliver a quality service.
- Your behaviour will demonstrate the values and vision of the Trust by showing you care for others, that you act professionally as part of a team and that you will continually seek to innovate and improve. Our vision, values and behaviours have been designed to ensure that everyone is clear about expected behaviours and desired ways of working in addition to the professional and clinical requirements of their roles.
- Ensure you adhere to and work within local and national safeguarding children legislation and policies including the Children Act 1989 & 2004 , Working Together to Safeguard Children 2013, 4LSCB guidance and the IOW Safeguarding Policy.
- Ensure you adhere to and work within the local Multiagency safeguarding vulnerable adults policies and procedures
- Ensure that you comply with the Mental Capacity Act and its Code of Practice when working with adults who may be unable to make decisions for themselves,
- Ensure that you maintain personal and professional development to meet the changing demands of the job, participate in appropriate training activities and encourage and support staff development and training.
- Respect the confidentiality of all matters that they may learn relating to their employment and other members of staff. All staff are expected to respect conform to the requirements of the Data Protection Act 1998, including the responsibility to ensure that personal data is accurate and kept up to date

- If your employment is to a post that requires you to be registered with a professional body, the continuation of your employment is conditional upon you continuing to be registered with the appropriate professional body. The Trust will require evidence of current registration.
- Proactively, meaningfully and consistently demonstrate the Trust Values in your every day practice, decision making and interactions with patients and colleagues.
- Perform any other duties that may be required from time to time.
- Contribute to the IT Departments on-call rota and if required, maintain required skills, experience and resource levels allowing for hospital digital 24/7 services.

This job description may be altered, from time to time, to meet changing needs of the service, and will be reviewed in consultation with the post holder.