

SINGLE CORPORATE SERVICES

STRATEGY

Job title:	Strategy & Transformation Lead	To be completed by HR <i>Job Reference Number</i>
Reporting to:	Head of Strategy & Transformation	
Accountable to:	Chief Strategy Officer / Deputy Director of Strategy & Analytics	
Pay Band:	8b	

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

As the single corporate service will be delivered across both organisations, individuals may be required to undertake business travel between sites. The frequency and arrangements will be discussed on an individual basis, and 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 post holder will support the Head of Strategy & Transformation and the Head of Strategic Planning in delivering the objectives of the Strategy Portfolio Team, working closely with, and providing cross-cover to, the Strategic Planning Lead

The post holder will play a key role in supporting the delivery of transformational change across both Isle of Wight NHS Trust and Portsmouth Hospitals University NHS Trust, supporting in the delivery of the benefits of the Group arrangements between the two organisations.

Supporting the refresh of the improvement focus, via the Trust Breakthrough Objectives, longer-term Strategic Priorities and Trust-wide Projects.

The post holder will be required to support the Head of Strategy & Transformation to plan, manage and prioritise a broad range of programmes, to deliver the required benefits to clinical services and corporate functions.

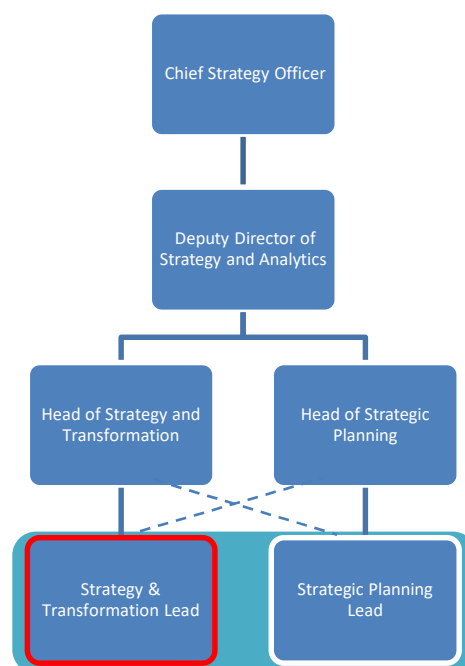
Under the direction of the Head of Strategy & Transformation, engage with system partners to maximise the benefits of system of working for both organisations.

Job summary

- The postholder is required to provide service redesign expertise and transformational change
 - leadership to support delivery and oversee significant programmes of work.
- To lead, develop, and manage a portfolio of work, providing specialised programme management expertise to ensure the successful delivery of desired outcomes, goals, and ambitions across both organisations.

- The post holder will engage with the respective clinical workstream leads, their teams and oversight groups, to ensure a robust change management approach is in place to progress and successfully deliver transformation programmes.
- To ensure that programme and project plans are aligned to both organisational strategies and the group clinical strategy.
- It is essential that the post holder is able to work across the strategy portfolio to ensure alignment with strategic planning.
- The post holder will need to work closely with a range of internal and external partners including Integrated Care Board, Hampshire and Isle of Wight Healthcare NHS Foundation Trust and social care to track progress, slippage, risk and delivery of spend and projected spend against the transformational programmes.
- To work closely with, and provide cross-cover and support to, the Strategic Planning Lead, ensuring business continuity and the effective deployment of capacity across the Strategy and Planning annual work cycle

Organisational Chart



Specific Core Functions

The post holder will work under the leadership of the Head of Strategy & Transformation, the Deputy Director, and the Chief Strategy Officer. They will be responsible for leading and supporting the development of a unified transformation and planning framework and process that addresses the needs of both populations. This framework will be aligned with a consistent strategy deployment approach across both Trusts.

Service Transformation

- The post holder will be responsible for developing, evaluating, and implementing service design or redesign initiatives for transformation programmes, ensuring alignment with strategy and medium-term operating plan requirements.
- The post holder will provide change management guidance and expertise to clinical and operational project leads, ensuring that all programme activities follow appropriate governance routes, developing plans, identifying outputs and ensuring best value.
- Undertake stakeholder engagement, option appraisal and review feasibility studies to develop new service models and new ways of working.
- Support the development of appropriate business cases for new service models and new ways of working.
- Develop and implement long term strategic plans for programmes of service design/redesign work within the transformation programme. Ensure that the programmes are coordinated and that interdependencies are well understood and communicated to all stakeholders.
- Responsible for the risk assessment, issue management and benefits realisation – support analysis and management of the risk, issue profile and benefits realisation for programmes of work.
- The postholder will oversee the work of the team involved in the transformation projects and programmes and direct tasks and timelines to ensure the successful delivery of transformation.
- The postholder may need to assign tasks and timelines to a multi-disciplinary team for whom they may not have line-management responsibility. The postholder will require strong leadership and influencing skills.
- The postholder will prepare and deliver appropriate reports, papers and presentations that are suitable for the audience. This may include papers to board members; committees and business cases and communications to stakeholders.

Strategy Deployment

- Support the deployment of the Trust(s) strategies via the agreed approach, underpinned by Delivering Excellence.
- Establish, maintain and support the leadership of the routines associated with the key attributes of strategy deployment: Annual breakthrough objectives (areas of improvement priority), Longer term Strategic Priorities (significant strategic programmes, that cannot be resolved through daily focus and are preventing progress towards the Trust True Norths), and Trust-wide projects (those projects that will directly contribute to the priorities of the Trust, and often require wide ranging resourcing).
- Lead on the development of the supporting reports and oversight arrangements for each element of the deployment, with outputs to be presented via the Chief Strategy Officer into Trust Leadership Teams and with Executive leads into Trust Board.
- Provide leadership as required to the strategy portfolio team, in supporting Programme Management to the Strategic Priorities, and project support (as necessary and agreed), to Executive and TLT SROs.
- Ensure all stakeholders & Senior Responsible Officers (SROs) are supported in the setting of

key milestones, management of risks and benefits realisation. Assist project leads in reviewing and reporting progress against plans, risks and issues.

- Ensure key risks to programme delivery are proactively identified, escalated appropriately, and addressed with robust mitigations in collaboration with SROs or equivalent, working with the Head of Strategy & Transformation, Deputy Director and Chief Strategy Officer.

Other

- Provide line management and leadership for the Strategy team
- Deputise for the Heads of Service as required
- Demonstrate high level of computer literacy including creation and use of spreadsheets, databases, charts, reports and data analysis in formats that will enable informed decision-making, working with a high degree of accuracy
- Undertake any other duties requested as appropriate to the banding

Key Responsibilities

Communication and Working Relationships

- The post holder will be providing and receiving complex, sensitive or contentious information, where persuasive, motivational, negotiating, training, empathic or re-assurance skills are required. This may be because agreement or cooperation is required or because there are barriers to understanding and/or providing and receiving highly complex information.

Analytical and Judgement

- Judgements involving complex facts or situations, which require the analysis, interpretation, and comparison of a range of options.

Planning and organising

- Planning and organisation of a number of complex activities or programmes, which require the formulation and adjustment of plans.

Physical Skills

- The post requires physical skills which are normally obtained through practice over a period of time or during practical training e.g. standard driving or keyboard skills, use of some tools and types of equipment.

Patient Client Care

- Assists patients/clients/relatives during incidental contacts.

Policy and Service Development

- The post holder is responsible for implementing policies within a team/department and proposes changes to working practices or procedures for own work area.

Financial Management

- The post holder will observe a personal duty of care in relation to equipment and resources used in the course of their work.

Management/Leadership

- The post holder is responsible for day-to-day supervision or co-ordination of staff within the Transformation team. They will deal with work allocation and daily responsibility for the monitoring or supervision of one or more groups of staff.

Information Resources

- The post holder has occasional requirement to use computer software to develop or create statistical reports requiring formulae, query reports or detailed drawings /diagrams using desktop publishing (DTP) or computer aided design (CAD).

Research and development

- Undertakes surveys or audits, as necessary to own work; may occasionally participate in R&D, clinical trials or equipment testing.

Freedom to Act

- The post holder is guided by precedent and clearly defined occupational policies, protocols, procedures or codes of conduct. Work is managed, rather than supervised, and results/outcomes are assessed at agreed intervals.

Physical effort

- A combination of sitting, standing, and walking with little requirement for physical effort. There may be a requirement to exert light physical effort for short periods.

Mental effort

- There is a frequent requirement for concentration where the work pattern is unpredictable, or there is an occasional requirement for prolonged concentration.

Emotional Effort

- Exposure to distressing or emotional circumstances is rare, or occasional indirect exposure to distressing or emotional circumstances.

Working conditions

- Occasional exposure to unpleasant working conditions, or occasional requirement to use road transportation in emergency situations, or frequent requirement to use road transportation, or frequent requirement to work outdoors, or requirement to use Visual Display Unit equipment more or less continuously on most days.

Person Specification

Criteria	Essential	Desirable	<i>How criteria will be assessed</i>
Qualifications	Relevant Masters' / degree level qualification or equivalent experience	Formal Project/Programme management qualification or equivalent experience	A/I

	Trained in service improvement methodologies with significant experience of application of learning in practice		
Experience	Significant experience of leadership at a managerial level in operational and strategic management. Significant experience of delivering change programmes in complex and challenging environments Experience of using NHS information, benchmarking data and hospital information systems Performance management: able to effectively manage performance by holding self and others to account for delivering required standards and outcomes Presentation: being articulate and skilled in presenting ideas to others. Able to prepare and produce concise and insightful reports for a broad range of audiences Analytical: able to use and interpret complex information to make robust recommendations for evidence-based practice and decision-making Prioritisation: able to manage work of self and others to accommodate competing priorities and meet demands Motivating: ability to inspire confidence in staff across the organisation and to influence and negotiate at appropriate	Experience of working across both health and care settings, or other public sector bodies.	A/I

	level. Ability to motivate self and others and work autonomously as well as working effectively as part of the team		
Knowledge	Good knowledge of the NHS with up-to-date knowledge of patients' services and evidence of CPD Ability to assess complex issues, manage risks and make evidence-based decisions Skilled in influencing change and driving transformation and performance improvements Experience in partnership working at a senior level, including negotiation and stakeholder engagement Familiarity with IT systems	Developing and implementing innovative service models aligned with corporate and departmental objectives Familiarity with data driven decision making Understanding of emerging research and best practice in a healthcare setting	A/I

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 everyday practice, decision making and interactions with patients and colleagues.
- Perform any other duties that may be required from time to time.

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.