

Our vision for Pharmacy is....

A happy, fulfilled workforce that provides outstanding care to the local community.

## **Senior Leaders Job Description:**

**Title: South East Region Aseptics Transformation Programme Manager**

**Band: 8c**

**Staff Group: Pharmacy (Clinical Delivery Division)**

**Reports to: Chief Pharmacist**

### **Job Summary:**

The post-holder is responsible for providing overall management and leadership of the South East Aseptic Transformation Programme with the aim of producing a regional strategy and plan for the transformation of aseptic services.

This role is responsible for leading the aseptic transformation and improvement programmes using the South East Programme Delivery Framework and regional approach to improvement to ensure they align with the regional governance, improvement, delivery and risk management approach. Implementing and embedding a robust programme delivery framework with a strong focus on benefits realisation.

The post holder must be highly skilled in working with very senior leaders to deliver large scale, cross system transformational change and cost improvement schemes that involves working and bringing together a wide range of health and care teams across primary, secondary and community settings.

The post holder will develop and oversee the direction and delivery of all project work streams, and support and enable senior managers, clinicians, partners and directors to deliver the programme. Working across the whole region you will need to have an exceptional capacity to work flexibly, at pace and manage multiple workstreams. You will need to be able to think strategically and how best to spread and scale good practice.

A key aspect of the role will be to ensure appropriate evaluation and metrics are in place to support impact monitoring and milestone achievement.

The role is expected to provide leadership directly and indirectly for project management and support and identity resources needed to enable programme delivery.

The post holder will work collaboratively with internal and external stakeholders to ensure effective management of interdependencies and delivery of objectives.

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### **Key Responsibilities:**

#### **Shared Core Functions**

- Proactively and positively contribute to the achievement of deliverables through individual and team effort. Manage the production of the required deliverables and control risks.
- Support team members to deliver on their functionally relevant objectives through offering advice, guidance, and support as appropriate.

- Working within the overall strategic objectives, devise, implement and monitor the strategy. Evaluate, interpret and locally implement best practice.
- Ensure that approved budgets are spent effectively and in accordance with agreed procedures.
- Liaison with Senior Professionals and related functions to ensure that work is neither overlooked nor duplicated.
- Build and sustain effective communications with other roles involved in the shared services as required.
- Maintain and continuously improve specialist knowledge in an aspect of Health Service which significantly contributes to the Trust's stated objectives & aims.
- 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.
- Undertake proactive horizon scanning for either developments relating to Trust work or opportunities for Trust involvement around health issues.
- Increase the level of knowledge & skills within the Trust through documenting key learning and supporting others to develop their professional abilities.

## **Specific Core Functions**

### **Project Management**

- Using the South East Programme Delivery Framework, provide programme management, leadership and expertise to the programme and individuals in the team, to deliver the objectives of the aseptics transformational programme.
- Working closely with the programme SRO, team and regional multidisciplinary team to ensure the programme remains on track, identifying and proposing solutions to managing risks associated with programme delivery.
- Lead the development of business cases, including feasibility studies, outline business cases (OBC), and detailed scheme designs.
- Plan and organise complex, long term and often interdependent projects that form the programme.
- Design, facilitate and effectively lead programme management meetings with stakeholders; ensuring breadth in participation and a focus on action planning.
- Working with the Programme SRO and Regional Chief Pharmacist, determine and allocate staff and other resources for the programme and individual projects, monitoring work allocation and re-allocating as necessary to ensure successful delivery to time, cost and quality.
- Commission, plan and implement appropriate evaluation, benefits management and audit of the programme across sites and organisations.

### **Financial management**

- Ensure that programme related business plans are underpinned by detailed and robust financial plans through budget planning and negotiation of appropriate budgets.
- Manages budget for own area of work and multi-stranded project workstreams to ensure best value for money, including signing off invoices, monitoring expenditure and providing budgetary reports.
- Actively monitor expenditure against budget and address problems at an early stage.
- Lead the commissioning and procurement of products, equipment, services, systems and facilities, as required for the delivery of the project.
- Deliver and oversee complex recharging arrangements across multiple organisations.

### **Staff and stakeholder management**

- Lead engagement plans for the programme to proactively ensure that positive and effective relations are developed and maintained between members of the team, all clients and key internal and external stakeholders throughout the programme.
- Lead strategies to achieve acceptance, consensus and alignment of views, both formally and informally from senior managers and clinicians. Be able to adapt and be flexible to audience whilst delivering core content.
- Use highly developed negotiation, persuasion and motivational skills to gain support for the programme across the breadth of stakeholders, including commissioners, patients and providers.
- Work closely with the Regional Delivery Unit to ensure programme approach aligns with Regional Recovery and Sustainability Programmes.

- Work in a matrix management style and foster close working relations with other stakeholders.

### **Information management**

- Develop, implement, monitor and evaluate programme information management systems for allocated projects ensuring they are fit for purpose to a range of audiences.
- Lead programme team to develop, refine and implement project data collection systems that will provide accurate and timely data, including quantitative and qualitative data.
- Accountable for ensuring data quality of databases required by the programme.
- Lead and develop policies and protocols to support the programme that are consistent with Trust standards and work across clinical services.
- Support wider review and development of existing project information management systems to ensure an integrated approach to programme management.

### **Strategy, change and service improvement**

- Lead the development of a programme strategy including research and development to identify, develop and promote best practice.
- Ensure infrastructure in place to test and review new concepts, models, methods, practices, products and equipment.
- Regular horizon scanning of best practice and ways of working within the sector and within project management

### **Personal Development**

- Maintain up to date knowledge of a range of skills including service improvement techniques and be responsible for developing and maintaining own CPD programme.

### **Research and Development**

- Undertake primary and secondary research, audits and evaluations as required.

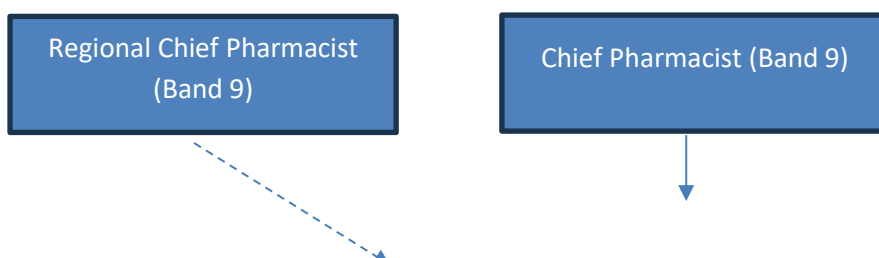
### **General**

- Autonomy for specific areas of directorate, to assess the impact of change and make decisions, balancing risks and priorities
- Provide advice to the stakeholders within the South East Region.
- Proactive in identifying and addressing issues which are significant within and across directorates.

### **Other**

- 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.
- Always keep requirements in mind and seek out to improve, including achieving customer service performance targets.
- Adhere to Trust and Regional policies and procedures, e.g. Health and Safety at Work, Equal Opportunities, and No Smoking
- Act in such a way that at all times the health and wellbeing of children and vulnerable adults is safeguarded. Familiarisation with and adherence to the Safeguarding Policies of the Trust is an essential requirement for all employees. In addition, all staff are expected to complete essential/mandatory training in this area.
- 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.

## **Organisational Chart of role.**



## South East Region Aseptics Transformation Programme Manager

### Person Specification

#### Qualifications

##### Essential

- Relevant Masters / MBA, equivalent professional qualification or equivalent experience.
- Managing Successful Programmes (MSP) to practitioner level or equivalent
- Evidence of recent Continuing Professional Development.

##### Desirable

- Formal qualification in Project management (PRINCE 2) or equivalent.

#### Experience

##### Essential

- Evidence of leading successful programme and / or operational performance and improvement at a strategic level; including business case preparation, service initiation / commissioning, contract negotiation, and the development and monitoring of output and outcome measures.
- Extensive programme management experience in large complex organisations, including design, development, implementation and management of change in a multiple stakeholder environment.
- Experience of managing large, multistranded budgets from a range of income sources and demonstrable evidence of individual, team, financial, process and change management.

##### Desirable

- Highly developed knowledge and understanding of the changing NHS environment, strategy, and policy agendas.

#### Skills and Knowledge

##### Essential

- Expert knowledge of operations and / or programme management methodologies and techniques.
- Extensive knowledge of contract management.
- Excellent understanding and track record of successful change and programme management.
- Highly effective leadership, people and project management skills.
- Use advanced analytical and judgement skills including understanding and application of complex statistical and numerical data.
- Extensive proven experience of leading strategic and highly complex change projects and wider programmes of work.
- Experience of delivering against competing priorities and deadlines whilst also directing the work of teams/individuals.
- Work flexibly, prioritise workloads and resource them in response to changing demands and requirements.
- Excellent interpersonal, communication (written, oral, presentation, facilitation), networking and negotiation skills with a track record in consistently delivering performance targets and writing complex business cases, policies and change.
- Excellent management skills including motivating and coaching staff. Excellent organisational skills and the ability to prioritise, meet deadlines and delegate effectively.
- Ability to find innovative ways of solving or pre-empting problems.
- IT literate, including competency in MS Office programmes and in particular in Excel and MS Project.

#### Personal Qualities

- Role model

- Prepared to work flexibly in multidisciplinary environment.
- Ability to remain calm and work under pressure.
- Able to work flexible hours to meet the needs of the service.

### **Working Together For Patients with Compassion as One Team Always Improving**

**Strategic approach** (clarity on objectives, clear on expectations):

- Plans and takes initiative in the best interest of the patient.
- Makes decisions based on organization strategic direction.
- Makes success criteria clear to others and focuses them on what matters most.
- Avoids major problems through anticipation and contingency planning

**Relationship building** (communicate effectively, be open and willing to help, courtesy, nurtures partnerships)

- Consistently seeks to understand and meet the needs and interests of patients.
- Asks open questions and listens to other ideas to develop joint solutions.
- Involves key stakeholder and staff in planning organisational change.

**Personal credibility** (visibility, approachable, back bone, courage, resilience, confidence, role model, challenge bad behaviour, manage poor performance, act with honesty and integrity).

- Articulates a compelling vision of how things could be and might be.
- Consistently delivers on promises.
- Consistently acts in accordance with, and champions PHTs values.
- Displays sensitivity to the needs and feelings of others.
- Has a zero tolerance to, and challenges bad behaviour.
- Actively manages poor performance.
- Commitment to and focused on quality, promotes high standards in all they do. Able to make a connection between their work and the benefit to patients and the public.
- Consistently thinks about how their work can help and support clinicians and frontline staff deliver better outcomes for patients.
- Demonstrates knowledge and understanding of equality of opportunity and diversity taking into account and being aware of how individual actions contribute to and make a difference to the equality agenda.

**Passion to succeed** (patient centred, positive attitude, act, take pride, take responsibility, aspire for excellence).

- Motivates others through infectious enthusiasm and 'can do' attitude.
- Maintains optimism and sense of humour in stressful situations.
- Emphasises the positive side of difficulties, portraying them as opportunities.
- Finds ways around seemingly insurmountable obstacles, not easily defeated.
- Infuse pride and joy in work.
- Lead by example by taking responsibility, being compassionate and aspiring for excellence.

**Harness performance through teams** (champion positive change, develop staff, create a culture without fear of retribution, actively listen and value contribution, feedback and empower staff, respect diversity)

- Takes proactive steps to develop team members using a variety of approaches.
- Involves team members in planning and delivering change.
- Stimulates and communicates cross disciplinary communication.
- Recognises and rewards effort, not just achievement.

- Matches the needs of activity to available resources.
- Seeks out and listens to team members and stakeholders, welcoming warnings, or problems.

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## Working to deliver excellence in care together for our patients and communities



Fulfil our role in the community we serve



Support high quality patient focussed care



Take responsibility for delivery of care now and in the future



Invest in the capability of our people to deliver our vision



Build the foundations on which our team can best deliver care

No delays (value patients time)	Provide the best possible patient experience & eliminate avoidable harm	Living within our means and eliminate waste	Be the best place to work	Continuously learn, supporting our people and teams to improve everyday
<ul style="list-style-type: none"> <li>No patient to spend longer than 4 hours in the Emergency Department</li> </ul>	<ul style="list-style-type: none"> <li>No avoidable harm (moderate or above)</li> <li>Top acute Trust for inpatients recommending care</li> </ul>	Achieve financial balance	<ul style="list-style-type: none"> <li>Top 20% acute trust in the staff survey for staff reporting as best place to work</li> </ul>	All staff report they feel able to contribute to improve
What does good look like – a value-added service provided by the wider pharmacy team that delivers safe, efficient and appropriate care in the use and supply of medicines throughout the patient journey, based on real time prescribing.	What does good look like – all patients using our service will have their prescriptions reviewed regularly and medication supplied accurately so as to avoid harm and be provided with information on their medicines and any changes made.	What does good look like – we run an efficient service that promotes cost effective use of medicines through collaborative formulary management across secondary and primary care interfaces, appropriate use of high cost drugs, use of patients own medicines, avoidance of unnecessary duplication of dispensing, minimising of waste through recycling, optimal stock control and active participation in financial improvement planning.	What does good look like – our staff can work in an environment where they can expect a meaningful appraisal that focuses on their career development and supports their needs and values their contribution. Staff can expect a fit for purpose work environment with the resources they require to fulfil their role.	What does good look like – Everyone in the department accepts that continuous improvement is a part of all we do <u>everyday</u> , and that all staff are equipped and empowered to contribute to making our service the best it can be.
80% of TTOs turned around in under 90mins 48% supplied of total medicines prescribed on discharge 80% of outpatient prescriptions turned around in under 20mins 07/06/2024	Medication Learning Events – medication learning events causing harm ≤13% 80% of <u>high risk</u> patients screened within 24 hours 90% of <u>high risk</u> patients have their charts screened within 48 hours of admin 80% of all patients have their charts reviewed within 48 hours of admin 80% of discharge prescriptions counselled by pharmacy staff during working hours	80% of Financial Improvement Plans (FIPS) achieved Reduction of unnecessary duplicate dispensing (by items) by 10%	Appraisal rate >85% Vacancies below 7.5%	100% of Pharmacy staff undertake a <u>full service</u> induction program when starting with the Trust

### Pharmacy Mission:

The role we play is as Medicines experts providing safe, effective, and timely access to medicines and medication advice to PHU and other NHS providers utilising advances in digital technology. Working with the multidisciplinary team within PHU and across the Integrated Care System (ICS) we work to improve the information available to staff, patients and their carers to optimise and personalise patient care.

Job holders are required to always act in such a way that the health and well-being of children and vulnerable adults is safeguarded. Familiarisation with and adherence to the Safeguarding Policies of the Trust is an essential requirement for all employees. In addition, all staff are expected to complete essential/mandatory training in this area.

**Print Name:**

**Date:**

**Signature:**