

SINGLE CORPORATE SERVICES

DIGITAL SERVICES

Job title:	OneEPR Change Lead	
Reporting to:	Head of EPR Development	
Accountable to:	Associate Director of Digital Development and 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.

The OneEpr Programme exists to implement a single integrated electronic patient record (EPR) designed to improve patient outcomes and the experience of delivering care for our colleagues.

The solution is the direct result of the combined vision and strategic goals of:

1. Isle of Wight NHS Trust (IWT)
2. Portsmouth Hospitals University NHS Trust (PHU)
3. Hampshire Hospitals NHS Foundation Trust (HHFT)
4. University Hospital Southampton Foundation Trust (UHS)

The Trusts will work together with their clinical and departmental experts alongside regional digital colleagues to procure and implement a joint EPR over the coming years .

The introduction of EPR will support us in transforming how we work every day, helping us to run our services with the information we need at our fingertips. It will also help us to deliver care in a different way, according to best practice, efficiently and consistently.

Our EPR will act as an enabler for a greatly improved integrated healthcare system, in which caregivers and patients have electronic access to more complete health records and are empowered to make better health decisions. The key objectives of the programme are:

1. Enhance patient care by empowering clinicians, providing them with the right information at the right time and in the right place
2. Improved continuity of care for many of our patients who receive treatment at more than one Trust
3. Provide a 'single source of truth', making sharing information across pathways much simpler

4. Maximise efficient working and reduce errors when making decisions
5. Allow significantly greater clinical information-sharing with our partners in primary care

Job Summary

- This post is a managerial role responsible for readying the Trust for the transformational change that will deliver and realise the intended benefits of the OneEPR. The role requires highly developed service transformation and change management skills and expertise to facilitate Transformation Events, forums, and meetings with a wide range of stakeholders to develop action plans to deliver service change. You will use expert analytical skills to interpret complex performance and transformation data, presenting actionable insights for service improvement and redesign. This role reports to the Head of EPR Development, with professional oversight from the OneEPR Transformation and Adoption Lead and the EPR Programme Manager

General Duties

As the Change Lead on the EPR programme, you will:

Lead the identification and validation of benefits, and contribute to the identification and validation of partnership wide benefits, for the inclusion in the EPR Full Business Case and beyond.

- Support the development of a high-level strategic plan for the realisation of material quality and financial benefits, in a way that supports delivery of the Trust's strategic objectives and quality and financial benefits identified in the Full Business Case.
- Work with the OneEPR Transformation and Adoption Lead to implement the strategic benefits realisation plan, jointly leading the redesign of processes to achieve significant efficiency or productivity gains
- Hold overall **local** accountability for monitoring the scope and progress of the benefits against the benefits realisation plan, reporting progress and exceptions to the Programme Board.
- Contribute to a stakeholder and change management strategy to ensure key players are identified and engaged throughout the programme for a successful delivery of transformational change.
- Use change management, Quality Improvement and Lean techniques where applicable, and promoting the investigation and consideration of effective ways of working / clinical pathways adopted by other Trust sites.
- Consider how best practice from national guidance and blueprints might be introduced as part of the programme, clearly articulated to the programme board the options, risks and benefits for informed decision making.
- Engage with key stakeholders across the organisation, including divisional management teams and clinical leads, to ensure EPR functions in line with clinical pathways and that EPR related benefits are locally owned.
- Support the design of "as is" and "to be" EPR target operating model, including but not limited to process mapping and organisational re-design.
- Ensure cohesive and structured delivery of EPR change management across the Trusts.
- Responsible for Trust-wide change management and stakeholder-targeted communications, liaising with the Trust Comms team and the EPR programme team for the dissemination of information and management of responses.
- Responsible for achievement of objectives relating to transformational change and benefits realisation.
- To be a key player in development of the wider Integrated Care System (ICS) digital strategy.

Key Responsibilities

The post holder is required to:

- Reporting directly to the Head of EPR Development, with professional oversight from the OneEPR Transformation and Adoption Lead, and the EPR Programme Manager.
- Implement the strategic benefits realisation plan for the Trust, ensuring all local efforts are directly aligned with the overarching vision and strategic goals of the OneEPR Programme
- Serve as the primary executor of the OneEPR change vision at a local level, ensuring the introduction of the EPR supports the transformation strategy
- Contribute to a stakeholder and change management strategy in partnership with the central program team to ensure all key players are identified and engaged throughout the project for successful transformational change.
- Develop, or update and keep current, the high-level strategic plan for the 10-year duration of the Trust's EPR and monitor progress against these plans to ensure the safe and timely delivery of the benefits against those planned.
Identify benefits related risks, report and manage project risks and take appropriate steps to mitigate all identified risks and issues.
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- Analyse and document highly complex information and/or performance data to guide strategy and over-arching plans and/or reporting requirements for benefits.
- Work with senior Trust staff and other appropriate stakeholders to analyse, negotiate and facilitate agreement for change to high-impact, complex or critical workflows and current working practices which will improve efficiency, patient flow and/or patient experience leading to significant changes in working practices across the Trust(s), whilst managing expectations and resolving conflicts when necessary.
- Be responsible for Trust-wide change management and stakeholder-targeted communications.
- Log issues as they arise and liaise with senior Trust staff, colleagues and/or the supplier to achieve resolution, updating the systems accordingly.
- Work with peers across other providers to share best practice and find solutions to key barriers.
- Provide regular, standardised progress to the Programme team, ensuring all reporting aligns with the central project timeline and requirements
- Hold overall local accountability for monitoring the scope and progress of benefits and changes in working practice against the centrally-defined plan
- Facilitate Transformation Events and forums with a wide range of local stakeholders in coordination with the wider OneEPR Transformation team
- Utilise conflict-resolution strategies in response to barriers of understanding or acceptance faced by staff in terms of the changes in working practice. You will handle change management issues professionally, sometimes in hostile or antagonistic situations alongside the change management team(s) Initiate, arrange, and chair meetings with a wide range of stakeholders, including executive-level staff, senior Trust staff, and programme colleagues, to discuss and resolve areas of concern, ensuring the effective delivery of transformational change across the programme. Handle change management issues professionally and sometimes in hostile or antagonistic situations alongside the change management team(s).
- Regularly undertake surveys, audits and/or research to support the monitoring and implementation benefits realisation plan.
- Work in a complex and unstructured multi-disciplinary environment; be able to act with minimum guidelines and set standards for others.
- Act as an ambassador for the OneEPR Programme at all times.
- Undertake additional, specific programme work in support of the EPR programme under the direction of the Programme Director and alongside the process design, change management and transformation/benefits leads across the programme.

Communication and Working Relationships

- The post holder will be providing and receiving highly complex, highly sensitive or highly contentious information, where developed persuasive, motivational, negotiating, training, empathic or re-assurance skills are required. This may be because agreement or co-operation is required or because there are barriers to understanding and/or presenting complex, sensitive, or contentious information to a large group of staff.
- Provides liaison between the Clinical, Operational and Digital function in the design and deployment of new technologies and systems to support nursing/clinical care and documentation processes.
- Maintains relationships with key business partners and other senior industry leaders in order to leverage best practices, evaluate emerging technologies, and distribute knowledge internally to inform plans and strategies.
- Acts as a change agent in the identification, development, planning, implementation, and value measurement of informatics strategies and projects to support quality patient care and professional practice.
- Work with peers across other providers to share best practice and find solutions to key barriers or issues associated with using technology or systems in clinical practice
- Occasional formal and informal, oral or written contact with external organisations such as:
 - GPs and Practice Managers
 - NHS IT suppliers and consultants
 - Other NHS Organisations
- Having to work collaboratively to ensure delivery of the transformational change required to effectively deliver the benefits expected from the EPR Programme.

Analytical and Judgement

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

Planning and organising

- Planning and organisation of a broad range of complex activities or programmes, some of which are ongoing, which require the formulation and adjustment of plans or strategies.
- The post holder will be responsible for formulating long-term, strategic plans, which involve uncertainty, and which may impact across the whole organisation.
- Collaborates with nurse leaders and Informatics in planning and implementing EPR optimisation including changes in workflow.
- Combines knowledge of informatics concepts and change management to effectively address the information and knowledge needs of healthcare professionals and patients to promote safe, effective, and efficient use of health informatics in clinical settings.
- Collaborates with administrators, clinicians and Informatics leads to translate clinician requirements into coordinated specifications for new clinical solutions.
- Works with clinical and Informatics leads in evaluating the effectiveness of technologies and workflows that impact clinical users.
- To take responsibility for the development and implementation of protocols and policies relating to areas of responsibility as appropriate.
- To provide input to the development of business cases for areas of responsibility and provide leadership on specific projects where required.
- Develops and implements appropriate service delivery in collaboration with Informatics leadership in defining, delivering, and improving services for the organisation and its customers.
- Identify ways of making efficiencies to take action to ensure delivery of the CIP.

- In liaison with the CIO and CCIO, review and update the risk register.
- Lead on developing and approving relevant documentation relating to Informatics/clinical systems/pathway changes engaging with wider stakeholders across the Trust and STPs.

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 keyboard skills

Policy and Service Development

- The post holder is responsible for major policy implementation and policy or service development, which impacts across or beyond the organisation.

Financial Management

- The post holder will be responsible for the safe use of expensive or highly complex equipment.
- Oversee the budget of direct line reports as required of the role.

Management / Leadership

- Lead on the full recruitment, management, and budget management of a change team to deliver transformational change and benefits realisation across the programme.
- Providing direction and leadership to a pool of multidisciplinary people who work across a portfolio of programs and projects.
- Expected to both work virtually, engaging with colleagues and face to face across all sites where Trust staff work.
- The post holder is the line manager for the Change Team, with responsibility for appraisals, managing sickness absence, dealing with disciplinary and grievance issues, leading on recruitment and selection, staff development and succession planning and managing all aspects of people management.
- Provide mentorship, coaching, supervision and shadowing opportunities to individuals in order to support their development, as appropriate.
- Be appraised at least annually and contribute to own personal development plan (PDP).
- Be responsible for developing and sustaining own knowledge, management & clinical skills (as appropriate) and professional awareness in accordance with CPD requirements and maintain a professional profile.
- Be accountable for and maintain own competence in practice.

Information Resources

- The post holder is responsible for adapting / designing information systems to meet the specifications of others.

Research and development

- Undertakes surveys or audits, as necessary to own work
- Participate and initiate audits in line with the Performance Management Framework as requested by the organisation.

Freedom to Act

- The post holder is required to interpret overall health service policy and strategy, in order to establish goals and standards.

Physical effort

- This role requires the post holder to be sitting (data analysis, report writing, virtual meetings/engagement) and standing (engaging with colleagues and driving change) for significant periods of time.

Mental effort

- There will be frequent situations where concentration on specific areas/problems is necessary. There is also direct impact on the Trust's ability to provide better patient care and service efficiencies and thus the pressure on the job holder to succeed is substantial.
- The multi-faceted nature of resource management means that problems arise unexpectedly, and the work pattern will, at times, be unpredictable.
- Required to multi-task and run with several issues at any one point in time.
- People management will be a constant challenge, particularly as there will be overall pressure to keep (and increase) momentum on projects, whilst supporting staff in their development and training.
- The multi-faceted nature of this type of job role means that work with a range of staff will be frequent so concentration level will need to be high.
- Must be a Self-Motivator who is not afraid to get involved to resolve any issues.

Emotional Effort

- Frequently dealing with difficult situations at all levels within the workforce which includes dealing with angry and challenging individuals.
- Empathetic approach and willing to use a range of communication skills to support staff in their own work plans across all levels of the organisation.
- A major element of this role is to challenge accepted behaviours and ways of performing tasks. To maintain this challenge requires substantial emotional effort.
- Every line manager as part of their job has to impart unwelcome news at some time or other, whether it be contrary to a staff member's belief, they are under performing, that the staff member cannot book holiday when they want to or that their behaviour is not acceptable.

Working conditions

- Frequent requirement to use road transportation, and public transport.
- Requirement to use Visual Display Unit equipment more or less continuously on most days.
- Will be required to work in many areas of the Trust as well as being based in the Digital department.
- Required to travel at short notice to other Trusts, represent the Trust and attend User group meetings.
- Requires a medium level of VDU usage.

Person Specification

Criteria	Essential	Desirable	How criteria will be
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			<i>assessed</i>
Qualifications	• Prince2 Practitioner, MSP, or other Programme Management qualification. • Change management methodology qualification (APMG Change Management Practitioner or equivalent certification), or similar level experience.	• Master's degree level, or equivalent professional qualification. • Evidence of Continuing Professional Development	Application and Interview
Experience	• Ability to understand the requirements of, and work effectively within, a demanding project environment. • Experience of working and delivering change in large complex organisation. • Experience of being able to balance competing priorities and meet personal and EPR targets within a fluctuating and demanding workload. • Significant experience of advising managers on operational and strategic issues. • Demonstrable record of successful line management of staff and proven team leadership and motivational skills. • Experience of presenting and communicating information about risks and issues to a senior audience in a clear and concise way. • Previous NHS or Healthcare experience. • Ability to understand complex problems, analyse and document workflows and current practice, identifying opportunities for change. • The ability to maintain issues lists and work to a project plan. • Resilient approach and flexible attitude to work. • Ability to work with and through others. • Ability to promote team collaboration and development.	• Software configuration experience.	Application and Interview

	• Customer focused with the ability to build relationships with, gain the confidence of and influence people at all levels. • Able to take on board new ideas, skills and knowledge. • Quick Learner. • Proficiency in standard computer packages such as Microsoft Word, PowerPoint, and Excel. • Strong interpersonal skills, effective communication, and follow-up skills. • The ability to lead meetings, prioritise tasks and resolve conflicts.		
Knowledge	• Proven ability to co-ordinate activities across multiple departments and with external organisations. • Able to plan, prioritise and organise the work of themselves and others to ensure the achievement of targets and outcomes. • Sound organisation skills ability to prioritise a demanding workload in a high pressure and very challenging environment, maintaining delivery of quality outputs to tight deadlines. • Excellent self-management, motivation, and time management. • Ability to implement, manage and support change processes. Ability to negotiate, persuade and stimulate staff that may be resistant to change.		Application and Interview

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.

- 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.