

JOB DESCRIPTION

1. GENERAL INFORMATION

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| Job Title: | Care Closer to Home Improvement Collaborative Manager and DTOC Lead – Healthy London Partnership |
| Grade: | 8b |
| Hours: | 37.5 hours per week |
| Responsible to: | Better Care Manager |
| Accountable to: | Care Closer to Home Programme Manager |
| Responsible for: | Responsible for day to day work assigned to Programme team whilst part of the Care Closer to Home Programme |

2. HEALTHY LONDON PARTNERSHIP

Healthy London Partnership (HLP) was established in April 2015 to undertake an exciting range of collaborative transformation programmes on behalf of all of London's Clinical Commissioning Groups (CCGs) and NHS England (London). HLP is a pan-London transformation body, formed as a response to the London Health Commission and Five Year Forward View.

HLP is supporting delivery of Sustainability and Transformation Plans (STPs) by delivering 'once for London' programmes and specific support for STPs. HLP will work flexibly alongside STPs to respond to peaks and troughs in demand, work on new emerging priorities and share knowledge to accelerate the transformation process.

The HLP portfolio of programmes aims to realise whole system transformational change and support London in achieving its goal to be the healthiest global city in the world. HLP wants to create the best health and care services and enable people to live happier healthier lives. Current programmes in the portfolio include urgent and emergency care, prevention and mental health to enablers such as estates and devolution. Programmes work to the principle that everything defaults to the most local level (subsidiary) and only does things that can be done once for London.

Leadership for each programme within the portfolio will be provided through identified joint CCGs and NHS England (London) senior responsible officers, and accountability for the transformation delivery unit will be to CCGs and NHS England (London) through the representative London Transformation Group.

HLP will work collaboratively with all parts of the system to ensure activities are aligned across the full commissioning and delivery chain, effectively supporting local transformation action, and maximising synergies across programmes to transform care across the whole system. This means the role will require you to be flexible and adaptable, willing to travel across London and sustain a collaborative approach across a range of stakeholders.

Join HLP and you will have the opportunity to shape a healthier future for our capital and build an exciting career.

3. JOB SUMMARY

We are looking for experienced and energetic senior improvement collaborative manager to join our Care Close to Home Programme and lead the Delayed Transfer of Care (DTC) workstream. This is an exciting opportunity to be part of a new team which will be central to driving and supporting the delivery of the Five Year Forward View and Urgent and Emergency Care Delivery Plan. This role is crucial in providing technical understanding of improvement collaborative methodology and hands on support to the Care Closer to Home Programme so that the programme can effectively support work to ensure that people are admitted to hospital are discharged in an effective and timely way and to their own home or usual place of residence wherever possible.

You will already have significant experience working on complex programmes of change which implement improvement collaborative methodology. You will also have experience and knowledge of the issues surrounding effective discharge work, the metrics used to measure success and a good understanding of the interplay between stakeholders in acute, community, mental health, social care and wider local authority sectors.

The post-holder is responsible for providing overall management of a programme or a significant workstream/s of a programme within Healthy London Partnership to ensure programme outputs are delivered effectively and to time and that all pan-London outputs align with and support local transformation programmes across Clinical Commissioning Groups and Strategic Planning Groups.

The post holder will work collaboratively within the Healthy London Partnership to ensure effective management of interdependencies across the portfolio of programmes and engage extensively with external key stakeholders including senior clinicians, senior managers in CCGs, STPs and NHS England (London).

It is expected that the specific programme managed by the post holder within this broad area will change over time as the portfolio of work changes.

The post is initially for a fixed term period until the end of March 2018. The post is currently based in London and will require travel around London. The post sits within Care Closer to Home programme within the Healthy London Partnership.

4. MAIN DUTIES AND RESPONSIBILITIES

Improving quality and outcomes

The post holder will:

- Ensure that the delivery of the programme in a way that is sustainable clinically and financially.
- Ensure that the delivery of the programme meets the targets of the NHS Five Year Forward View (5YFV) and the 9 must-dos described in the 2017-2019 Joint Planning Guidance.
- Deploy best Improvement Collaborative methodologies in the process of change

Communication and relationship building

The post holder will:

- Model a collaborative and influencing style of working, negotiating with others to achieve the best outcomes.

- Communicate regularly with senior commissioners and other managers in CCGs, STPs and NHS England, clinicians and managers in provider trusts as well as stakeholders across local authorities, the third sector, patients, carers and the public.
- Be responsible for sharing information and best practice and persuading and influencing change in services with clinicians and a range of other stakeholders. These will often be challenging and difficult discussions around the detail of national and local policy.
- Be expected to carry out a high degree of influencing with colleagues in both commissioning and provider organisations.
- Be responsible for communicating implementation of agreed London models of care as well as other service change and redesign support as required including complex clinical issues.
- Be required to relay complex information to a range of lay, managerial or clinical audience.
- Be expected to understand the enabler requirements for the programme, this would include consideration of IT as well as others such as workforce issues.
- Interpret guidance, good practice and other levels of detail related to the specialist area which need interpretation and translation for local adaptation and implementation.
- Be expected to present complex, sensitive and contentious information to a range of senior stakeholders, using well developed negotiation and reassurance skills to gain acceptance and buy-in to pan-London proposals.
- Ensure that key stakeholder relationships are developed and maintained in a way that promotes the work of the Healthy London Partnership and encourages further cross-system collaboration.
- Act as a central point of reference for internal and external stakeholders in relation to the programme, facilitating cross-system working and communication.
- Prepare and present complex and demanding project plans to programme boards and senior managers.

Responsibilities for analysis and judgement

The post holder will:

- Analyse good practice findings of highly complex data to understand how they can be applied in London and working through the implications of this within services.
- Analyse the local environment and consider the implementation of change, consisting of both discussion and consultation with local stakeholders and also analysis of local data and other information.
- Have a good understanding of the stakeholders, information and other factors that relate to London services and how this fits into the wider agenda.
- Take the lead at a local level, making judgements on the best ways of implementing change in specific circumstances, leading at a number of external meetings for the Healthy London Partnership.
- Analyse complex national strategy documents, breaking them down and making them applicable to a local context and audience.
- Collate and analyse very large data sets relating to London services and presenting this in a useful format to groups of stakeholders.

Leadership for transformational change

The post holder will:

- Model a collaborative and influencing style of working, negotiating with others to achieve the best outcomes. Embedding this approach across the Directorate.
- Model best practice in change and improvement methods to achieve best outcomes. Embedding these approaches across the Directorate.

Responsibilities for planning and organisation of activities

The post holder will:

- Be responsible for the project management of a programme or significant workstreams of a programme
- Recommend changes relating to services to mitigate risk or in the event of other factors changing expert recommendations.
- Create and deliver long-term (up to three years) strategic plans for the introduction of new and changed practices within London services.
- Oversee the planning of meetings and workshops, ensuring that appropriate stakeholders, at an appropriate level, attend, overseeing changes and amendments as necessary.
- Adapt local plans and priorities in line with national guidance, protocols and priorities, taking a keen interest in the political environment and the impact this has on programmes in London.

Development of policies and services

The post holder will:

- Develop proposals and policies relating to London services that will be agreed with their manager and external stakeholders as required.
- Provide expertise and advice on corporate policies which relate to their specialist area, or involve enablers that need to be taken into account in delivering on the specialist area, where they would be expected to advise on how best to proceed.
- Have a significant impact externally on their area of expertise and should be recognised as a “go to” place for information on that subject.
- Be the organisational expert in their area of work, advising the organisation on national strategies and how the NHS in London could respond to these on a local level.
- Be responsible for the implementation of pan-London programmes.

Financial responsibility

The post holder will:

- Contribute to the development of the departmental budget planning, highlighting specific concerns relating to capacity within the area of specialty and more broadly across the directorate.
- Support the management of contracts, specifications for tenders and awarding of new contracts, ensuring consistency with organisational Standing Financial Orders and best value for money.

Managing people

The post holder will:

- Provide expert leadership of implementation programmes for the organisation, managing staff in accordance with organisational policies and procedures.

- Provide line management for the relevant team, undertaking all managerial responsibilities (recruitment, training, performance management and disciplinary action as necessary).
- Provide training to staff and external parties where appropriate.
- Provide support and guidance to team members.
- Uphold organisational policies and principles on the promotion of equality,
- Create an inclusive working environment where diversity is valued, everyone can contribute, and everyday action ensure we meet our duty to uphold and promote equality
- Ensure the health, safety and wellbeing of all staff within the department.
- Ensure compliance with all confidentiality and governance requirements within the department.
- Adhere to the NHS Managers Code of Conduct and any other relevant professional codes of conduct at all times.

Responsibility for information resources

The post holder will:

- Hold the knowledge and expertise on their area of responsibility in a range of media.
- Employ systems crucial to the implementation and advancement of work relating to their specialist area across London.
- Be responsible for adapting information and reporting systems, including qualitative and quantitative data sets to inform the needs of larger service development systems within specialist area.
- Develop and manage systems for monitoring the progress of implementation, reporting on issues and bottlenecks to the senior team.
- Write and present regular reports of implementation projects, disseminating issues logs to ensure that other team members are aware of problems.
- Report on best practice and learning from implementation activities, ensuring a consistent message to all stakeholders from all Healthy London Partnership staff.

Enabling patient and public involvement

The post holder will:

- Ensure that patient and public involvement is embedded as appropriate within the delivery of the programme and within NHS England at relevant levels of decision making.
- Where relevant, act as a champion for patients and their interests and involve the public and patients in the policy development and decision-making of the NHS England.

Research and development

The post holder will:

- Lead and support larger scale research projects and programmes, which may be based outside the London area. using a range of sources, analyse complex issues and produce insight to develop robust proposals
- Undertake regular audits of implementation activity.
- Scan the horizon on an ongoing basis and make the Healthy London Partnership senior team aware of changes in practice, legislation and policies in a national and international context.
- Capacity for very fast interpretation of complex data sets and research findings to develop robust, evidence based initiatives

- Commission relevant agencies to deliver elements of the programme undertaking appropriate procurement procedures, working with providers to optimise output and holding providers to account for work delivered

Freedom to act

The post holder will:

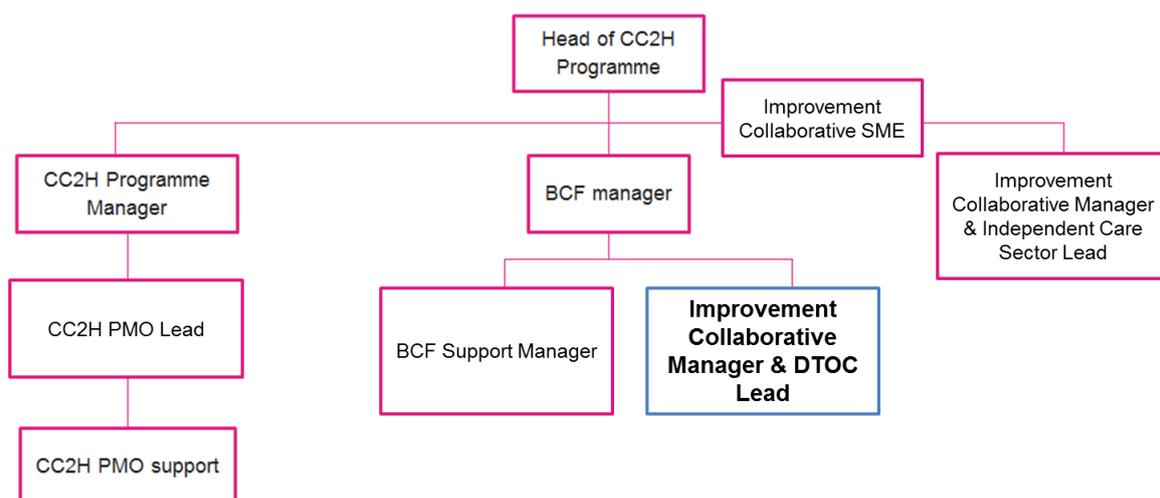
- Have considerable flexibility and autonomy in taking forward their specialist area within the parameters of the scope of the overall piece of work.
- Be the lead expert for one or more workstreams within a programme and will be expected to advise the organisation and external stakeholders in the details of the programme, best practice across the national and international community and the best ways of implementing practice on a local level.
- Be expected to act independently, with a large proportion of their working week out in the field, without access to senior support or advice.
- Be expected to be an expert in the field, with credibility at all levels to ensure successful implementation of pan-London models of care.

Key working relationships

The post holder will:

- Work collaboratively across the system in London including other HLP teams, particularly the In-Hospital team, ADASS, NHS England (London), NHS Improvement (London), LGA, STP Leads, BCF National Programme, and with the and other stakeholders as required.
- Work regularly with all members of their team and across the directorate as well as matrix working with people from other key organisations. This is likely to be at all levels in the organisation.
- Work externally with commissioners and other senior managers in CCGs and STPs as well as clinicians and managers in provider trusts and networks, patients, carers and the general public and stakeholders in local authorities, NHS England (London) and the third sector.

Care Closer to Home programme structure



5. REVIEW OF THIS JOB DESCRIPTION

This job description is intended as an outline indicator of general areas of activity and will be amended in the light of the changing needs of the organisation. It will be reviewed in conjunction with the post holder on an annual basis.

Person specification

Post: Programme Manager

Key: S = Will be used to shortlist application forms

I = Will be tested during the formal interview

T = Will be tested by practical exercise

| | Essential | Desirable |
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| Qualifications | | |
| Experience of implementing improvement collaborative methodologies | S | |
| Educated to masters level or equivalent level of experience of working at a senior level in specialist area. | S | |
| Relevant professional qualification | S | |
| Knowledge and experience | | |
| Involvement in delivery of complex improvement collaborative programme. Working with diverse, multiple stakeholders in complex public sector environments | S/I | |
| Experience of implementing improvement collaborative methodologies | S/I | |
| Extensive knowledge of mental health service provision acquired through post graduate diploma or equivalent experience or training plus further specialist knowledge or experience to master's level equivalent. | S/I | |
| Evidence of continuing professional development. | S/I | |
| Must have an understanding of the background to and aims of current healthcare policy and appreciate the implications of this on engagement. | S/I | |
| Should have an appreciation of the relationship between the Department of Health, NHS England and individual provider and commissioning organisations. | S/I | |
| Member of relevant professional body. | S/I | |
| Knowledge of best practice in improvement and change methodologies | | S/I |
| Experience using a range of improvement and change methodologies | | S/I |
| Experience supporting senior staff to lead complicated challenging programmes | S/I | |
| Previously responsible for a budget, involved in budget setting and working knowledge of financial processes. | S/I | |
| Professional skills | | |
| Understanding of NHS strategic and operational planning processes | | S/I |
| Knowledge of QIPP and CIP delivery in NHS Clinical Commissioning Groups and NHS Providers respectively | | S/I |
| Ability to analysis, interpret and present (complex) quantitative and qualitative data to a range of audiences | S/I | |

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| Familiarity with project and programme management methods/techniques | S/I | |
| Use of spreadsheets, databases, statistical analysis packages (e.g. Excel, Access, SPSS, STATA, SQL or equivalent) | S/I | |
| Ability to identify risks, anticipate issues and create solutions and to resolve problems in relation to project or service delivery. | S/I | |
| Ability to understand a broad range of complex information quickly and making decisions where opinions differ/no obvious solution. | S/I | |
| Preparation of paper reports setting out information, its analysis and interpretation in a lucid and persuasive manner in the context of evidence | S/I | |
| Presentation skills (verbal and written) to a high standard in a range of settings and at a range of levels | S/I | |
| Liaison and network skills to allow continuing and developing relationships with senior internal and external stakeholders | S/I | |
| Management skills and personal attributes | | |
| Self-motivated and pro-active | S/I | |
| Ability to work flexibly and in a changing environment | S/I | |
| Ability to work independently as well as in a team | S/I | |
| Commitment to continuing professional development | S/I | |
| Accuracy, attention to detail and methodical approach where appropriate | S/I | |
| Enthusiasm for health information and its wider communication to a range of audiences | S/I | |
| Commitment to including patients in all of the work – and focus on co-design | S/I | |
| Project management experience | S/I | |
| Staff management experience | S/I | |
| Experience using informed persuasion to influence senior managers and clinicians of the respective merits of different options and innovation. | S/I | |