

Job Description

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| Job Ref: | 23-139 |
| Job Title: | Director of Transformation , Strategy and Improvement |
| AfC Pay Band: | VSM |
| Number of hours: | 37.5 hours |
| Clinical Unit / Division | Corporate |
| Department: | Strategy and Transformation |
| Location: | Eastbourne DGH with cross site working required. |
| Accountable to: | Chief Executive |
| Reports to: | Chief Executive |

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| Job dimensions & responsibility for resources | |
| Budgetary & Purchasing, Income generation | Budget / Delegated Budget managed : £2m Authorised signatory for: £50,000 Other financial responsibility: Careful use of Trust resources |
| Staff | Staff (wte): Programme Director (Hospital Redevelopment) Programme Lead (Hospital Redevelopment) Head of Strategy Head of Strategic Transformation Head of Improvement Change Team |
| Information Systems | Careful use of Trust systems both manual and electronic, to ensure accuracy of data. Store and share information in accordance with department protocols, Trust Information Governance Policy and Data Protection Legislation Healthroster; Integra, ESR |

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| Job purpose | <p>This is a key role within the Executive team, with four key areas of focus; strategy; new hospital programme; continuous quality improvement and the transformation programmes.</p> <p>The Director of Strategy, Transformation and Improvement is responsible for the development and leadership of the Trust's Transformation Programme, supporting the development and delivery of the Trusts strategy and working with the ICS and place based partners to support delivery of the shared delivery plan.</p> <p>Specific duties include:</p> <ul style="list-style-type: none"> • Working with the Executive team, to shape the vision for the Programme • Development and implementation of the Trust's strategy deployment and day to day delivery of the Trust's continuous improvement programmes of work. • Align the Building for Our Future Programme and workstreams to the Better Care Together for East Sussex 4 pillars and the clinical strategy <ul style="list-style-type: none"> - Improving the Health of our Communities - Collaborating to Deliver Care Together - Empowering our People - Ensuring Innovative and Sustainable Care • Hospital redevelopment project as part of the national New Hospital Programme (NHP) including development of the OBC and FBC, supported by the Programme Director • Development of the oversight of planning and delivery through the transformation plan to ensure delivery of key outcomes as identified in the Trusts Strategy, Clinical Strategy and Financial and Operational Efficiencies • Director level lead for major change projects where the complexity and / or cross organisational impact requires senior and experienced leadership to ensure delivery. <p>Strategy – work across Sussex organisations to identify opportunities to collaborate across clinical services. Working with the clinical divisions and system partners to ensure services models optimise outcomes, financial resources and productivity. Review the Trust's clinical strategy to ensure services are sustainable with optimised service configurations.</p> <p>New Hospital Programme – The Trust is part of the national NHP and will be working with the national team to develop the OBC and FBC leading. This post is the Executive lead for the programme, with the CEO acting as the SRO and an experienced Programme Director in post.</p> <p>Continuous Quality Improvement – embed a culture of CQI throughout the Trust, develop the core improvement skills across the workforce and develop the management framework to align the strategic objectives through the organisation.</p> |
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| | The postholder will be required to work closely with Executive Colleagues to develop and execute the Trust's operational delivery plans and service changes and ensure there is clarity over roles and responsibilities within the Transformation Programmes. |
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Key duties and responsibilities

As the Director with responsibility for the Trust's continuous improvement, programme management, strategy and transformation functions, the post holder will be able to work within a highly complex healthcare environment to support:

- Development of the OBC and FBC as required to support the planning and delivery of the New Hospital redevelopment project.
- Leading all aspects of the continuous improvement framework and holding the devolved responsibility for the development and delivery of the Trust's Building for our Future Programme
- Leading the development and implementation of the Trusts' Transformation Programmes supporting key transformational schemes agreed by the Executive and Board and embedded within the Trust's Building for our Future priorities
- Leading on agreed corporate projects where the complexity and / or cross organisational impact requires senior and experienced leadership to ensure delivery
- Develop and implement house style governance, measurement systems and reporting across the organisational priority programmes and ensure the input of continuous improvement and programme management expertise where needed
- Implement and continue to evolve the Building for our Future performance management system ensuring it is shaped by continuous improvement developments, industry thinking and healthcare developments
- Design and implement comprehensive and certified capability building programmes for all levels of staff to increase the Trust's project management and continuous improvement maturity and ensure these are aligned to and integrated with the Trust's Organisational Development Programme
- Work effectively and collaboratively with all levels of the organisation to overcome barriers to acceptance of new ways of working
- Working with the Executive Chief Officers, other Executive Directors, and the wider Clinical and Operational management of the organisation, facilitate the adoption of best practice continuous improvement and project management principles to the delivery of agreed programmes, improvements, priorities, and service deliverables and embedding a culture of continuous improvement, developing a management oversight framework and developing a skills base across the trust.
- Represent the Trusts at local / national / public meetings / events as required, acting independently, decisively and effectively in sensitive, difficult or political situations which may require delivering difficult messages and contentious information

- Establish and support the delivery of the Trust's Quality Improvement capabilities, embedding an expert team along with a culture and wider capability within the Trust

Corporate Responsibilities

- As a Director working in an integrated Trust and within the developing ICS and Place, play a major part in corporate management including being a member of the Trust's Executive Team and lead on or contribute to agreed specific corporate objectives as agreed
- Participate in the promotion of efficient and effective public relations between the Trust and all users of their services and those in the wider health economy
- Contribute to the establishment of the Trust-wide standards to maintain, monitor and improve the quality of total care and the efficient use of resources to promote patient satisfaction, experience and outcomes
- Contribute to the development, communication and promotion of corporate core purpose, vision, mission and values
- Work with the Chief Executive and to agree operational and personal objectives and performance targets which focus on the delivery of the corporate strategies and business plans of the Trust
- Contribute to the development of a culture of continuous improvement; promotion of new ideas and initiatives; leading by example and supporting others through the journey to a sustainable future in order to meet stretching financial and performance targets
- Ensure that all legal and statutory obligations are met
- Ensure the highest standards of corporate and clinical governance, personal conduct and probity
- Support corporate roles in publicity, events, meetings, working groups, and staff or corporate development events and processes as required
- Participate in Trust's Executive on-call system

Leadership

- Lead by example, with the ability to inspire confidence and respect within and external to the organisations
- Take all opportunities with colleagues, patients and service users, carers, commissioners, stakeholders and partners, and the general public to model behaviours that reflect the Trust's vision and values
- To contribute to the development of the corporate core purpose, vision, mission and values and demonstrate personal leadership in developing the culture of the organisations
- Promote training opportunities for the Hospital Redevelopment and Improvement and Change teams to ensure that the Trust has appropriately skilled staff to enable high performing teams and culture; ensure that the functions are adequately resourced

and, through talent management, ensure that the workforce is planned for the Trust's future needs

- Ensure the performance and contribution of individuals is maximised in line with the organisation's aims through the promotion and management of appraisal and performance management processes
- Support national policy initiatives ensuring local action is adhered to in terms of being recognised as a model employer that has outstanding staff motivation and retention rates including Staff Satisfaction Survey; Equality and Diversity etc.
- Support the promotion and development of equal opportunities and diversity across the Trust in both employment and provision of services

Supplementary Conditions

- This post requires travel throughout all Trust's sites (acute and community locations) and will also require some regional and national travel
- Take a proactive approach to own personal development in order to ensure that skills are aligned to the demands of the role as it evolves and develops to meet the organisation's changing needs
- The terms and conditions applying to this post will be determined by the Trust Board and informed by the national terms and conditions set out for Very Senior Managers in the NHS
- All Directors are expected to comply with the national Code of Conduct for NHS Managers. As the Director of Transformation and Improvement the post holder will be responsible for adhering to professional codes of conduct where applicable. As a Director and member of the Senior Management Team, the Director will also be expected to comply with the requirements of Fit and Proper Persons
- To be aware of own responsibilities under the Health and Safety at Work Act (1974) and follow these in full at all times in order to ensure that the agreed procedures are carried out to maintain a safe environment for patients, visitors and staff
- To undertake the level of Personal Safety Training appropriate to the role and work area, and to keep this training up to date
- To at all times comply with statutory legislation, directives and with the Trust's standing orders, policies, procedures, and regulations
- Actively promote the Trust's commitment to equality and diversity by treating all patients, visitors and colleagues with dignity and respect and ensuring their specific health and wellbeing needs are met
- All Trust staff, both clinical and non-clinical, have an overriding duty of care to patients and are expected to comply fully with best practice standards. The post holder has a responsibility to comply with Trust policies for personal and patient safety and for prevention of healthcare-associated infection (HCAI); this includes a requirement for rigorous and consistent compliance with Trust policies for hand hygiene, use of personal protective equipment and safe disposal of sharps. In addition, the post holder has a duty to comply with and promote the Trust's requirements in risk management, and patient and public involvement. Knowledge, skills and behaviour in the workplace should reflect this

- Abide by the Data Protection Act 1998, by ensuring that all computerised information related to patients and other members of staff to which he/she has access in the course of employment, is regarded as strictly confidential. This rule applies to written information. This extends to keeping all patient information confidential unless disclosure is expressly authorised by the Trust. Misuse of or a failure to properly safeguard any confidential data will be regarded as a disciplinary offence
- In the event of a major incident or civil unrest all Trust employees will be expected to report for duty on notification. All employees are also expected to play an active part in training and preparation for a major incident or civil unrest
- The job description is subject to change in accordance with organisational and service developments. These guidelines are provided to assist in the performance of the contract but are not a condition of the contract

General Duties & Responsibilities applicable to all job descriptions

- To be familiar with and adhere to the policies and procedures of the Trust.
- Behave and act at all times in accordance with the Trust Values, of Working Together, Respect and Compassion, Engagement and Involvement and Improvement and Development
- To achieve and demonstrate agreed standards of personal and professional development within agreed timescales.
- To participate fully in the performance and development review (appraisal) process and undertake Continuing Professional Development as required.
- To participate in surveys and audits as necessary in order to enable the Trust to meet its statutory requirements.
- To be aware of the Trust's emergency planning processes and follow such processes as necessary, in the event of an unexpected incident.
- This job description is not exhaustive. Staff may be required to undertake any other duties at the request of the line manager, which are commensurate with the band, including project work, internal job rotation and absence cover.

Working Environment:

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| Driving | X | Lifting | | Verbal aggression | |
| Use of PC/VDU | X | Physical support of patients | | Physical aggression | |
| Bending/kneeling | | Outdoor working | | Breaking unwelcome news to others | |
| Pushing/pulling | | Lone working | | Providing professional emotional support | X |
| Climbing/heights | | Chemicals/fumes | | Dealing with traumatic situations | |
| Repetitive movement | | Contact with bodily fluids | | Involvement with abuse cases | |
| Prolonged walking/running | | Infectious materials | | Care of the terminally ill | |

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| Controlled restraint | | Noise/smells | | Care of mentally ill & challenging patients | |
| Manual labour | | Waste/dirt | | Long periods of concentration i.e. hours | X |
| Food handling | | Night working | | Working in confined spaces (e.g. roof spaces) | |

Statement

1. This job description will be agreed between the jobholder and the manager to whom they are accountable. It may be reviewed in light of experience, changes and developments.
 2. The information being handled by employees of East Sussex Healthcare NHS Trust is strictly confidential. Failure to respect the confidential nature of this information will be regarded as a serious breach of regulations, which will result in action under the Disciplinary Procedure, including possible dismissal. This includes holding discussions with colleagues concerning patients in situations where the conversation may be overheard. It is the employee's personal responsibility to comply with the Data Protection Act.
 3. It is the employee's responsibility to ensure all records (computerised or manual) are accurate and up to date, and that errors are corrected or notified as appropriate.
 4. It is the manager's role to monitor and assure the quality of any data collected or recorded by or in his/her area of responsibility.
 5. Employees must take reasonable care, and be aware of the responsibilities placed on them under the Health & Safety at Work etc. Act (1974) and to ensure that agreed safety procedures are carried out to maintain a safe environment for employees, patients and visitors.
 6. All staff have a responsibility to ensure that infection control policies, procedures and guidelines are adhered to. In addition to supporting the trusts commitment to preventing and controlling healthcare associated infections (HAI).
 7. All members of staff must be aware of their responsibilities under the Freedom of Information Act 2000.
 8. In addition to any specific responsibility for risk management outlined in the main body of this job description, all employees must ensure they are aware of the key responsibilities applicable in relation to risk management as identified in the Trust's Risk Management Strategy.
 9. All staff will note the Trust's responsibilities under the Civil Contingencies Act 2004, and NHS Major Incident Plans Guidance (DoH 1998 and 2004)
 10. All employees are responsible for ensuring they attend the relevant mandatory training as identified in the Trust's Education Strategy and as agreed with their manager/supervisor.
 11. It is the employee's responsibility to ensure they follow the latest version of all policies and procedures which apply to them.
 12. For posts which involve contact with patients, it is required that the postholder receives satisfactory clearance from the Disclosure and Barring Service.
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Person Specification

Job Title: Director of Strategy, Transformation and Improvement

Grade: VSM

Department: Strategy and Transformation

Date: May 2023

*Assessed by: A= Application I= Interview R= References T= Testing C = Certificate

| Minimum Criteria | * | Desirable Criteria | * |
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| Qualifications | | | |
| Master's Degree level qualification in Management of Health Related subject or equivalent knowledge and experience with a role specific focus | AC | Degree Level education or equivalent, preferably in the field of Programme Management or Continuous Improvement | AC |
| Significant post qualification experience working at a senior level, with a strong professional reputation built on a track record of career development through delivery | AIC | Professional management training / qualification | AC |
| Evidence of continuing professional development | AIC | | |
| Experience | | | |
| Significant experience of working at a senior level successfully leading and delivering high profile, multifaceted transformation programmes and projects within a large complex NHS organisation | AI | Wide experience and knowledge of NHS funding and financial management arrangements | AI |
| Proven ability to analyse highly complex problems and to develop and successfully implement practical and workable solutions to address them; | AI | Comprehensive knowledge and understanding of Clinical Governance and risk management systems | AI |
| Experience of managing a significant and varied project environment at a very senior level | AI | | |

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| Experience of working with Executive Directors, very senior managers and leaders | AI | | |
| Comprehensive knowledge and understanding of National Development Strategies and delivery of NHS Healthcare services | AI | | |
| Experience of leading on and implementing transformation strategies and frameworks within a large organisation | AI | | |
| Proven ability to build enduring and effective stakeholder relationships | AI | | |
| Experience of strategic thinking at a senior level | AI | | |
| Ability to think and plan strategically, tactically and creatively, and to prioritise work programs in the face of competing demands | AI | | |
| Extensive experience of cost/ benefit analysis of expenditure and management of budgets | AI | | |
| Experience of analysing a range of highly complex data and making recommendations in regard to improving a range of services | AI | | |
| A confident and demonstrable track record in using quantitative, qualitative and financial information to inform delivery planning and in monitoring performance | AI | | |
| Proven ability to analyse and interpret highly complex or sensitive data and information and make appropriate decisions based on this | AI | | |
| Skills / Knowledge / Abilities | | | |
| Setting Direction / People Management | | | |
| Highly motivated and positive leader | AI | Experience of partnership working, evidence of playing a major role in an organisation change programme | AI |
| Political astuteness, understanding what can and cannot be delivered at senior level | AI | Presentation/media experience | AI |

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| The ability to shape the future and motivate staff to perform at the highest level | AI | Excellent collaborative working skills and ability to build strong relationships with clinical leaders and professional staff groups | AI |
| Effective and strategic influencing skills at all levels in the organisation including Trust Board | AI | | |
| Excellent communication skills with the ability to communicate highly complex and sensitive information to large groups | AI | | |
| Knowledge, experience and understanding of all areas of staff management including recruitment, retention, performance, organisational change, engagement, disciplinary and grievance | AI | | |
| Communication & Relationships Ability to collaborate constructively with internal and external partners to create the conditions for successful partnership working | AI | | |
| Experience of managing a very complex environment with multiple outcomes and partners; | AI | | |
| To be able to lead, motivate and influence individuals both within and external to the organisation | AI | | |
| To facilitate good working relationships with other colleagues across the Trust and Local Health Economy | AI | | |
| To demonstrate a high level of flexible communication as appropriate to the audience including political lobbying and networking skills across organisational boundaries | AI | | |
| To be able to communicate effectively complex information to others | AI | | |
| Excellent customer care skills | AI | | |
| Planning & Organising To demonstrate strategic planning ability through experience | AI | | |
| To plan and prioritise own and facilitate the management of the teams' work | AI | | |

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| To identify and plan own professional development needs | AI | | |
| Other | | | |
| Reliable work record | AI | | |
| <i>DBS clearance if applicable</i> | T | | |
| Evidence that personal behaviour reflects Trust Values | AIR | | |

Managers Signature

Date

Postholder's signature

Date