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#### **JOB DESCRIPTION TEMPLATE**

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| 1. JOB IDENTIFICATION | |
| Job Title: Strategic Programme Manager – Women’s and Children’s  Responsible to : Associate Director of Strategic Planning  Department(s): Various  Directorate: Strategic Planning  Operating Division: Corporate  Job Reference: 168964  No of Job Holders: 1  Last Update (insert date): April 2022 | |
| 2. JOB PURPOSE | |
| * To provide strategic planning expertise and advice to the site or service management teams within the post’s remit, in support of strategic, financial, and operational change to deliver the organisation’s objectives, summarised in the Lothian Strategic Development Framework and the 3-year Hospital Plan for the relevant site or service. * To report directly in respect of this progress with the Associate Director of Strategic Planning * To act as the key interface in ensuring that NHSL’s Women’s and Children’s plans align effectively and coherently with IJB and LA strategic plans to deliver improved services for patients and more effective use of joint resources. * As a member of the site or service management team contribute to and participate the management and decision making for sites and services, with particular leadership emphasis on defining and delivering the strategic vision | |
| **3. DIMENSIONS** | |
| NHS Lothian serves a population of 950,000 within its boundaries, with services delivered directly by NHSL and by four Integrated Joint Boards providing primary and community healthcare, social care, and a range of other non-acute services.  NHSL is also one of Scotland’s two major tertiary and quarternary Boards providing regional and national services for populations between 1.4m and 5.5m. The post will lead for their site or service on the contracting for these services.  **Financial**  NHS Lothian’s services are split into two main categories – “retained” and “IJB”.  Retained services are those services planned and managed from within NHSL itself.  “IJB” services include services planned by individual IJBs and a mix of services delivered from within the IJB and “delegated functions”, where the IJB plans and NHSL delivers.  Retained services totals circa £800m and delegated functions circa £175m. Each individual SPM will guide the use of the resources of the site or service(s) they support, which range between £100m and £250m of spend per annum. In addition, they will make recommendations to IJBs and negotiate on behalf of the site/service as to how the IJBs should use their £175m.  The post will be a key influence in developing detailed financial plans within these budgets, monitoring progress towards aligning financial performance with strategic vision.  Individual posts will have responsibility for delegated budgets including the commissioning of services from other NHSL, IJB, third-sector, and other public sector partner bodies. | |
| 4. ORGANISATIONAL POSITION | |
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| 5. ROLE OF DEPARTMENT | |
| NHS Lothian comprises four main hospital sites (The Royal Infirmary of Edinburgh, The Western General Hospital, the Royal Edinburgh Hospital, and St John’s Hospital) and corporate functions.  NHSL is also a partner in four integrated joint boards (IJBs) bringing together primary and community healthcare services, adult social care services, which also have strategic planning responsibility for “delegated functions” provided within acute services.  The **Strategic Planning Directorate** is responsible for developing effective strategic healthcare plans to meet the needs of the people of Lothian and beyond, and ensuring the delivery of those plans, including meeting specific targets, co-ordinating the modernisation of the NHS in Lothian and provision of services which promote equitable access for all members of the community.  The Directorate is also responsible for the promotion and development of partnerships and partnership/joint working with other NHS Boards, with local authorities, other statutory partners (e.g. police, Communities Scotland, etc.) and service users and the public, ensuring that we and the partner organisations align service plans in support of efficient, effective and equitable delivery of health and social care services to the people of Lothian. As of April 2016, the Directorate has a key role in ensuring that the strategic plans of IJBs are aligned with plans for NHS Lothian’s “retained” services.  These responsibilities include:   * Strategy development and strategic planning for NHS Lothian’s retained services, and for “delegated” functions in partnership with IJBs; * Developing, producing and monitoring the implementation of the Lothian Strategic Development Framework in partnership with IJBs, other health boards, the Scottish Government, the third sector, and other public sector bodies; * Co-ordinating and monitoring the modernisation of NHS Lothian healthcare services, including service redesign, Managed Clinical Networks (MCNs) and modernisation programmes; * Ensuring that infrastructure development across all areas of NHS Lothian is fully aligned with and supports the healthcare delivery and joint service planning led by the directorate; * Working to develop the East Region health and social care delivery plan. | |
| 6. KEY RESULT AREAS | |
| 1. Act as the lead for the site or service for interpretation of broad health and public sector strategic direction and the translation of this into meaningful implementation plans for the site or service. In some cases this will set the organisational direction as some services are only on one site or service.      1. Lead the development of the Hospital Plan for the appropriate site or service, in collaboration with the Head of Implementation, Site/Service Director and Site teams, with a 3-year planning horizon, incorporating horizon-scanning, demand-capacity-activity-queue modelling, a supporting workforce plan, the NHSL Quality Management approach and robust financial assessment. 2. Ensure that a robust annual service planning process is developed for the Site/Service to support the delivery of the Lothian Strategic Development Framework and the Lothian Hospitals Plan, incorporating consultation and discussion with appropriate stakeholders. 3. Performance manage the implementation of strategic plans by monitoring activity and financial outturns, against agreed financial and activity baselines, using a mix of self-designed and developed paper-based and IT systems and information generated by site/service systems. 4. Act as the interface between the site/service and Integrated Joint Boards to develop agreed strategic delivery plans for IJB Directions pertaining to delegated budgets, and strongly influencing the future development of IJB strategic plans by communicating highly complex information regarding the status, limitations, performance, and requirements of the site or service. 5. Lead Site/Service teams in liaison with regional and national planning partners regarding regional and national planning developments, as directed by Head of Implementation and Site/Service Director, ensuring that new services are approved, existing services are appropriately commissioned and funded, and that relationships with commissioners such as National Services Division are appropriately managed. 6. Lead on analysing and interpreting complex information/data and converting this into action plans for implementation, and assessing the impact of wide ranging policy options and priorities in consultation with planning partners. This information will frequently be both sensitive and contentious as it will include both development and disinvestment directions and will require direct liaison and negotiation on behalf of the site and service with senior clinicians, public sector partners, and the public. 7. In collaboration with the Strategic Programme Manager (Masterplanning), colleagues from other Sites and Services, Finance, Capital Planning, support the development of Site Masterplans ensuring that plans for the physical estate are aligned with clinical and financial plans, and that business cases for new developments are robust and adhere to appropriate guidance. 8. Lead on the development and coordination of pan-Lothian strategic plans as directed by the Head of Implementation in a specialist area eg Cancer, Winter Planning, Elective Strategy. 9. Providing, as part of the expert advisory role, guidance and training programmes for non-planning professionals in policy developments, strategic planning, project and programme methodologies, and other related methodologies related to the operation of the site or service ensuring development of planning skills to support the effective operation of the site or service. 10. Represent NHS Lothian on regional and national working groups and committees, ensuring that NHSL’s interests and requirements are represented and accounted for, and that national policy is developed appropriately to support this. 11. Deputise for the Director of Strategic Planning / Associate Director of Strategic Planning as required. 12. To support NHS Lothian’s values of quality, teamwork, care and compassion, dignity and respect, and openness, honesty and responsibility through the application of appropriate behaviours and attitudes. | |
| 7a. EQUIPMENT AND MACHINERY | |
| **Equipment:**   * PC * Personal Digital Assistant & other standard office equipment (photocopier, telephone) * Presentation aids & associated equipment used to design & present information * Mobile phone * Teleconferencing and video conferencing facilities within and out with NHS Lothian | |
| **7b. SYSTEMS** | |
| * MS Office suite of software, particularly Excel, Word, and Powerpoint, and MS Project. * Complex software tools available to support activity modelling and redesign visualisation * EKSF * Datix * Policy development, consultation & approval system - writing and approving policies, procedures * Relevant plans of partner organisations. * programme databases for storage of project information * Internet and Intranets for research, education, obtaining of management information, augmented by personally-initiated audit and research projects designed to support service improvement. * Tableau, MIDAS, Demand/Capacity/Activity/Queue sotware and systems | |
| 8. ASSIGNMENT AND REVIEW OF WORK | |
| The postholder will be accountable to Head of Implementation.  Annual objectives will be agreed with the Head of Implementation and Site/Service Director, determined by tasks and targets set in the work plans developed by the postholder in conjunction with the Associate Director and Site/Service Director, with particular reference to the objectives set out in the Lothian Strategic Dvelopment Framework, Remobilisation Plans, Lothian Hospitals Plan, East Region health and social care delivery plan and IJB strategic plans.  Formal review will take place at mid-year and year-end.  The work of this post is largely self-directed, with a mix of routine tasks with ad hoc assignments, often at short notice. The postholder will be expected to balance these competing demands and manage their own workplan with reference to emerging issues and themes across NHSL and the IJBs | |
| **9. DECISIONS AND JUDGEMENTS** | |
| Decisions will require to be made were no departmental policies and procedures exist, and thereafter will be required to initiate the development of new policies and procedures in response to new developments in healthcare technology, policy, and funding – for example, to research the evidence relating to a new surgical technique or tool and guide whether NHSL should implement, or make recommendations on the same basis as to services which should be disinvested in. These may have a significant influence on the strategic direction of not only the site or service but NHSL as a whole.  Required to interpret national guidance, local policy, clinical developments to advise and significantly influence site management teams, IJBs, and NHS Lothian on appropriate actions to take to deliver the Lothian Hospitals Plan.  Analysis, interpretation, and synthesis of various sources of highly complex data and information into coherent proposals for a wide group of stakeholders across NHSL, the region, and potentially nationally relating to clinical change, quality improvement, efficiency, and safety.  To advise and guide stakeholders including NHS Board members, IJB members, Executive Directors, site management teams, clinicians, in the development of appropriate clinical change programmes and plans to deliver improved performance, quality, and financial sustainability for NHS Lothian. | |
| 10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB | |
| * Taking responsibility for leading the development of strategic plans to implement agendas on major change to address health and social care improvement, over a wide range of services within a constrained financial envelope and with a very high degree of uncertainty. These plans will interpret, summarise and synthesise large amounts of highly complex and sensitive data and information. * Managing the demands of large numbers of diverse stakeholders competing for limited resources, using a high level of emotional intelligence and sensitivity to convey sometimes challenging messages. * Achieving commitment to strategies and action plans for major change with the public, NHS bodies and other agencies such as local authorities. * Developing and maintaining working relationships with site/service management teams and others, founded on the development of personal and professional credibility as an expert in service planning and change management. | |
| **11. COMMUNICATIONS AND RELATIONSHIPS** | |
| Develops and maintains key relationships and communication with a range of senior individuals and influence them to change. Day-to-day relationships will be primarily with site/service management teams, clinical leaders on sites and services, however strong relationships will also be developed with colleagues in IJBs, primary care, finance, workforce planning, and capital planning.  Communication will need to be appropriate and flexible to meet the requirements of those being engaged with, including presentations to the site or service management team, clinical teams, IJBs, regional and nationall committees written reports, informal briefings, group discussions, 1:1 meetings and formal meetings.  The information being communicated will frequently be highly complex analysis of policy, clinical developments, finance, and local intelligence regarding the deliverability of plans, and will frequently include conveying information which will be sensitive and contentious, as it will include discussing both investment and disinvestment in services, which senior staff may not agree with. It is important this is conveyed concisely, intelligently, and persuasively, as it will inform key decisions.  Examples of key relationships include;   * NHS Lothian non-executives Board members, * Chief Executive, Nurse Director, Chief Officers Acute/IJBs, * Site and Service management teams, * Patients and patient representatives * clinical teams, * GP representatives * Regional planning networks and partner Boards. * National Services Division * Scottish Government Health Department * Third Sector * Trade unions and staff organisations * Regional Planning Groups and other Health Boards | |
| **12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB** | |
| **Physical Demands and Skills:**  Standard Keyboard Skills with extended periods of desk-based work.  **Mental Effort:**  Frequent requirement for prolonged concentration when negotiating with key stakeholders, understanding and interpreting policy and analysing and interpreting data.  **Emotional Effort:**  Managing the demands of large numbers of diverse stakeholders competing for limited resources, using a high level of emotional intelligence and sensitivity to convey sometimes challenging messages.  High degree of personal resilience especially in the interpretation and application of complex decision-making processes, frequently at times of significant organisational change within a politically highly-sensitive environment and in contentious and potentially antagonistic settings.  **Environmental**  Office conditions but with frequent visits to clinical areas, wards, and departments.  Frequent travel across sites | |
| 13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB | |
| **Qualifications:**  Degree or equivalent qualification plus Masters degree or equivalent experience.  Project or programme management qualification e.g PRINCE 2, postgraduate certificate or diploma in project or programme management or change management  **Proven Experience:**   * A sound knowledge of services in the NHS, * Experience in NHS or other comparable public sector organisations. * Experience of working in and leading multidisciplinary matrix teams. * Expert management, negotiation, communication, and influencing skills. * Experience of strategic healthcare planning * Experience of analysing and interpreting complex information, including the development of complex audits to gather new information * Experience of financial and staff management * Organisational skills to ensure competing priorities are achieved to agreed timescales * Expert report-writing skills. * Self-motivated to a high degree with drive, enthusiasm, and commitment. | |
| **14. JOB DESCRIPTION AGREEMENT** | |
| A separate job description will need to be signed off by each job holder to whom the job description applies.  Job Holder’s Signature:  Head of Department Signature: | Date:  Date: |

**Sample objectives for this post**

1. Ensure plans and programmes are in place to support NHSL’s Corporate Parenting Plan
2. Ensure plans and programmes are in place to support NHSL’s Children and Young People’s Programme Board
3. Work closely with local authorities to build and implement appropriate Children and Young People’s Plans
4. Support delivery of the NHSL Women’s Health Plan