**NHS NATIONAL SERVICES SCOTLAND**

**JOB DESCRIPTION**

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| 1. **JOB DETAILS**
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| Job Title | Business Change Manager (Customer Relationships) |
| Immediate Senior Officer / Line manager | Associate Director Planning, Performance and Business Services  |
| Strategic Business Unit | Practitioner and Counter Fraud Services |
| Location | Flexible |
| CAJE Reference | NPPCFSS709 |
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| **2. JOB PURPOSE** |
| The role of the Business Change Manager (Customer Relationships) is to develop and maintain strong, effective and trusted partnerships internally with the business and externally with customers and stakeholders, ensuring that the functions of Practitioner and Counter Fraud Services (P&CFS) are recognised and that all parties play a key role in evolving and improving service delivery and performance.  |
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| **3. DIMENSIONS** |
| NSS is the working name of the Common Services Agency and as a Non Departmental Public Body (NDPB) is designed and enabled to provide a range of support services to Health Boards, Health and Social Care Integrated Joint Boards and across the wider Scottish Public Sector. The SBU has a revenue budget of over £29.5m and programme budgets in excess of £20m, allocated across several operational and support functions that deliver payment, registration and Counter Fraud Services. The SBU has approximately 500 staff located across Scotland and is responsible for making payments to primary care practitioners of over £2.6billion each year on behalf of the 14 territorial health boards and providing an effective Counter Fraud Service to NHS Scotland. |

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| **4. ORGANISATION CHART** |
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| **5. ROLE OF THE DEPARTMENT** |
| NHS National Services Scotland (NSS) delivers a range of national services through five Strategic Business Units (SBUs). The P&CFS SBU is responsible for processing and assuring all payments to contracted Primary Care Practitioners and for ensuring that effective measures are in place to deal with fraud across NHS Scotland.These services include the provision of transactional facilities to patients, NHS Boards, primary care contractors and SG Health and Social Care Directorate. Annually, this includes over £2.6bn of payments, transfer of 500,000 patient records, patient registration and ensuring adherence to NHS regulations. P&CFS provides better care for NHS Scotland through assured, prompt and accurate payments, patient registration and records transfer for primary and community care contractor services (general practice, community dental, community pharmacy and optometry). This ensures all citizens have access to better care services across Scotland and that clinical quality is maintained across Scotland’s community dental services.  |

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| **6. KEY RESULT AREAS** |
| 1. Identify, establish, develop and maintain strong customer engagement and relationships as the key interface between P&CFS and NHS Scotland Health boards, Scottish Government, NHS primary care contractors and other key external stakeholders at a national level. Gain a thorough understanding of business goals and challenges, facilitating the delivery of successful solutions based on specific business needs that are aligned to the quality of service delivery.
2. Create, lead and drive customer engagement planning strategies across a broad range of complex Practitioner Services practitioner payment and patient registration programmes; remunerating Primary Care contractors over £2.6bn, processing over 50m patient prescriptions and transferring over 500,000 patient records annually. Delivering key customer relationship priorities, coordinating and providing associated activities and ensuring programmes of work are completed on time, in budget and within resource limitations.
3. Work collaboratively with colleagues across P&CFS, acting as the voice of the customer, when devising and implementing new ways of working that deliver solution focussed developments and ensure business changes meet customer needs. Confirm that all P&CFS service delivery strategy and models engage fully with P&CFS Staff and Customers.
4. Deliver complex and sensitive service transformation and redesign programmes. This requires a significant business shift and change from existing, well established, processes and the need to fully adopt new ways of working that accompany the introduction of multiple, concurrent national IT systems. Logical reasoning, flexibility and influencing skills are required to ensure staff are fully involved and engaged in this move to a new digital service provision.
5. Collaborate with customer facing staff to strengthen relationships and ensure a balance between solution focussed, responsive and effective customer services and well managed stakeholder expectations.
6. Undertake regular research and development activity from complex P&CFS data (e.g. statistics, audits, KPIs) to gather and monitor progress, review benefits and implement improvements. Work with colleagues to identify and suggest solutions for the continuous improvement of service delivery.
7. Provide training, development, support and guidance through direct engagement with the business, ensuring an understanding of the range of Customer Relationship services available.
8. Map and influence stakeholder needs through the management and analysis of customer interaction and data using tailored systems and tools throughout the customer journey.
9. Contribute to engagement focussed strategic initiatives and projects led by the Associate Director, Planning, Performance and Business Support.
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| **7. ASSIGNMENT AND REVIEW OF WORK** |
| Work is largely influenced by contact with internal and external stakeholders and through needs assessment and feedback. Specific requirements are generated by the Senior Management Team the Associate Director, Planning, Performance and Business and the Associate Director, Service Transformation and Redesign.The post holder is fully accountable for delivery of business objectives and progress within the identified areas of responsibility. The post operates autonomously within this framework and is expected to function as a source of expertise and advice regarding customer relationships.The post holder participates in the formal function performance appraisal scheme with annual objective setting and takes a proactive approach to the formulation of a personal development plan which supports the maintenance of their specialist knowledge required. The Associate Director of Planning, Performance and Business will undertake evaluation of results and objectives. |
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| **8. COMMUNICATIONS AND WORKING RELATIONSHIPS** |
| The post holder will develop effective and trusted partnerships and communicate regularly with a wide range of clinical and non-clinical staff, both internal and external to NSS. This requires excellent communication and interpersonal skills, including sensitivity, tact and diplomacy and the ability to appropriately manage difficult or contentious conversations with dissatisfied internal and external stakeholders.The role requires the post holder to provide high quality written and verbal briefings/presentations to a range of customers and stakeholders and to process complex information from internal and external sources to support P&CFS business. The post holder will need to be aware of the different audiences and tailor the communication approach appropriately, and at times presenting information sensitively which may not be well received.The main contacts of the post are:Internal* P&CFS Director
* P&CFS Senior Management Team
* Associate Director, Planning Performance and Business
* Associate Director, Service Transformation and Redesign
* Service Area Managers
* P&CFS Staff
* NSS Colleagues

External* Scottish Government colleagues
* Senior Managers and clinicians in NHS Health Boards and other agencies
* NHS Primary Care contractors
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| **9. MOST CHALLENGING PART OF THE JOB**  |
| Influence and engage across the organisation and with a range of external stakeholders, including; Scottish Government, NHS Boards and primary care contractors to ensure that a consistent and outstanding approach to customer engagement is developed and maintained across a competing political landscape. Balance the competing and differing customer requirements, often against varying and competing operational deadlines whilst ensuring that service delivery, improvement and payment constraints and standards are met and maintained. Manage customer expectations with competing business priorities and demands whilst driving business solutions through P&CFS.Effectively manage a broad range of tasks across a variety of subjects and work areas within tight timescales and deadlines.  |
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| **10. Systems** |
| Advanced knowledge of use and practical application of MS office and bespoke collaboration software tools for collation, analysis, interpretation and presentation of data. |

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| **11. PHYSICAL, MENTAL AND EMOTIONAL EFFORT** |
| **Physical Effort**Frequent requirement for sitting at a key board e.g. 2-3 hours at a time with (appropriate breaks). Requirement to carry heavy equipment to internal and external meetings (e.g. laptop and/or projector). Frequent travel required which may include driving between 2 and 3 hours; also travel by train and by air.**Mental Effort**Strong element of unpredictability in working day. The ability to make sound judgements, deal with unpredictable interruptions and meet deadlines, using own initiative. Requirement for post holder to change from one task to another, prioritising effectively and adjusting plans Substantial mental effort required in terms of problem solving, juggling demands, and negotiating and influencing customers in respect of competing priorities to ensure sound judgements are made.Sustained concentration, 2-3 hours at a time required to create and review complex analyses and reports.Frequently required to work to tight deadlines.Ability to sustain mental effort and attention required to chair meetings, ensuring discussions remain focussed and balance of views extracted. Regular requirement to develop, deliver and debate presentations to senior management.**Emotional Effort**Being impartial, tactful, diplomatic and objective when eliciting and analysing information from a wide range of senior staff and external stakeholders.Presenting information which may not be well received and subjected to robust challengeCoping with the pressure and pace of delivering timely, accurate information at strategic level |

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| **12. ENVIRONMENTAL / WORKING CONDITIONS & MACHINERY AND EQUIPMENT** |
| Standard office conditions and equipmentStandard key board skillsWorking at home for extended periods of time Machinery and Equipment* Laptops & Desktops - everyday use
* Projectors – stakeholder engagement sessions/ presentations
* Photocopiers - everyday use
* Telephones - everyday use
* Printers - everyday use
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| **13. QUALIFICATIONS AND/OR EXPERIENCE SPECIFIED FOR THE POST** |
| Essential Criteria* Educated to degree level with a post graduate qualification in customer management, marketing or communication - or equivalent relevant experience
* Highly developed specialist knowledge of change management in a health or similar setting through training or experience to a post graduate level
* Extensive relevant experience in a professional, service delivery orientated, customer facing environment within a complex organisation
* Wide-ranging experience of delivering high quality customer experience activity
* Significant experience of collaborative working with key stakeholders within an organisation
* Proven experience of undertaking customer needs analysis to identify requirements and develop solutions
* Exceptional verbal and written communication skills. Highly developed influencing and negotiation skills with the ability to manage and advise persuasively
* Ability to meet ambitious deadlines and deliver high-quality work on schedule, including quickly turning around client briefings and responses to requests from the business
* Strong understanding of customer/user dynamics and requirements gained through work experience
* The personal credibility and interpersonal skills to form effective relationships with SBU senior management colleagues
* Experience of summarising and interpreting complex information into concise and easily understood formats and presenting to a range of internal and external audiences (e.g. suppliers) and interest groups
* Proven ability to work and contribute effectively within and across teams, focusing at all times on the delivery of high quality services to the team’s customers
* Change, action and results-oriented
* The maturity to operate at all levels within NHS Scotland
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| **14. JOB DESCRIPTION AGREEMENT** |
| A separate job description will need to be signed off by each jobholder to whom the job description applies. |
| Job Holder’s Signature |  | Date |  |  |
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| Head of Department |  |  |  |  |
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| Signature |  | Date |  |  |
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| Title |  |  |
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| HR Department will check job description format and content and then send the job description to the AfC Team |
| HR Representative’s Signature |  |  |
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| Date Job Description Agreed: |  |  |
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