

 **National Services Division**

#  JOB DESCRIPTION

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| **1. JOB DETAILS** |
| Job Title | **Senior Programme Manager, NSD** |
| Line Manager | Programme Associate Director |
| Department | National Services Division (NSD) |
| SBU | PCF |
| Location | Edinburgh  |
| CAJE Reference | NSDG006 |
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| **2. JOB PURPOSE**A key role of National Services Division is to plan; commission, co-ordinate, and performance manage the delivery of national specialist services, national risk share schemes, national managed clinical networks (NMCNs), national screening programmes, national strategic networks and the NHSS National Planning Board work stream. NSD facilitates service change across NHS Scotland to ensure consistent, equitable provision of high quality national specialist services (whether funded as designated services or as risk share schemes), NMCN’s, screening programmes or services planned by the national planning board, to meet the needs of the population of Scotland. The post holder is responsible for planning, commissioning, co-ordination and performance management of a range of programmes; and for leading and managing the implementation of specific change initiatives to support the achievement of Scottish Government Health and Social Care Directorate and Divisional objectives, using appropriate health service planning, performance management, change, project management and risk management skills. |

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| **3. DIMENSIONS****Finance*** The total budget of National Services Division in 2018/19 was £230 million on a recurring basis
* Management costs (including the staffing of around 30 National Networks) are approx. £4m per year.
* Capital allocation is £500,000 for specialist services, £300k for genetics & a further £430k for Breast Screening (all recurring). Additionally, NSD has delegated authority from SGHD to vire up to £250,000 from revenue to capital each year.
* The budget is earmarked for national services within the NSS’s general allocation – the Division has full delegated authority for decisions on the allocation of these funds.

Senior Programme Managers contribute to the NSD team in developing, agreeing and performance managing service agreements throughout the NHS in Scotland and England. These agreements range in value from £30,000 to £15.3 million. The services concerned have a high public profile, for example, heart transplantation. The impact to service delivery of any delays or problems with the commissioning process or performance of the service is potentially large, especially if individual services were put at risk as a result.**Staff**The post holder has responsibility for the supervision, management and development of members of staff. |

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| **4. ORGANISATION CHART** |

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| 1. **ROLE OF THE DIVISION**

To ensure the provision of high quality national planning, specialised and screening services to meet the needs of the population of Scotland, and to administer national risk share schemes on behalf of the Chief Executives of the 14 territorial boards. This is achieved by:* strategic planning and commissioning of national services, national strategic networks, national risk share schemes, NMCNs and screening programmes with NHS Boards, clinicians, patient and public representatives and SGHSC Directorates;
* leading NHSS National Planning and ensuring that this aligns to regional planning and local Health Board level planning;
* leading national strategic networks
* facilitating and supporting NHS Boards in planning and implementing service change and new service development;
* leading the planning and implementation of service developments;
* performance management of national services, risk share schemes, NMCNs and screening programmes;
* maintaining financial control over national services, national risk share schemes, NMCN’s and aspects of the national screening programmes;
* negotiating and monitoring individual Service Agreements with providers of national services, in Scotland and England;
* taking decisions on allocation of funds between services to optimise patient benefit.
* consolidating, analysing and reporting spend on NSD commissioned services and the risk share schemes, and regularly updating Board Chief Executives of the latest financial position, along with forecasts that may prompt action by the BCE group.
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| **6. KEY RESULT AREAS****Project Management:**1. Project manage work streams within the NHSS national planning work plan, national strategic networks, the planning and establishment of new screening programmes and specialised services and networks, manage change and development within existing national screening programmes and specialised services and networks.
2. Define and scope major projects assigned to NSD and produce project plans and proposals to secure funding and resources for such projects as required.
3. Work with all appropriate key stakeholders within NHS Scotland to promote understanding of the service change and commitment to achievement of the main aims.
4. Establish projects goals, timescale and a project plan which meets the requirements of the SGHSCD, NHSS National Planning Board, NSD and other affected NHS Scotland stakeholders.
5. Liaise and negotiate with a wide range of individuals at senior level within NHS Scotland organisations to ensure the delivery of initiatives at a level of quality required by NSD, NHSS and SGHSCD.
6. Undertake operational risk analysis to advise on the risks of any policy or funding changes and advise on options for minimising, reducing and managing risks to ensure the provision of high quality screening services.
7. Design and implement communication strategies to ensure all major stakeholders informed during project implementation lifespan.
8. Chair and coordinate meetings with professionals both clinical and managerial at all levels to ensure progress on project deliverables.
9. Using a recognised project management methodology, facilitate the development of the IT systems for national programmes, including selection, results, follow-up, data definitions and the production of performance and quality monitoring reports, ensuring the stability of the system to avoid any detriment to service delivery and quality.
10. Use effective change management strategies to ensure the ease of implementation of new policies and developments across NHS Scotland.
11. Write comprehensive reports for external (SGHSCD, NHSS National Planning Board, Scottish Screening Committee etc) and internal (NSD/NSS) reviews.
12. Monitor the delivery of new policies and developments to ensure the continued quality of the service and that changing objectives and priorities are implemented
13. Identify and share learning that will assist the wider NHS community in implementing service change

**Service Commissioning:**1. Monitor performance of programmes against established standards and assist in the development of national standards, targets and performance indicators for new programmes to strengthen the quality assurance of services in Scotland, addressing any issues identified at an early stage;
2. Investigation of adverse incidents-issues escalated from the Service
3. Support the Medical Director and Nursing and Quality adviser in planning and managing service reviews of national services, in establishing new services and in facilitating any changes to existing national services.
4. Assist the Medical Director and Nursing & Quality Adviser in monitoring the quality of, and dealing with clinical issues arising in specialist and screening services.

**Core Business:**1. Advice, support and assist multidisciplinary quality assurance groups and other professional bodies involved in national screening programmes to consolidate the establishment of a quality assurance and monitoring infrastructure, and develop their awareness and understanding of national guidelines.
2. Support the Programme Associate Directors in ensuring that the information needs of the SGHSCD are met by providing briefings on all programme developments and issues, thus influencing and supporting the strategic decision making process.
3. Represent NSD on various Committees/Working Groups of NHS National Services Scotland as identified by the Senior Management Team of the Division and advise on action Division must take to comply with NSS policies.
4. Presenting reports to national committees and conferences
5. Using negotiation and influencing skills to manage contentious issues and address areas of conflict
6. Develop key documents for use in the NHS Scotland (e.g. training manuals).

**Team Management**1. Oversee the management and performance of a team of Programme Managers and Support Officers, who each have responsibility for a portfolio of services/networks.
2. Deputise for the Programme Associate Director as required.
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| **7. ASSIGNMENT AND REVIEW OF WORK*** Policy decisions on national specialist and screening services are taken by the SGHSCD who are advised by their National Advisory Groups. It is the responsibility of NSD to facilitate the implementation of policy. The post holder is responsible for supporting the recommendations and taking the lead in setting up implementation task groups.
* NSD also have the responsibility for implementing the work streams of the NHSS National Planning Board, national strategic networks, the Scottish Screening Committee and the National Specialist Services Committee.
* Work is principally generated by horizon scans, reviews, service planning, commissioning, co-ordination and implementation of changes and developments to screening and specialist services (including establishing new services), and the monitoring of services.
* The post holder participates in the NHS National Services Scotland appraisal scheme. Objectives and targets are agreed annually with the Programme Associate Director and monitored throughout the year. Work is self generated to meet the timescales and tasks set.
* The post holder’s work on projects relating to their teams speciality area and will be overseen by the Programme Associate Director.

**Decisions & Judgements*** The post holder requires to work with a high degree of autonomy, occasionally it is necessary to present and discuss solutions with line manager for agreement and way forward.
* The post holder will plan tasks, resources and time over the timescale of the project plan or in line with programme reporting timelines and each day is a component of that plan.
* The post holder will require to plan and prioritise workload on a daily basis. Responding to requests from senior management on a daily basis, service staff and health department for other information such as parliamentary questions that require an urgent reply.
* Requirement to work strategically planning months to years ahead in time periods for meetings with SGHSCD, Board Chief Executives, Committee’s, working groups, team meetings throughout the lifespan of a project.
* The post holder will agree plan and monitoring programme of work for Project Team members including other divisions, NHS Boards and outside contractors. Work involves planning the time of others as consultation includes experts and service users and therefore need to identify need for regular and ad/hoc meetings such as in circumstances of exception reporting. This also requires the allocation of work to others to achieve within given timescales.
* Management and supervision is by exception, line management provided from the Programme Associate Director, but depending on the project guidance and advice may also come from Divisional Director, Medical Director, Nursing & Quality Advisor, Chief Executive of NHS National Services Scotland or SGHSCD.
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| **8. COMMUNICATIONS AND WORKING RELATIONSHIPS**The post holder must have excellent verbal and written communication skills, being able to discuss project work effectively with a wide range of senior individuals within and out with National Services Division and NHS National Services Scotland. The individuals and/or groups with which communication takes place will reflect the specific projects undertaken. In general however communication with the following is required:Internal (NHS National Services Scotland)The post holder is required to work closely with NSD colleagues, other NHS National Services Scotland Divisions, particularly the Central Legal Office during incidents, National Procurement for equipment procurement, Public Health & Intelligence for data collection, processing and analysis and IT Contract Management, and Practitioner Services.Externalworking relationships with service colleagues in NHS Boards, Primary Care and Acute Divisions of Boards, including senior managers and senior clinicians; SGHSCD, including civil servants and Scottish Government managers; Professional Bodies (e.g. Royal College of Radiologists and Society of Radiographers) UK Committees and various other organisations such as charities, service users and universities. Contact is both formal and informal and robust communication procedures are essential. The provision of advice and interpretation of complex information will be a regular requirement of this role.There are a wide range of Committees supported by the post holder, notably:* National Planning Board, NPPRG, NSSC, SSC
* The post holder will need to establish and maintain their own professional links both within NHS National Services Scotland and within the wider NHS Scotland
* Project Boards and related sub groups
* There are also a series of ad hoc meetings to plan for new programmes or to take forward specific projects

Key skills in influencing, persuading, negotiating, change management and project planning are essential. |

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| **9. MOST CHALLENGING PART OF THE JOB*** Managing a workload that includes implementation and commissioning of new screening and national specialist services and networks, within the timescales set by the SGHSCD, BCEs, National Boards etc and negotiating with those providing services on the introduction, monitoring and acting on performance standards that support a standardised approach in Scotland.
* Using Project planning, risk management and change management skills to implement change in existing programmes, within the timescales set.
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| **10. SYSTEMS** |
| The post holder will be responsible for the ongoing management and project managing of the procurement, design, development and implementation of new national IT systems as required. The post holder must also be aware and liaise with other IT systems that impact or may be impacted upon by the system. The post holder will require having a working knowledge of the IT system and ensuring that Information Systems are in place to monitor the effectiveness of the programme.Daily use of Microsoft Word, Project, Excel, Outlook and Visio will be necessary. |

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| **11. PHYSICAL, MENTAL, EMOTIONAL EFFORT** |
| The post will require working long days with regular travel throughout Scotland and the rest of the UK, either by car or public transport. Long periods of sitting at the computer or travelling long distances. Due to the national aspect of the work the post holder will be out of the office on a frequent basis and will require keeping up to date with work back at base while ensuring that they are contactable on a daily basis.The work pattern will be unpredictable as it will be essential that the post holder can switch between any of their projects on a frequent basis. Interruptions including requests for information, issues, risks, concerns or complaints by both internal and external stakeholders and the ability to cope with several ongoing projects will be a daily task. Dealing with information that is inherently complicated and diverse, from IT systems/infrastructures, clinical data and strategic plans. Due to the nature of this post and the complexity of the screening and/or specialist programmes there will be a need to deal with challenging behaviour when informing staff of changes to existing services. Plans will be challenged at all levels and the post holder must have the ability to negotiate, motivate and reassure all stakeholders. Policy decisions will need to be explained to senior health professionals which may be at a variance with their expectations and will cause confrontational situations. Sensitive information needs to be communicated, sometimes to staff and also to patients. A considerable amount of the information dealt with will be commercially or clinically sensitive.  |

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| **12. ENVIRONMENTAL/WORKING CONDITIONS & MACHINERY AND EQUIPMENT** |
| * Frequent travel throughout Scotland including long car journeys throughout the year. Also travel throughout the UK on an ad hoc basis by public transport.
* Frequent carrying of laptops and projector equipment for presentations.
* Long periods sitting at computer typing on a daily basis.
* Daily use of office equipment, including PCs, printers, fax machines.
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| **13. QUALIFICATIONS AND/OR EXPERIENCE SPECIFIED FOR THE POST*** Educated to degree level with a recognised and appropriate postgraduate qualification, with evidence of continuing professional development.
* Significant NHS managerial or clinical experience.
* Proven experience, awareness and appreciation of data collection and processing and of the use of data in providing information.
* Experience of using information for management purposes and in setting and monitoring targets and performance indicators
* Evidence of excellent written and oral communication skills.
* Excellent report writing and presentation skills
* Experience of organising and chairing meetings.
* Experience of change management and the use of skills to facilitate change.
* Evidence of excellent communication and negotiation/influencing skills as complex and sensitive negotiation, sometimes in emotive and hostile atmospheres, can be required
* Proven experience of project management. Formal project management training is essential.
* Experience and proven leadership skills in working with a wide range of professionals at all levels, from very senior to junior local staff who can provide vital information about performance and quality
* Proven experience of leading and managing a medium sized team.
* Knowledge and practical application of QI methodologies with evidence of driving quality improvement.
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| **14. JOB DESCRIPTION AGREEMENT** |
| A separate job description will need to be signed off by each post holder to whom the job description applies. |
| Post holder Signature: |  | Date: |  |  |
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| Post holder Print: |  |  |  |  |
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| Manager Signature: |  | Date: |  |  |
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