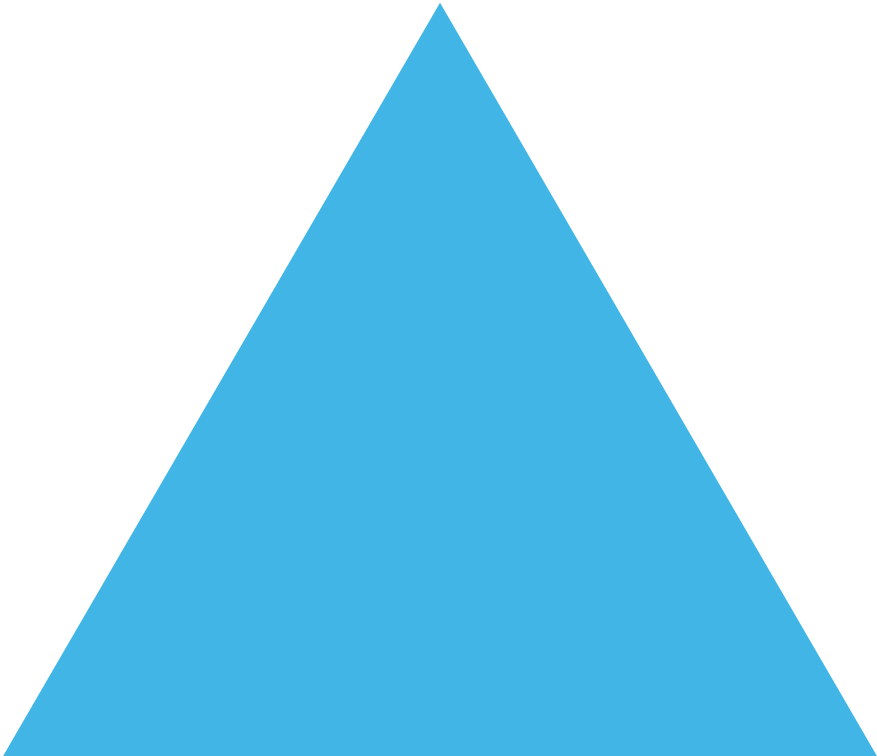


Job Description and Person Specification Strategy and Planning Manager



Job Description

Job Title	Strategy and Planning Manager
Band	8B
Hours	37.5
Department	Corporate
Division	Strategy and Planning
Location / Hospital Site	Royal Sussex County Hospital/ Trust wide
Responsible to	Head of Strategic Planning
Accountable to	Head of Strategic Planning
DBS Level	Not required
DBS Barring	Not required
DBS Workforce	Not required

Role Summary

The post holder will play a key role in the design and delivery of the future strategy and 5 year road map for University Hospitals Sussex, and must be committed to improving services and outcomes for patients and their families. The role requires an individual with highly developed leadership skills, a comprehensive understanding of strategy development and implementation, as well as collaborative working. The role will require a significant experience in the development and delivery of complex strategic work programmes in large scale organisations and managing integrated programmes of work in a highly complex environment.

You will be a strong communicator both orally and in writing, and able to work effectively with stakeholders at all levels: patients, colleagues, senior leaders, and senior partners. You will have a track record of working effectively with written and numerical evidence to support good decision making.

The role will work flexibly across the Strategy and Planning portfolio, with a specific focus on the development and implementation the Trust's strategy. It will also have a focus on system working, including the development of Clinical Networks within the Trust. In the context of national changes to the way Clinical Networks are commissioned, this role will help to coordinate and influence the Trust's involvement in Clinical Networks in a changing landscape. Specifically, the role will include oversight of the managerial support of the Hepatitis C network to ensure the delivery of safe and effective services across the patient pathway and help secure the best outcome for patients.

The post holder will work autonomously but will need to liaise closely with the wider Strategy and Planning Team, as well as clinical leads/directors, Multidisciplinary Teams, clinical teams, general managers, senior management teams across a number of organisations, and NHS England to achieve the Trust and Hepatitis C

network objectives, and will be expected to make a positive contribution to the delivery of the care and improvements in services.

Key Working Relationships

The post holder's key relationships will be with

Internal:

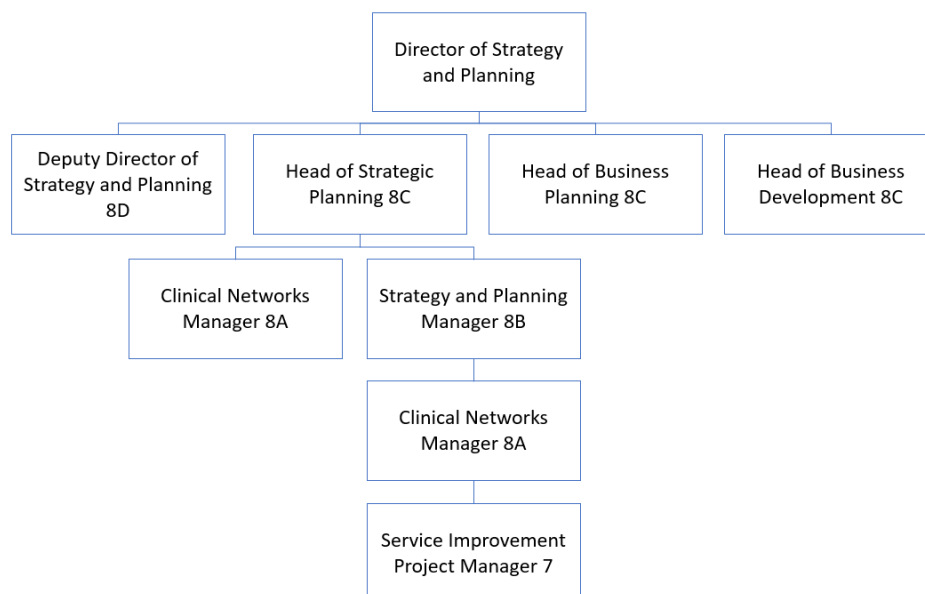
- Director of Strategy and Planning
- Deputy Director/ Heads of within the Strategy and Planning Team
- Divisional triumvirates
- Network clinical leads
- Contracts Lead
- Heads of within other corporate teams

External:

- NHS England
- ICS/ICB
- Specialist Commissioners
- External stakeholders
- National peers
- Directorate/divisional managers for network organisations relating to Hepatitis C

The post holder will need to forge effective working relationships with staff at all levels.

Structure Chart



Main Duties and Responsibilities

Communication

- Develop and deliver mechanisms and approaches that secure clinical engagement, ensuring commissioners, partners, patients, carers and the general public are engaged in an open and transparent way.
- Contribute to the development of constructive working relationships with local commissioners to ensure that strategic plans, change programmes and delivery plans in relation to the strategic programme are aligned to and informed by local commissioning intentions and the commissioners are aware of the impact of their plans on the Trust, in the context of strategy development.
- Develop constructive working relationships with other providers to contribute to ensuring that strategic plans, change programmes and delivery plans in relation to the strategic programme are informed by their plans and that opportunities for joint working are understood and capitalised on.
- Develop and maintain appropriate links with other networks and organisations whose activities impact on the Hepatitis C network.
- Ensure the co-ordination of regular Hepatitis C Network meetings with all relevant stakeholders to report key areas of success, improvement, changes in National/local objectives and future development plans.
- Ensure the implementation of appropriate mechanisms designed to develop and deliver a communication for the Hepatitis C network, as well as collating and disseminate good practice.

Service Delivery and Improvement

- Work in partnership with the wider Strategy and Planning Team, Clinical Divisions and Corporate Services with a particular focus on developing and implementing strategic plans that will deliver improved services for patients, families and the communities we serve.
- Work closely with the Head of Strategic Planning to support the prioritisation and implementation of the Trust's Clinical Strategy, ensuring that this is fully represented in Divisional Plans.
- In a changing commissioning environment, oversee the development of network strategies, advising on the implications of the changing commissioning landscape, impact of the clinical reference groups and service specifications, the National Service Frameworks and other relevant policies and guidance. To work within national guidance and strategic policy and to help ensure that these translate into service development plans.
- Work flexibly across the Strategy and Planning Team portfolio as required, to coordinate and drive forward key elements of the team's workplans including annual planning, strategic deployment and business case development.
- Work in partnership with commissioners, trusts and other stakeholder organisations, managers and clinicians to ensure good working relationships. Lead on the development and implementation of service delivery plans that

will encompass the development of workforce, training and education, facilities and services, information and IT strategies.

- Design and development of the processes, mechanisms and structures that will achieve collaborative working across the Trust and wider partner organisations. Find practical solutions to any potential barriers, blockers or issues restricting the ability achieve key objectives.
- Contribute to identifying mechanisms to ensure the development of equitable systems of care, which effectively reduces inequalities whilst maintaining access and choice to services.
- Engage external stakeholders when required and present information internally to senior audiences.
- Establish and oversee multi stranded work required to maintain an effective project board with project teams presenting complex or sensitive information for consideration and agreement.
- To lead defined service reviews, seeking to utilise best practice and standards whilst pro-actively embracing the local and national modernisation agenda.
- To identify and implement initiatives to support continuous quality improvements and modernisation of service delivery, to include the Trust's Specialty Review process.
- To ensure continuous improvement of services for patients across the whole of the pathway.
- Identify and secure funding streams and have ideas ready to submit for new service development areas.
- Develop, coordinate and submit bids for the Trust in response to funding opportunities that may present and coordinate the implementation of any successful proposals.
- Responsible for reporting to commissioners on the progress of any investments.
- Provide and receive sensitive information (non-clinical) to large groups/stakeholders (including members of the public and other organisations).
- Ensure any Service Level Agreements, Memorandums of Understanding or contracts with external organisations are up to date and reviewed regularly.

People Management and Development

- Ensure the involvement of all staff through open and direct communication.
- Contribute to the production of workforce plans that provide a staffing complement which is qualified and able to meet service requirements.
- Responsible for the recruitment, retention and line management of the support team for the Hepatitis C Network.
- Practice an inclusive and adaptive leadership style ensuring involvement from all stakeholders, at all levels.
- Maintain and develop an environment and culture that improves health, safety and security of the work place, ensuring effective risk management strategies are implemented.
- Act as a Champion for collaborative working models and processes to ensure buy-in from relevant local stakeholders.

Patient Care Delivery

- Contribute to transformational and pathway improvements that enhance the quality, effectiveness and accessibility of patient care.

Learning and Development

- Attend mandatory training updates as required.
- Undertake training as necessary in line with the development of the post and as agreed with the line manager as part of the personal development process.
- Achieve and demonstrate agreed standards of personal and professional development within agreed timescales.
- Identify own learning needs and jointly plan training requirements with your line manager
- Participate in the Trust's appraisal process to discuss how your role will help deliver the best possible care to our patients and help to deliver any changes in service.

This job description is an outline of the role and responsibilities. From time to time due to the needs of the service, we may ask you to flexibly undertake other duties that are consistent with your role and banding, including project work, internal job rotation and absence cover.

The job description and person specification may be reviewed on an ongoing basis in accordance with the changing needs of the department and the organisation.

Mission and values

The mission of University Hospitals Sussex – what we are striving to achieve – is to provide:

‘excellent care every time’

All our efforts to do this put the interests of our patients first and foremost, and are underpinned by our values:

- Compassion
- Communication
- Teamwork
- Respect
- Professionalism
- Inclusion

These values were selected by our staff, patients and public when we were talking about the merger and the sort of organisation we want University Hospitals Sussex to be.

Our mission and values are extremely important to us and we expect everyone who works at University Hospitals Sussex in any capacity to share and uphold them.

Patient First

- Patient First is our Trust-wide approach to improving the quality of care for patients and to build and embed a culture where staff can be confident that their views matter and will be heard.
- The aim is to empower all staff to lead change, raise issues, concerns, identify and implement areas for improvement within the workplace and find solutions collectively as part of a team.
- Staff will be equipped with skills to identify improvement opportunities and supported to see those through
- It encourages all staff to be innovative and drive forward quality improvement and positive changes in their areas.
- The philosophy behind this is centred on:
 - Standardisation, system redesign and the improvement of patient pathways to eliminate error and waste and improve quality
 - The patient being at the heart of every element of change
 - Embedding cultural change across the organisation, where everyone is passionate about delivering exceptional quality every time and “where better never stops”.
 - Continuous improvement of our services through small steps of change
 - Constantly testing the patient pathway to see how we can develop
 - Encouraging frontline staff to lead the redesign processes
 - Equal voices for all
 - Engagement of staff is a big factor in job performance.
 - Good engagement leads to improved quality, mortality and safety measures

Safeguarding Children and vulnerable adults

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- UHSussex is committed to safeguarding and promoting the welfare of children and adults and to protecting them from the risks of harm. The Trust recognises its responsibility to ensure that safe working conditions and systems are in place for staff working with children, adults, and families in their care. Staff are required to comply with Trust policies on Safeguarding and to undertake the appropriate level of mandatory in-service training in this area.

Equality, Diversity and Inclusion

Inclusion and respect are core values at UHSussex, and we are committed to diversity and equality. This means treating colleagues and patients with professionalism, ensuring everyone feels welcome and included, valuing different backgrounds and experiences, and challenging inequalities.

Having all our staff feel safe, supported, included and valued will lead to better care and outcomes for our patients – our True North Objective.

All staff have a duty to report any behaviours which contravene this to their managers.

Workplace and Environmental Factors

Physical	<ul style="list-style-type: none"> • Able to comply with Trust manual handling guidelines. • Required to make repetitive movements and extensive and, on many days, continuous use of the PC keyboard
Emotional	<ul style="list-style-type: none"> • Able to deal with conflict and hostility. • Dealing with difficult situations/circumstances and the potential financial, political and reputational consequences of error in the expert advice provided by the post holder may be stressful. • Expected to present highly sensitive and potentially contentious information to individuals and groups and to respond appropriately where this provokes an emotive response.
Mental	<ul style="list-style-type: none"> • Self-motivated and adaptable, calm and approachable, able to respond to changing situations and work to tight deadlines, constantly redefining priorities. • Ability to work under pressure. • The post holder will be required to analyse and interpret highly complex statistical information and to develop and present options/alternative courses of action in response. • Preparing detailed and complex reports will be a significant part of the role and these will be tailored appropriately for a range of audiences, including Programme Boards, Trust Board and external stakeholder organisations. • Expected to undertake complex calculations – and validate her/his team's calculations – on a regular basis, i.e. most days.
Working Conditions	<ul style="list-style-type: none"> • Long periods of sitting at a computer and using a VDU. • Will sometimes be exposed to dust and dirt and/or unpleasant smells or odours during visits to clinical areas. • Driving between sites in normal situations

Person Specification

Requirements	Level required	How assessed	Level required	How assessed
	Essential		Desirable	
Professional Registration	N/A			
Experience/ Qualifications	<ul style="list-style-type: none"> Masters degree level qualification in Management or Health related subject or equivalent knowledge Business or Management Qualification or equivalent experience Extensive up to date knowledge of the NHS or ability to acquire this. Evidence of CPD 	AF AF AF/I AF/I	<ul style="list-style-type: none"> Project management qualification Business Case Development qualification 	AF AF
Skills	<ul style="list-style-type: none"> Extensive experience in a management role in an Acute Trust or equivalent organisation with the proven ability to successfully manage a complex functions, service or group of services. Demonstrable previous success in leading and delivering change and performance initiatives. Experience of and giving feedback. Proven ability to analyse complex problems and to develop and successfully implement practical and workable solutions to address them. Ability to think and plan strategically, tactically and creatively, and to prioritise work programs in the face of 	AF/I AF/I AF/I AF/I AF/I AF/I	<ul style="list-style-type: none"> Experience of working successfully in a comparable role Experience and understanding of developing complex business cases within a healthcare setting Highly developed knowledge of NHS Policy and Frameworks and how they operate. 	AF/I AF/I

	<p>many competing and often conflicting demands.</p> <ul style="list-style-type: none"> • A confident and demonstrable track record in using complex quantitative, qualitative data to inform delivery planning and in monitoring and responding to performance issues within a complex Directorate. • Evidence of having undertaken own development to improve understanding of equalities issues 	<p>AF/I</p> <p>AF/I</p>		
<p>People Management and Development</p>	<ul style="list-style-type: none"> • Able to lead, motivate and influence individuals both within and external to the organisation even when there are barriers to success • Knowledge and experience in the use of human resource policy and procedures. • Knowledge and understanding of recruitment and retention of staff • Facilitate good working relationships with other colleagues across the Directorate, Trust and Local Health Economy to benefit the Directorate • Ability of holding others to account in ensuring they deliver their objectives 	<p>AF/I</p> <p>AF/I</p> <p>AF/I</p> <p>AF/I</p> <p>AF/I</p> <p>AF/I</p>		

	<ul style="list-style-type: none"> • Experience of managing and implementing change within teams and services. • Experience of managing a range of employment issues including but not limited to Sickness, Disciplinary, Performance and Grievance issues. • Awareness of dignity at work, equalities and human rights issues. 	AF/I		
		AF/I		
		AF/I		
Freedom to Act	<ul style="list-style-type: none"> • Extensive experience in a management role in an Acute Trust or similar complex organisation with the proven ability to work autonomously and successfully manage a complex service or group of services • Identify and adhere to best practice • Responsible for own professional actions and have sufficient autonomy for the delivery of the role • Able to interpret national and local guidance and to develop local policies to reflect these standards 	AF/I		
		AF/I		
		AF/I		
		AF/I		
Equality, Diversity, and Inclusion	<ul style="list-style-type: none"> • Evidence of having championed diversity in previous roles (as appropriate to role). 			

