



DELIVERING
OUTSTANDING
CARE AND
EXPERIENCE



RECRUITING,
DEVELOPING AND
RETAINING OUR
WORKFORCE



AN ANCHOR
IN OUR
COMMUNITIES



WORKING TOGETHER
WITH LOCAL HEALTH
AND SOCIAL
CARE PROVIDERS



DELIVERING
LONG-TERM
SUSTAINABILITY



Information pack for the post of Business Change Manager

EPR Programme Team

Division of Corporate

November 2023



GOOD TO
OUTSTANDING



Welcome from Chief Executive Hannah Coffey

Hello and welcome to our Trust! I am delighted that you are considering our organisation as a place to work.

This is a really exciting time for our patients and staff as we work with our local health system partners across Cambridgeshire, Peterborough and South Lincolnshire to deliver some key development projects that will shape the care we provide for future generations within the 900,000-strong catchment we serve. As well as building a new hospital at Hinchbrook and redeveloping our sites at Peterborough and Stamford to better meet the needs of patients, we are investing in a Trust-wide electronic patient record system and harnessing digital technology within our diagnostic services to enhance the quality and speed of diagnosis and treatment.

It's a great time to be joining TeamNWA AngliaFT where we truly value the health and wellbeing of our staff and encourage our leadership team to empower their teams to be the best they can be, to help them develop in their careers and, at the same time, ensure our patients can experience good quality care by people who are dedicated to serving their health needs.

If you are looking to develop your career in an environment that's primed for organisational change, where you can actively contribute to the quality improvements we are making for our patients and staff, then look no further for your next role.



Hannah Coffey
Chief Executive Officer

Job Description

JOB TITLE	Business Change Manager
GRADE	7
HOURS OF WORK	37.5 hour per week – 18-month FTC/Secondment
DEPARTMENT	EPR Programme – Information Management +Technology
BASE	Your primary base will be Peterborough City Hospital however travel between NWAngliaFT Hospital sites will be required. A mix of onsite and remote working should be expected.
RESPONSIBLE TO	Senior Project Manager – EPR Programme (Readiness Workstream)
ACCOUNTABLE TO	EPR Programme Director

Background and Context

North West Anglia NHS Foundation Trust is embarking on a large-scale transformational change with the implementation of a core electronic patient record system (EPR).

This will transform the way we care for our patients – by replacing most of the Trust’s clinical systems with a single digital record to manage patient interactions. The EPR is an ambitious programme and is an opportunity to improve how we work as a team, make care safer and support staff to spend time on the things that make the biggest difference to patients.

The impact of this change is not underestimated and the EPR programme team will need to ensure significant attention and focus is given to support the organisation as it moves through its change journey

Job Summary

The post holder will proactively take part in the capture, analysis, and facilitation of change to achieve the objectives of the EPR Programme, enabling Trust staff to understand and adapt to change.

The post holder will take a pro-active approach to leading change management activities, analysing the changes and facilitation to achieve the objectives of the EPR Programme. This will include analysing, reporting, supporting, and executing activities that will enable Trust staff to understand and adapt to change.

The role of the EPR Programme's Business Change Manager will ensure that the organisation effectively transitions to and adopts the new ways of working, enabling benefit realisation.

Main Duties and Responsibilities

- Line management and professional accountability for staff in the business change team.
- Manage highly complex systems process analysis, design, deployment, and user adoption supported by the use of the EPR.
- Lead on the design of highly complex business change activities; this may involve workshops or other interactive events/processes involving affected staff groups, delivering appropriate outputs such as:
 - Current state maps
 - Process identification
 - Process analysis
 - Process redesign (including optimisation or workaround alternatives)
 - Future state maps
 - User Stories and "What's in it for me?"
 - Standard operating procedure
- Working in collaboration with the Trusts Strategy and Transformation team and the Transformation programme manager, support the development of a robust Change management strategy, outlining how the programme will implement and a manage change associated with the EPR.
- Develop comprehensive change management plans ensuring that business areas are prepared for the impact of a new EPR being implemented. Leading and supporting the plans through the change journey effectively, enabling successful adoption working collaboratively with stakeholders where there may be resistance to change.
- Ensure that change impact assessments are carried out and evaluate the potential impact of the EPR programme on various aspects of the organisation, including business processes, roles, and individual employees.
- Maintain excellent knowledge of change management and culture change strategies as they relate to EPR systems, with responsibility for cascading this knowledge by providing expert leadership and advice to members of the EPR teams.
- Analyse complex processes and data and compare a range of options to interpret how the EPR system can perform the processes required by the service, considering new ways of working, facilitating collaborative working with stakeholders.

- Identify and analyse stakeholders affected by the EPR programme, understanding their interests, concerns, and levels of influence, and develop tailored change strategies accordingly.
- Present highly complex, potentially sensitive and contentious information to groups of stakeholders in relation to the EPR change project.
- Assess the organisation's readiness for change, identifying areas of strength and potential resistance, and develop strategies to address resistance and build readiness.
- Work with colleagues across the Trust to adapt policies and procedures to fit with new processes and implement these. Provide expert advice to policy development processes as required.
- Feed into the communication plan to keep stakeholders informed about the EPR programme, its goals, progress, and the impact on their roles and workflows.
- Support in identifying training requirements for different user groups, and feed into the design of the training programme and content, ensuring that staff at all levels are equipped with the necessary skills to use the new EPR system effectively.
- Work collaboratively with the EPR programme's testing team to support in reviewing test documentation to ensure testing is aligned to the requirements of all users and the business needs of the Trust. Assist the testing team in coordinating and scheduling user acceptance testing.
- Foster engagement among end-users by involving them in the design and testing phases, gathering feedback, and incorporating their input into the EPR programme's development.
- Identify and empower change champions within the organisation who can act as advocates for the EPR system, helping to motivate and guide their colleagues through the change process.
- Proactively address resistance to change by identifying its sources, engaging with stakeholders, and implementing strategies to address concerns and build support.
- Continuously monitor the impact of the EPR programme on the organisation, gathering feedback, and adjusting change strategies as needed to ensure successful adoption.
- Develop and track key performance indicators (KPIs) related to the adoption of the EPR system, assessing the effectiveness of change initiatives.
- Maintain comprehensive documentation of change management activities, lessons learned, and best practices for future reference and improvement.
- Work collaboratively with technical, deployment, and other work streams to ensure a coordinated and integrated approach to change management.
- Assess and address cultural factors within the organisation that may impact the acceptance of the EPR system, fostering alignment with the desired changes.

- Provide ongoing support and resources to users after the EPR system is implemented, addressing any additional needs or challenges that arise.
- Hold a delegated budget for own specialist area within the EPR change programme.

These duties and responsibilities are neither exclusive nor exhaustive and management reserve the right to require staff to undertake other duties and responsibilities consistent with the grade of the post in consultation with the post holder.

Working at our Trust

A. Our Values

Our Trust Values highlight the core principles and ideals of our Trust and underpin everything that we do. They establish the kind of people we want to be, the service we hope to provide and how we interact with our stakeholders and community.

The Values were created and selected by members of the public, patients and our staff, and highlight the principles we believe are the most important. They steer the decisions we make and guide the behaviour of our Trust family so we can accomplish our Vision.

We regularly measure ourselves against these Values, at every organisational level, so we can identify how we are living them and where we need to make improvements. The Trust board will monitor and review how the Trust performs against the values regularly, to ensure we provide the best possible patient care.



B. Divisional Structure

Following the formation of North West Anglia Foundation Trust in April 2017, our operational functions across our hospitals merged to form five clinical divisions:

- Division of Medicine
- Division of Urgent Care and Emergency Care
- Division of Surgery
- Division of Family and Integrated Support Services
- Division of Maternity, Gynaecology and Breast Services

The clinical divisions are key to our service delivery and they are led by a triumvirate comprising a Divisional Director, Divisional Nursing Director, and Divisional Operations Director.

C. Your responsibilities to the Trust, our patients and staff

The Trust aims to provide high standards of patient care and to ensure that our staff are supported in their roles that help us achieve this. As part of your role, you are expected to adhere to Trust policies and procedures which are designed to guide you in your work and ensure that the Trust, and you as an individual, comply with legal requirements. Non-adherence to Trust policies and procedures may be addressed through the Trust's disciplinary process.

Key policies are outlined below; you are also required to act by policies specific to your job role, which are covered at induction.

Equality and Diversity Policy

No patient or member of staff should receive less favourable treatment on grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, or sexual orientation, and should not be placed at a disadvantage which cannot be shown to be justifiable. You have a responsibility to patients and staff to ensure that this is achieved.

Health & Safety

You have a responsibility to consider yourself and anyone else that could be affected by the things you do or don't do, that you should have while at work. You are responsible for informing your manager of any health and safety concerns you identify by using the trust incident reporting system for any accidents, incidents or near-misses that happen to you or that you are aware of to reduce injuries or loss.

Additionally, if you have management responsibilities you must ensure the implementation of the Trust's health and safety and risk management policies, procedures, and codes of practice through your directorate or business unit management structure ensuring that communication pathways are clear and explicit at all levels of employment, to maintain the health, safety and welfare of employees or others who may be affected.

Data Protection

You are to always maintain the highest standards of data protection and confidentiality, ensuring that person-identifiable data is held securely (including password protection and encryption) and that data held and entered into Trust systems is correct. You are to observe confidentiality for commercially sensitive data and to promote the highest standards of information governance by the Data Protection Act 1998, Freedom of Information Act 2000 and Trust policies and procedures.

Data Quality

It is your responsibility to ensure that any data collection required is accurate, timely, complete, and stored securely in the appropriate place or system, whether as a paper or an electronic record. This includes data input onto the Trust's information systems, patient records, staff records and finance records. You are expected to submit data for quality assurance checks as required. You will be expected to undertake training required to assure the quality of data collected and to participate in any relevant audits required as part of the Trust's and external quality improvement programmes.

Customer Care

You are always required to put the patient first and do your utmost to meet their requests and needs courteously and efficiently. So that you to understand the principles of customer care and the effects on you and the service that you provide, full training will be given.

Values

How our staff live and work according to our values will be through our 'personal responsibility framework' - which outlines how staff are expected to behave.

Infection Control

You have a responsibility to comply with Trust policies for personal and patient safety and prevention of healthcare-associated infection (HCAI); this includes a requirement for consistent compliance with hand hygiene, use of personal protective equipment and safe disposal of sharps. You will be asked about adherence to measures for reducing HCAI at the annual appraisal.

Smoking Policy

You are not allowed to smoke in Trust buildings or grounds. Assistance will be provided to assist you to quit smoking through our Occupational Health service.

Confidentiality

Under no circumstances, either during or after the end of your employment may you divulge any unauthorised personal identifiable information relating to the Trust. This also includes but is not limited to, information covering patients, individual staff records, industrial relations, financial affairs, contract terms and prices or business forecasts.

Safeguarding the welfare of children and vulnerable adults

You should be aware of Trust policies and procedures on safeguarding the welfare of children and vulnerable adults., and appreciate the importance of listening to children, young people, and vulnerable adults, particularly when they are expressing concerns about their own or other children's/vulnerable adult's welfare.

Mandatory Training

You are required to attend mandatory training as required. if you are unable to attend a required session you should ensure that this is rectified with your line manager's support at the next available opportunity.

Raising issues of Concern

If you have any concerns about practices or processes within the Trust, you should raise this with your line manager. If you do not feel able to raise concerns directly you should access the Trust's haven procedures for raising issues of concern in confidence.