

JOB DESCRIPTION

TITLE OF POST:	Transformation Lead
SALARY BAND:	Agenda for Change Band 8C
LOCATION:	St Mary's Hospital, Paddington, with requirement to travel as appropriate
RESPONSIBLE TO:	Director of Transformation
PROFESSIONALLY ACCOUNTABLE TO:	Programme Lead (8D)
HOURS PER WEEK:	37.5

IMPERIAL COLLEGE HEALTHCARE NHS TRUST VALUES:

We are absolutely committed to ensuring that our patients have the best possible experience within our hospitals. We are looking for people who are committed to delivering excellent patient care, whatever their role, and who take pride in what they do. We place a high value on treating all patients, customers and colleagues with respect and dignity, and seek people who strive for excellence and innovation in all that they do.

We value all of our staff and aim to provide rewarding careers and benefits, fulfilling work environments and exciting opportunities.

- Kind - We are considerate and thoughtful, so you feel respected and included.
- Collaborative - We actively seek others' views and ideas, so we achieve more together.
- Expert - We draw on our diverse skills, knowledge and experience, so we provide the best possible care.
- Aspirational - We are receptive and responsive to new thinking, so we never stop learning, discovering and improving.

Job Purpose

The primary purpose of this role is to provide effective support to the Trust in delivering operational improvement and transformation change.

- To help identify, scope and challenge operational improvement initiatives across Clinical and Corporate divisions
- To use the Transformation team approach to the delivery of operational improvement projects, which is effectively the Lean approach to process improvement
- To identify, analyse, track and challenge benefits to be realised through transformation projects, e.g. patient pathways, financial benefit, quality, operational, patient experience
- To ensure a rigorous and disciplined approach to the way we identify, report, and ensure progress with projects (using our new Trak-It PMO system).
- To support the Programme Lead, working alongside them to deliver = projects
- Actively work and develop relationships with divisions and directorates, to be seen as a trusted advisor and critical friend to their delivery of change projects

Key Working Relationships

Key stakeholders are:

- Transformation team
- General Managers
- Finance Business Partners
- Divisional Directors, Divisional Directors of Operations, Divisional Directors of People
- Clinical Directors
- Business Intelligence
- Corporate Directors

- Site Directors/Teams

Direct Reports

None

Key Results Areas

The post holder will be responsible to the Director of Transformation for successful delivery in a number of work areas related to operational improvement, and accountable to the Programme Lead. While specific targets and objectives will change, the key accountability areas for this post are: -

Operational Assurance

- To help identify, with colleagues, projects for delivery (scoping, project charter, stakeholder management, benefits tracking, milestone plan, reporting)
- To help General Managers (or equivalent or dedicated staff where applicable) deliver agreed projects and programmes using the Transformation team approach to project delivery (predominantly Lean process improvement method – Current State/Future State/Tactical Plan/Governance)
- To identify & manage project risk and likelihood of failing agreed deliverables, and help mitigate
- To initiate action where project owners exhibit or forecast shortfalls in project delivery; assist the owner; recommend action to the Strategic Change lead; support in development of mitigating strategies;

Operational Management

- Support active projects, improvement opportunities (e.g. improving patient flow), providing effective support in deep dives, validation and further benchmarking where required;
- To actively engage in the development of a consistent approach to measuring and reporting productivity improvement;

Professional Leadership and Management

- Act as a professional role model to both peers and stakeholders
- Share best practice or innovative ideas, transfer skills and knowledge as appropriate to ICHT colleagues

Communication

- To work collaboratively across the Corporate and Clinical Divisions;
- To be able to negotiate with and influence colleagues across the Trust in order to achieve agreed outcomes;
- To develop a range of leadership/management styles and deploy them appropriately in situation;
- To be able to champion the transformation agenda, and related tools and techniques, to a wide range of stakeholders, ensuring it is relevant and understandable;
- To present observations and recommendations at divisional, clinical or corporate board and Trust level in ways which will ensure engagement and understanding by both finance and non-finance staff;
- To build and maintain constructive relationships within the Transformation team, and across the Trust

General

- To comply with the Trust's Equal Opportunities Policy and treat staff, patients, colleagues and potential employees with dignity and respect at all times;
- To take personal responsibility for promoting a safe environment and safe patient care by identifying areas of risk and following the Incident, Serious Incidents and Near Misses reporting policy and procedure;
- To take personal responsibility for ensuring that ICHT resources are used efficiently and with minimum wastage, and to comply with the Trust's Standing Financial Instructions (SFIs);
- To comply with Trust policies for personal and patient safety and for prevention of healthcare-associated infection (HCAI); this includes a requirement for rigorous and consistent compliance with Trust policies for hand hygiene, use of personal protective equipment and safe disposal of sharps;
- In accordance with the Trust's responsibilities under the Civil Contingencies Act 2004 to undertake work and alternative duties as reasonably directed at variable locations in the event of and for the duration of a significant internal incident, major incident or pandemic;
- To be aware of and adhere to all Trust policies and procedures, the Health and Safety at Work Act and the Data Protection Act;
- To maintain confidentiality at all times.

Other

- The job description is not intended to be exhaustive and it is likely that duties may be altered from time to time in the light of changing circumstances and after consultation with the post holder.
- You are expected to actively participate in annual appraisals and set objectives in conjunction with your manager. Performance will be monitored against set objectives.

Other duties

- Provide cover for colleagues as appropriate
- Assist in producing ad hoc reports and project work
- Undertake any other duties requested as appropriate to the banding

Scope and Purpose of Job Description

A job description does not constitute a 'term and condition of employment'. It is provided only as a guide to assist the employee in the performance of their job. The Trust is a fast moving organisation and therefore changes in employees' duties may be necessary from time to time. The job description is not intended to be an inflexible or finite list of tasks and may be varied from time to time after consultation/discussion with the post holder.

General Responsibilities/Additional Information

Flexible Working

The Trust operates a flexible working policy, and once working relationships are established on-site, it is expected that remote working could be a part of this role. This would be discussed and agreed with your line manager. The Transformation Team is a hands-on delivery team and this is not a fully remote role.

Equal Opportunities

The Trust aims to promote equal opportunities. A copy of our Equality Scheme is available from the Human Resources department.

Members of staff must ensure that they treat other members of staff, patients and visitors with dignity and respect at all times and report any breaches of this to the appropriate manager.

Medical Examinations

All appointments are conditional upon prior health clearance by the Trust's Occupational Health Service. Failure to provide continuing satisfactory evidence will be regarded as a breach of contract

Criminal Records Bureau

Applicants for posts in the NHS are exempt from the Rehabilitation of Offenders Act 1974. All applicants who are offered employment will be subject to a criminal record check from the Criminal Records Bureau before the appointment is confirmed. This includes details of cautions, reprimands, final warnings, as well as convictions. Further information is available from the Criminal Records Bureau and Disclosure websites at www.crb.gov.uk and www.disclosure.gov.uk

Safeguarding children and vulnerable adults

Post holders have a general responsibility for safeguarding children and vulnerable adults in the course of their daily duties and for ensuring that they are aware of the specific duties relating to their role.

Professional Registration

Staff undertaking work which requires professional/state registration are responsible for ensuring that they are so registered and that they comply with any Codes of Conduct applicable to that profession. Proof of registration must be produced on appointment and, if renewable, proof of renewal must also be produced.

Work Visa/ Permits/Leave To Remain

If you are a non-resident of the United Kingdom or European Economic Area, any appointment offered may be subject to the Resident Labour Market test (RLMT) which may need to be repeated on expiry of your leave to remain. The Trust is unable to employ or continue to employ you if you do not obtain or maintain a valid work visa and leave to remain in the UK.

Confidentiality

The post-holder must maintain confidentiality of information about staff, patients and health service business and be aware of the Data Protection Act (1984) and Access to Health Records Act (1990).

Health and safety

The post holder must co-operate with management in discharging its responsibilities under the Health and Safety at Work Act 1974 and take reasonable health and safety of themselves and others and to ensure the agreed safety procedures are carried out to maintain a safe environment for patients, employees and visitors.

Risk Management

All staff have a responsibility to report all clinical and non-clinical accidents or incidents promptly and when requested to co-operate with any investigation undertaken.

Conflict of Interests

You may not without the consent of the Trust engage in any outside employment and in accordance with the Trust's Conflict of Interest Policy you must declare to your manager all private interests which could potentially result in personal gain as a consequence of your employment position in the Trust.

In addition the NHS Code of Conduct and Standards of Business Conduct for NHS Staff require you to declare all situations where you or a close relative or associate has a controlling interest in a business (such as a private company, public organisation, other NHS or voluntary organisation) or in any activity which may compete for any NHS contracts to supply goods or services to the Trust. You must therefore register such interests with the Trust, either on appointment or subsequently, whenever such interests are gained. You should not engage in such interests without the written consent of the Trust, which will not be unreasonably withheld. It is your responsibility to ensure that you are not placed in a position which may give rise to a conflict of interests between any work that you undertake in relation to private patients and your NHS duties.

Code of Conduct

All staff are required to work in accordance with the code of conduct for their professional group (e.g. Nursing and Midwifery Council, Health Professions Council, General Medical Council, NHS Code of Conduct for Senior Managers).

Infection control

It is the responsibility of all staff, whether clinical or non-clinical, to familiarise themselves with and adhere to current policy in relation to the prevention of the spread of infection and the wearing of uniforms.

Clinical staff – on entering and leaving clinical areas and between contacts with patients all staff should ensure that they apply alcohol gel to their hands and also wash their hands frequently with soap and water. In addition, staff should ensure the appropriate use of personal protective clothing and the appropriate administration of antibiotic therapy. Staff are required to communicate any infection risks to the infection control team and, upon receipt of their advice, report hospital-acquired infections in line with the Trust's Incident Reporting Policy.

Non clinical staff and sub-contracted staff – on entering and leaving clinical areas and between contacts with patients all staff should ensure they apply alcohol gel to their hands and be guided by clinical staff as to further preventative measures required. It is also essential for staff to wash their hands frequently with soap and water.

Staff have a responsibility to encourage adherence with policy amongst colleagues, visitors and patients and should challenge those who do not comply. You are also required to keep up to date with the latest infection control guidance via the documents library section on the intranet.

Clinical Governance and Risk management

The Trust believes everyone has a role to play in improving and contributing to the quality of care provided to our patients. As an employee of the Trust you are expected to take a proactive role in supporting the Trust's clinical governance agenda by:

- Taking part in activities for improving quality such as clinical audit
- Identifying and managing risks through incident and near miss reporting and undertaking risk assessments
- Following Trust policies, guidelines and procedures
- Maintaining your continue professional development

All Clinical staff making entries into patient health records are required to follow the Trust standards of record keeping

Information Quality Assurance

As an employee of the Trust it is expected that you will take due diligence and care in regard to any information collected, recorded, processed or handled by you during the course of your work and that such information is collected, recorded, processed and handled in compliance with Trust requirements and instructions.

Freedom of Information

The post holder should be aware of the responsibility placed on employees under the Freedom of Information Act 2000 and is responsible for helping to ensure that the Trust complies with the Act when handling or dealing with any information relating to Trust activity.

Management of a Violent Crime

The Trust has adopted a security policy in order

- To help protect patients, visitors and staff
- To safeguard their property

All employees have a responsibility to ensure that those persons using the Trust and its services are as secure as possible.

No Smoking

The Trust operates a non-smoking policy.

Professional Association/Trade Union Membership

It is the policy of the Trust to support the system of collective bargaining and as an employee in the Health Service you are therefore encouraged to join a professional organisation or trade union. You have the right to belong to a trade union and to take part in its activities at any appropriate time and to seek and hold office in it. Appropriate time means a time outside working hours.

IMPERIAL COLLEGE HEALTHCARE NHS TRUST

PERSON SPECIFICATION

POST: Transformation Lead

DEPARTMENT: Transformation

LINE MANAGER: Strategic Change lead

Requirements	Essential	Desirable
Education & Qualifications	<ul style="list-style-type: none">• Bachelor's degree (or relevant occupational experience).• Improvement /change management courses undertaken (in-house or commercial) – evidenced• Qualification in Change/Project Management/Six Sigma	<ul style="list-style-type: none">• Post –graduate management qualification or equivalent experience•
Experience & Knowledge	<ul style="list-style-type: none">• Knowledge of, and experience of using, operational improvement tools and techniques i.e. lean, six sigma• Substantial experience of implementing change in an Acute Trust setting• High level knowledge of systems thinking approach.• Experience of objective setting, performance reviews and performance management.	<ul style="list-style-type: none">• Private sector improvement consultancy experience

Requirements	Essential	Desirable
Skills & Abilities	<ul style="list-style-type: none"> • Project and programme management skills and experience. • Ability to identify, scope and challenge change initiatives • Ability to solve complex and multi-dimensional issues. Able to react quickly where decisions are required urgently. • Able to produce reports using data that is comprehensive and meets requirements of operational partners. • Ability to work with competing priorities to meet tight deadlines for self and team. • Able to work autonomously with skills to make complex decisions independently. • Advanced keyboard skills, PowerPoint and Excel. • Team building skills 	<ul style="list-style-type: none"> • Financial skills including financial analysis, planning and option appraisal. • Coaching skills
Communication Skills	<ul style="list-style-type: none"> • Ability to write clear and concise reports on extremely complex financial and business issues to Board level. • Highly developed influencing and negotiation skills which need to overcome significant barriers to acceptance. 	
Personal Qualities	<ul style="list-style-type: none"> • Self-motivation and the ability to work under pressure and deliver to tight timescales • Ability to prioritise commitments • Initiative • Reliability • Diplomacy and integrity • A “Can-do” attitude • Team player • A patient-centred & customer-centred approach 	

INFORMATION ABOUT IMPERIAL COLLEGE HEALTHCARE TRUST

We provide acute and specialist health care in North West London for around a million people annually. We have five hospitals – Charing Cross, Hammersmith, Queen Charlotte’s & Chelsea, St Mary’s and The Western Eye - as well as a growing number of community services.

With Imperial College London, we are a designated academic health science centre, supporting rapid translation of research and excellence in education. We seek to ensure our care is not only clinically outstanding but also as kind and thoughtful as possible. We want to play our full part in helping people live their lives to the fullest.

Our hospitals and services

We have five hospitals on four sites, as well as a growing number of community services across north west London:

- Charing Cross Hospital, Hammersmith provides acute and specialist care. It also hosts the hyper acute stroke unit for the region and is a growing hub for integrated care, in partnership with local GPs and community providers. Our clinical strategy sees Charing Cross evolving into a new type of local hospital offering specialist, planned care as well as integrated care and rehabilitation services for older people and those living with long-term conditions. Charing Cross has a 24/7 A&E department.
- Hammersmith Hospital, Acton is a specialist hospital recognised for its strong research connections. It offers a range of services including renal, haematology, cancer and cardiology care, and runs the regional specialist heart attack centre. Under our clinical strategy, Hammersmith would build further on its specialist and research reputation.
- Queen Charlotte’s & Chelsea Hospital, Acton provides maternity, women’s and neonatal care next door to Hammersmith Hospital. There is a midwife-led birth centre as well as specialist services for complicated pregnancies, foetal and neonatal care. The hospital would also continue to build on its strong specialist and research reputation.
- St Mary’s Hospital, Paddington is the major acute hospital for north west London. It has a maternity centre with consultant and midwife-led services. The hospital provides care across a wide range of specialities and runs one of four major trauma centres in London, as well as a 24/7 A&E department. Our clinical strategy requires a major redevelopment of the St Mary’s site to bring together more of our urgent and emergency care services in state-of-the-art facilities.
- Western Eye Hospital, Marylebone is a specialist eye hospital with a 24/7 A&E department. Our clinical strategy requires relocating the whole service to new state-of-the-art facilities on a redeveloped St Mary’s site.