

NHS England

**Job description and person specification**

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| **Position** |

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| **Job title** | **Implementation Lead** | **Directorate/ Region** | **Transformation**  **Getting it Right First Time (GIRFT)** |
| **Pay band** | **AFC Band 8c** | **Responsible to** | **GIRFT Director of Implementation** |
| **Salary** | **£67,064 - £77,274** | **Accountable to** | **GIRFT Deputy Director of Implementation** |
| **Tenure** | Substantive Position | **Responsible for** | **GIRFT Implementation** |
| **Funding Arrangements** | Programme Funded | **Base** | **Home** |

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| **Our Organisation** | **NHS England Values and Behaviours** |
| NHS England leads the NHS in England to deliver high quality care for all. We support NHS organisations to deliver better outcomes for our patients and communities, work to get the best possible value for taxpayers, and drive improvement across the NHS.    Through our [seven regional teams](https://gbr01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.england.nhs.uk%2Fabout%2Fregional-area-teams%2F&data=05%7C01%7Ckhatija.malik%40nhs.net%7C95443e2d73f741e74b2d08dabe76b181%7C37c354b285b047f5b22207b48d774ee3%7C0%7C0%7C638031715891723322%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=FcQu8KU%2Fpd9IRGUWtmGS71IzVgqE5VqyudGqohkFPUI%3D&reserved=0), NHS England supports local [integrated care systems](https://gbr01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.england.nhs.uk%2Fintegratedcare%2Fwhat-is-integrated-care%2F&data=05%7C01%7Ckhatija.malik%40nhs.net%7C95443e2d73f741e74b2d08dabe76b181%7C37c354b285b047f5b22207b48d774ee3%7C0%7C0%7C638031715891723322%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=D0EkGZiGj8CRrvPq5SX%2FmqDCy3l5LZQoJZZP0aFrbl0%3D&reserved=0), made up of public services that provide health and care – NHS organisations, primary care professionals, local councils, social care providers and the community, voluntary and social enterprise sector – to improve the health of the population, improve the quality of care, tackle inequalities and deliver care more efficiently.    From April 2023, NHS England, Health Education England and NHS Digital will be one single organisation, putting workforce, data, digital and technology at the heart of our plans to transform the NHS. | Having listened to our staff over the last year, we aim to create a healthy and high performing organisation, underpinned by the NHS Constitution values:   * Working together for patients * Respect and dignity * Commitment to quality of care * Compassion * Improving lives * Everyone counts   Our people all have a part to play in helping to shape and develop our culture and in embedding and living these values. **Our behaviors: leading by example:**  * ****We prioritise patients in every decision we take.**** * ****We listen and learn.**** * ****We are evidence-based.**** * ****We are open and transparent.**** * ****We are inclusive.**** * ****We strive for improvement.**** |
| **Service and team** | **About the role** |
| The Transformation Directorate’s vision is to deliver the best care and outcomes for the NHS and people that it serves, by improving our care pathways, rapidly adopting effective technologies, building on insights from data and cutting-edge research, and by transforming the way that we deliver care.  We will achieve this purpose by:   * Providing national digital, data and infrastructure services that enable effective operation of the NHS * Delivering the right solutions, for the right purpose, at the right time, to benefit our populations health and wellbeing * Working together to deliver people-centred health outcomes, that are innovative, at the cutting edge of technology and informed and supported by data and research. * Tackling health inequalities and empowering everyone to be more in control of living a healthier life through more personalised support and care. * Delivering programmes that transform the way in which we deliver care   Getting It Right First Time (GIRFT) is a programme designed to improve the quality of care within the NHS by reducing unwarranted variation and was transferred on a permanent basis to NHS England on 1st July 2021.  By tackling variations in the way services are delivered across the NHS, and by sharing best practice between trusts and systems, GIRFT identifies changes that will help improve care and patient outcomes, as well as delivering efficiencies such as the reduction of unnecessary procedures and cost savings. GIRFT is also leading the High Volume Low Complexity (HVLC) programme, addressing elective recovery post Covid-19, across six specialties throughout England.  Importantly, GIRFT is led by frontline clinicians who are expert in the areas they are reviewing. This means the data that underpins the GIRFT methodology is being reviewed by people who understand those disciplines and manage those services on a daily basis. The GIRFT national team visit every trust carrying out the specialties they are reviewing, investigating the data with their peers and discussing the individual challenges they face. Both local and national recommendations are shared across the specialty and with the regional team together with verified best practice.  The GIRFT national implementation team works with Trusts, Strategic Transformation Partnerships (STP) and Integrated Care Systems (ICS) supporting the implementation of GIRFT best practice pathways, local and national recommendations in order to deliver top decile performance across a range of specialties/sentinel metrics. | You will work as part of the GIRFT National Implementation team, taking the lead particularly for managing a portfolio of programmes spanning the GIRFT specialties and workstreams, and working closely with colleagues across the programme, to ensure the effective implementation of GIRFT recommendations and reducing unwarranted clinical variation across the NHS.  The post holder will be responsible for:   * The development of a support programme for providers that coordinates across the various workstreams within GIRFT implementation, to make best suit the needs of the providers, make optimum use of the subject matter expertise within GIRFT, and coordinate effectively with the various stakeholders across providers/system/regional/national * Lead on the management of relationships with key stakeholders, to achieve a common purpose and realise mutual benefits across the wider health and social care system. * Responsible for the development of elective hub best practice guidance and exemplar case studies, ensuring that this is embedded at all levels and utilised to improve elective hub efficiency and outcomes. * Responsible for the content on the GIRFT and Futures website, identifying information gaps, developing new content and ensuring it fulfils the needs of the target audience. * Champion best practice, learning from experience and from others, supporting the spread of innovation within the organisation and beyond. * Support the delivery of projects relating to surgical elective hubs, working with colleagues and subject matter experts to scope, plan design and deliver those across multiple organisations. * Support the delivery of organisational change at provider level to facilitate the uptake of GIRFT best practice initiatives that support excellence across NHS England. * Responsible for the development and delivery of, robust, information systems to ensure that all project documentation is stored and used effectively (PID, dashboards, highlight reports, risk and issues logs etc). * To act as a champion for patients and their interests and involve the public and patients in the policy development and decision-making of NHS England. * Ability to interrogate and analyse, sometimes highly complex, information to support the delivery of clear programme reporting and project outcomes. * Write and deliver high-level programme reports for programme boards assessing progress against milestones, status, resource requirements, issues, risks and dependencies, making recommendations on mitigation and management of risk where a range of options may exist. * Building and supporting a strong network with regional colleagues in relation to their support offer in relation to elective hubs. * Forge close working relationships across the organisation and beyond to facilitate an effective matrix management approach to delivery of projects and programmes of work to ensure integration at all levels. |
| **Key Job specifics and responsibilities** | **Key accountabilities** |
| **Improving quality and outcomes**   * To work collaboratively across the NHS England matrix, including integrating the National Director’s portfolio.   **Enabling patient and public involvement**   * To act as a champion for patients and their interests and involve the public and patients in the policy development and decision-making of NHS England. * To ensure all public and patient contact with the office is of the highest professional standard. * To embed patient and public involvement within NHS England at all levels of decision making.   **Promoting equality and reducing inequalities**   * To uphold organisational policies and principles on the promotion of equality. * To create an inclusive working environment where diversity is valued, everyone can contribute, and everyday action ensure we meet our duty to uphold and promote equality.   **Partnership and cross boundary working**   * To facilitate an effective matrix management approach to delivery of projects and programmes of work to ensure integration at all levels.   **Leadership for transformational change**   * To model a collaborative and influencing style of working, negotiating with others to achieve the best outcomes. Embedding this approach across the Directorate   **Using insight and evidence for improvement**   * To use data regarding elective hubs to support the development of a comprehensive framework to assess the performance of elective hubs and identify those with particular support needs.   **Developing an excellent organisation**   * To ensure the health, safety and wellbeing of all staff within the department * To ensure compliance with all confidentiality and governance requirements within the department * To adhere to the NHS Managers Code of Conduct and any other relevant professional codes of conduct at all times | **Key Functional Responsibilities**  **Operational requirements**   * Working within the overall strategic objectives, devise, implement and monitor the strategy. Evaluate, interpret and locally implement best practice. * Provide overall management to the whole function(s). * Develop and implement qualitative and quantitative measures to determine performance against the organisational strategy. Report progress against the strategy through personal representation at senior management forums and by written reports. Tailoring delivery to meet the needs of the audience. * Ensure that best practice is developed and delivered at organisational and departmental levels. Challenge ways of working and persuade, motivate and influence other senior managers to realign their practice where necessary. * Ensure that appropriate strategies are employed in line with business objectives and that these are fully cascaded. * Personally lead, support and contribute to formal negotiations with senior level internal and external stakeholders, providing a high level of negotiating expertise to secure the most advantageous arrangements. * Advise on innovative opportunities and support all departments in their strategies and programmes to maximise service benefits. * Oversee the tracking of progress against plans and transition milestones, ensuring appropriate processes are in place to flag issues, risks and concerns with the relevant stakeholders. * Ensure the securing of value for money, assuring relevant factors such as quality and governance. * To monitor, interpret and quality assure progress against deliverables. Quality assurance and progress of deliverables to the NHS that often require adjustments specifically in relation to the complex corporate business agenda, strategic objectives and the business planning process * To develop business plans and provide expert strategic and policy advice and guidance on all areas of the National Director’s portfolio. * Devise, manage and update policies and procedures, ensuring the adoption of best practice methodology, rules, standards and thresholds. * Supports the creation and locally implements the operational strategy and business plan, clearly identifying links to national, regional and local priorities and policy objectives. * Contributes to the development and implementation of general policy and service development. * Develops and implements strategies for improving performance and processes, ensuring stakeholders representation. * Drives and leads development and improvement of processes. * Drives process efficiency in the continuous development of the end-to-end cycle and its associated performance metrics. * Accountable for short, medium and long-term strategic business plans, achieving quality outcomes.   **Financial and Physical Resources**   * Evaluating value for money of new contracts, monitoring the performance of existing providers and ensuring that provider performance aligns, and comply, with contractual terms and condition. * Constantly strive for value for money and greater efficiency in the use of these budgets and to ensure that they operate in recurrent financial balance year on year, in a way that is compliant with Standing Orders and standing Financial Instruction.   **People Management**   * Support an effective matrix approach to achieve NHS objectives, where appropriate across the NHS England. * To manage, motivate, inspire and develop staff within the team to ensure that they are able to deliver the employee relations cases responsibilities of NHS England. * Responsible for the recruitment and development of the Directorate staff, including undertaking appraisal, ensuring team and individual development and where appropriate progression of employee relations matters.   **Information Management.**   * Responsible for devising, developing and implementing appropriate information sharing systems. * Lead the creation, maintenance and review implementation, of information systems for collecting, evaluating and interpreting complex data. To inform short and medium and long term strategies. * Developing and presenting reports, summarising status on issues, appraising outcomes, providing progress reports for senior staff or groups of staff as directed from time to time, tailoring content to meet the needs of the audience.   **Research and Development**   * Ensures the team are able to access best practice and current information within specialism, draining from experience and expertise in other fields and industries, ensuring the organisation and other stakeholder organisations, benefit from relevant innovations. * Commissions Research and Development initiatives to secure cost and service improvements from alternative methods of operation, through new goods and services or re-engineering existing processes.   **Policy and Service Development**   * To identify and assess opportunities for new services and threats to existing services and market developments. * Develop plans and seize opportunities, mitigate threats and deliver strategic objectives. Within own function making recommendations for service delivery. * Responsible for proposing and drafting changes, implementation and interpretation to policies, guidelines and service level agreements (SLA’s) which may impact service delivery and Sector. * Maintain a good knowledge of emerging policies from government departments, to assist in the thinking and definition of strategy discussions.   **Key Working Relationships**   * Regular contact with internal and external stakeholders, sensitive, complex, contentious and confidential issues. * Participate in relevant internal and external working groups/projects, services and initiatives to provide project, information and analytical advice and expertise. * Overseeing the team to develop and implement processes and systems that align to strategy. * Present verbal, written and numerical information and issues, explaining complexities, to a wide range of internal and external stakeholders. * To liaise with other Managers to share best practice. |

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| **Person specification** |

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| **Criteria** |  | **Essential** | **Desirable** | *Evidence\** |
| **Qualifications** | Educated to masters level or equivalent level of experience of working at a senior level in specialist area. | √ |  | A/I |
| **Knowledge and**  **experience** | Subject matter expertise across a number of key areas relating to elective surgery.  Evidence of post qualifying and continuing professional development.  Demonstrable senior management experience.  Must have an understanding of the background to and aims of current healthcare policy and appreciate the implications of this on engagement.  Should have an appreciation of the relationship between the Department of Health, NHS England and individual provider and commissioning organisations.  Experience of delivering against competing priorities and deadlines while also directing the work of teams/individuals.  Experience of budgetary responsible, including budget setting with evidence of working knowledge of financial processes.  Management of staff/ functions. | √  √  √  √  √  √  √ |  | A/I |
| **Skills Capabilities & Attributes** | Provide and receive highly complex, sensitive and contentious information, negotiate with senior stakeholders on difficult and controversial issues, and present complex and sensitive information to large and influential groups  Persuade board and senior managers of the respective merits of different options, innovation and new market opportunities.  Negotiate on difficult and very complex and detailed issues.  Strategic thinking – ability to anticipate and resolve problems before they arise.  Problem solving skills and ability to respond to sudden unexpected demands.  Ability to analyse complex facts and situations and develop a range of options  Takes decisions on difficult and contentious issues where there may be a number of courses of action.  Plans and organises a broad range of complex activities, formulating and adjusting plans to reflect changing circumstances.  Inputs to strategic plans across NHS and within the specific teams.  Demonstrable ability to deliver at pace in complex environment.  Works with Stakeholders to develop performance improvement plans and to develop plans for innovation and opening up the market.  Demonstrable experience of delivering results through the development and management of teams to ensure success and use a range of levers in the absence of direct line management responsibility  Ability to build effective cross functional working relationships across a diverse range of stakeholders to drive organisational agenda | √  √  √  √  √  √  √  √  √  √  √  √  √ |  | A/I |
| **Values and behaviours** | Commitment to and focused on quality, promotes high standards in all they do.  Able to make a connection between their work and the benefit to patients and the public.  Consistently thinks about how their work can help and support clinicians and frontline staff deliver better outcomes for patients.  Works well with others, is positive and helpful, listens, involves, respects and learns from the contribution of others  Consistently looks to improve what they do, looks for successful tried and tested ways of working, and also seeks out innovation  Demonstrable commitment to partnership working with a range of external organisations.  Demonstrates knowledge and understanding of equality of opportunity and diversity taking into account and being aware of how individual actions contribute to and make a difference to the equality agenda  Ensures staff for whom the post holder has line management responsibility uphold and promote the equality and diversity agenda, and act in accordance with the equality, diversity, and inclusion in the workplace policy.  Demonstrates knowledge and understanding of equality of opportunity and diversity.  Self-awareness in terms of emotional intelligence, biases and personal triggers with cultural sensitivity and awareness.  Values diversity and difference operates with integrity and openness | √  √  √  √  √  √  √  √  √  √  √ |  | A/I |
| **Other** | Ability to travel across sites where required | √ |  | A/I |

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