

JOB DESCRIPTION

JOB DETAILS	
Job Title	Programme Management Office Lead – Our Future Hospital
Reports to	OFH Programme Manager
Band	Band 8a – Subject to AfC matching
Department/Directorate	Strategy

JOB PURPOSE
<p>The New Hospital Programme is the largest national hospital improvement programme in a generation and Royal Devon University Healthcare Foundation Trust (Royal Devon) is using this as an opportunity to transform the way it sees and treats patients to meet their health needs of today as well as in the future. Our programme of hospital rebuilding at North Devon District Hospital (NDDH) is branded Our Future Hospital (OFH). This improvement programme will have impact on patients, carers, families and every member of clinical and non-clinical staff, in fact the whole Northern Devon community.</p> <p>The Programme Management Office Lead will lead the PMO Team to ensure the delivery of the programme of redevelopment work across NDDH. The post holder will report to the OFH Associate Programme Director and will be responsible for providing leadership to the Programme Management Office function and team, providing subject matter expertise and ensuring implementation of best practice. The post holder will ensure that planning, tracking, monitoring and reporting are in line with organisational processes, and input into the development of project and programme management.</p>

KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES
<p>Key responsibilities</p> <ul style="list-style-type: none"> • Lead, direct and support the programme management office (PMO), developing and maintaining a professional and effective OFH PMO function and supporting colleagues (clinical, operational and corporate) to develop and deliver their function areas in line with the Our Future Hospital programme • Identify dependencies and ensuring a consistent approach through programme management to delivering agreed objectives. Ensure the adoption of a recognised project methodology and practice across programmes • Manage the OFH Programme key decision-making timelines, ongoing prioritisation and resource allocation to ensure delivery against plan and programme objectives; • Provide comprehensive and well governed support and assurance across the New Hospital Programme in line with priorities and strategies • Support, coach and challenge function leads to scope and deliver their projects / programmes and initiatives against objectives; • Implement and run an effective monitoring and reporting process to provide a single source of truth for the OFH Programme Board, Executive Teams and NHP governance fora (including connected Royal Devon governance) on the progress of the programme and enabling projects; • Develop and maintain programme-level plans, construct critical paths spanning the portfolio and work with our Business Intelligence team to report against key performance indicators, developing processes to gather, analyse and interpret data and information for programme management purposes including Trust Board level reporting, Our Future Hospital Programme Board reporting; • Ensure inclusion of organisational priorities and ongoing work into the strategic and programme level plans for the programme; • Implement and manage a process to ensure risks, dependencies and interdependencies are managed, reviewed and mitigated appropriately; • Ensure the use of appropriate best practice, improvement methodologies and project management tools to improve likelihood of programme delivery.

- The post holder will provide effective input into the work of the OFH Team, to support the achievement of our vision and values

KEY WORKING RELATIONSHIPS

The PMO Lead will be expected to work closely with the Associate Programme Director and Programme Director providing up to date information on programme status and delivery against plan as well as assurance that risks and issues are managed through the RAID logs.

The PMO lead will need to develop strong working relationships the OFH programme delivery team, working with them on a daily basis to achieve delivery against plan and programme objectives.

The PMO Lead will be expected to escalate key areas for resolution to the Associate Programme director in a timely manner and hold to account for resolution.

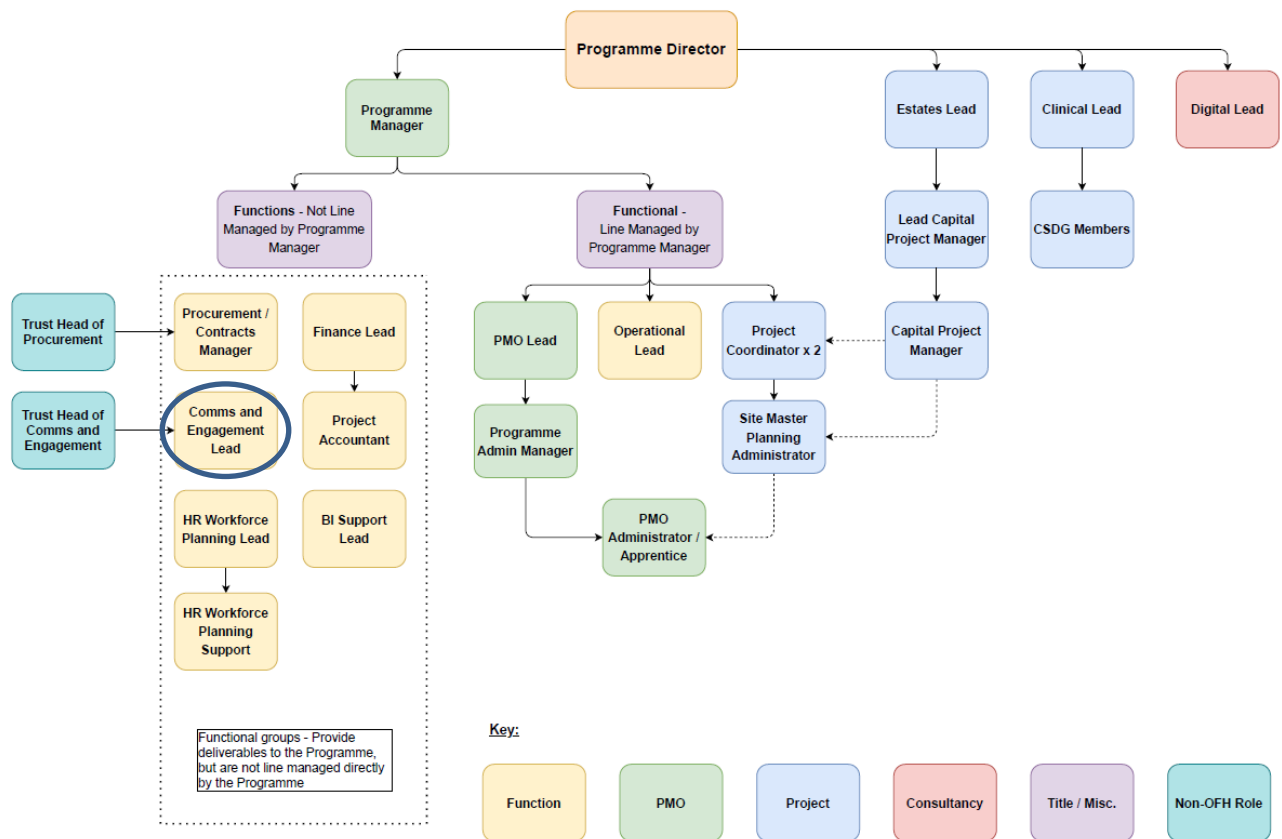
The PMO lead will also need to develop relationships with key stakeholders, including a range of staff involved in the individual programmes of work including project managers and clinical champions and act as a critical friend to support the successful delivery.

The post holder is required to deal effectively with staff of all levels throughout the Trust, the wider Healthcare community, external organisations and the public. This will include verbal, written and electronic media.. They will be a trusted direct source of PMO expertise to these stakeholders, providing meaningful challenge, advice, and feedback across the system. Of particular importance are working relationships with:

Internal to the Trust	External to the Trust
<ul style="list-style-type: none"> • Our Future Hospital programme team • Our Future Hospital project and functional leads • OFH Senior Responsible Officer • Director of Strategy • Chief Executive and Deputy Chief Executive Officer • Executive Directors • Non-Executive Directors and Chair • Governors • Our Future Hospital champions • Senior Leaders - clinical and corporate • Heads of Departments and Senior Managers • Lead clinicians • Colleagues Trust-wide of all professional staff groups and bands 	<ul style="list-style-type: none"> • Members of the public • Patients/service users • Carers/visitors • New Hospital Programme and other NHP sites • ICB • NHSE • Interest groups • Our Future Hospital Programme suppliers

ORGANISATIONAL CHART

Our Future Hospital Programme Phase 1 Structure



FREEDOM TO ACT

The post holder will be required to work independently and autonomously, managing their own extremely varied workload with the ability to prioritise work effectively with an understanding of the bigger picture and the role of their work in wider projects, providing leadership to the OFH PMO team.

COMMUNICATION/RELATIONSHIP SKILLS

Provide and receive highly complex, sensitive and contentious information and complex analysis; share this information with project owners, service and divisional teams where agreement or co-operation on agreeing the next steps for delivery are required.

Develop and maintain strong working relationships with a number of operational, clinical and corporate management teams including developing good knowledge of the overall strategic programme aims, objectives and initiatives so as to provide meaningful expert advice and guidance in relation to change.

Responsible for oversight of production and assurance of all reporting in relation to the OFH programme and will be responsible for collating the highlight report from all of the projects and workstreams as well as ensuring the Risk, assumption, Issues and decisions logs are up to date and reflect the position of the programme.

Use highly developed negotiation and persuasion skills to overcome barriers and obstacles to the delivery of programme objectives in particular where staff, partners and other stakeholders are resistant and/or the post holder has no direct line management relationship.

Ensure clear lines of communication and consultation with key stakeholders and members of multi-disciplinary projects team, ensuring interdependencies are clearly identified and proactive actions taken.

In written and communication, provide clear and concise updates on the delivery of the programme to persuade Boards, Board Committees and senior managers of the importance of the initiative/programme and effectively describe blockers for resolution.

Promote Project and Programme Management within the programme, ensuring there is effective communication of the standardised tools and methodologies, training available and ensuring that benefits are tracked and shared in line with organisational standards

Support the development of a culture where programme and project management principles are followed and there is transparency on delivery of the programme and it's constituent projects and risks to delivery that facilitates improved programme delivery and consistent understanding across UHN on benefits and challenges.

Develop and nurture relationships with regional and national NHS teams, and other NHP sites, particularly regional sites, working on the NHP and Programme and Project Management agenda to ensure that latest best practice is integrated into the delivery approach

Provide specialist project guidance and advice to project leads and individual project team members within the programme, supporting in a structured way the development and delivery of the programme from identification of work through project proposals to delivery and monitoring and evaluation.

Ensure project owners understand and have put in place appropriate project and programme documentation e.g. plans-on-a-page, project plans, financial costs and savings, KPIs, risks, issues, dependencies, highlight reports, and that these are completed to agreed standards, and provide assistance to develop these where required.

Build and sustain effective relationships with a wide range of divisional managers, divisional directors, clinical leads, project leads, executive SROs, the finance team and external groups, e.g. system partners and wider regional and national groups to help promote projects effectively to effect buy-in
Play a pivotal role in ensuring project leads are supported to develop and maintain appropriate documentation to support robust delivery

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.

Communicate clearly with internal staff in an engaging manner around the PMO agenda to engage and enthuse staff in their journeys on programmes, ensuring that highly complex topics are simply explained in a manner that provides clarity.

Advise on PMO function status, communicating clearly progress against plans and highlighting risks.

ANALYTICAL/JUDGEMENTAL SKILLS

Engage with programme colleagues and stakeholders to maintain the prioritisation of projects and supporting programmes of work to ensure alignment with UHN strategic objectives.

Work closely with the Health Intelligence team to use data to track and monitor progress against programme delivery.

Maintain the programme overall plan including the critical path, tracking interdependencies and associated initiatives, as well as emerging initiatives which impact the delivery of the programme

Undertake effective tracking and analysis of complex programme updates and monthly highlight reports, making judgments on the validity of the information and following up accordingly; present a real-time, comprehensive, and prioritised report on project performance, risks ratings, progress against milestones and metrics, escalating to the Programme Director and Executive SROs where projects are not

consistently delivering against their agreed project plans. Drafting reports summarising status on issues, appraising outcomes, and providing progress reports for Programme Manager and Programme Director.

Collate as required, qualitative and quantitative information and lead appropriate analysis to develop robust business cases and contribute to project 'products'.

Ensure that changes within the programme are properly managed and the impact of any individual project change is related back to its impact upon the portfolio as a whole.

Develop and implement qualitative and quantitative measures to determine performance against the organisational strategy, successful delivery of individual programmes and projects.

Support the management and resolution any risks and issues that may arise and take corrective actions where required, whilst advising of any deviations from approved plans.

Undertake continual review of the PMO arrangements, ensuring its fitness for purpose in providing all information, communication, monitoring and control activities for the programmes of work.

PLANNING/ORGANISATIONAL SKILLS

Plan and organise a broad range of complex activities to support the effective development and delivery of the programme to deliver the strategic priorities, formulating and adjusting plans as required to support the delivery of the targets required and flex plans in response to emerging needs and uncertainty as well as in response to how the programme is progressing.

Provide constructive support and challenge to project/functional leads, in the development and delivery of plans.

Ensure effective coordination of individual projects and their interdependencies both internally and externally to the programme; whilst effectively managing and utilising resources across individual projects.

Establish and maintain a logical and organised programme management office, including the management of papers, project documentation and the organisation of meetings, and lead on the creation and improvement of processes, procedures and tools.

Provide regular reporting to the Programme SRO and the senior hospital leadership teams in the agreed format.

Develop, deliver and continuously improve reporting to be shared in a timely fashion on the development and delivery of the strategic priorities programme for use in a range of governance meetings

Ensure processes are in place across the team to keep programme records updated and ensuring that key programme documentation is up-to-date throughout the programme, including that programme owners have the skills to appropriately complete all programme documentation and reporting, and following scheme completion lessons learned are appropriately recorded and stored.

Ensure appropriate support is in place within the PMO team to assist project managers, project leads and individual project teams in developing and updating their project plans and other templates on a regular basis.

Ensure oversight of the programme is in place allowing regular updates and ensuring exception reporting and gateway review protocols are appropriately used to manage risk to delivery.

Ensure lessons learned from implementing changes are captured and disseminated across UHN.

Advise the Programme Manager and the OFH Programme Board on whether the outputs and outcomes of projects will lead to the actual realisation of benefits.

Ensure effective programme governance meetings including ensuring appropriate robust reporting
Evaluate, interpret and locally implement best practice programme management, working closely with a range of teams who use a variety of programme management techniques.

Review, check and quality assure the content of documentation for all projects, ensuring they remain viable and within any specified constraints

PATIENT/CLIENT CARE

Direct contact with patients is rare.

POLICY/SERVICE DEVELOPMENT

The post holder will define current processes, facilitate discussions and advise OFH team members as to how best practice might be adopted in the definition of future processes, document those processes as they are agreed and oversee their delivery.

FINANCIAL/PHYSICAL RESOURCES

The postholder has overall responsibility for the Programme Management Office budget, including managing the budget day-to-day inputting into programme budgetary planning.

HUMAN RESOURCES

Line Manager for the PMO Administration Manager.

Manage the day to day operations of the PMO function

Promote a high performing team culture within the Programme Management Office team, ensuring that all team members feel involved, engaged and respected, and are treated with compassion.

Provide leadership and management support to the Programme Management Office staff including recruitment, performance, work allocation, appraisal, development and workforce / succession planning where necessary.

Lead on the design, development and delivery of training programmes to support the Programme Management Office Team's development and the development of Programme and Project Management skills within the programme

Identify programme and project resource requirements and support the identification of resource within the Trust to meet the requirements of the OFH Programme

Provide support to a range of individuals across the organisation from both clinical and non-clinical backgrounds at all levels of seniority including executive directors, providing advice and directing, counselling and motivating individuals in their delivery of programmes, and advising on individual performance in this area, including imparting unwelcome news, and where necessary contributing to processes such as grievance and disciplinary matters

Ensure that a professional service and image is maintained at all times.

INFORMATION RESOURCES

Ensure appropriate progress and delivery reports are produced for efficiency schemes and ensure that schemes are consistently using the agreed template documentation and processes.

Use of Project Management and Programme Management software to develop and monitor delivery against timescales and key milestones.

RESEARCH AND DEVELOPMENT
Ensure that audits and surveys are undertaken as appropriate related to the delivery of the programme to support reporting of impact.
PHYSICAL SKILLS
The postholder will require advanced keyboard skills, to produce statistic reports for OFH programme and Trust audiences.
PHYSICAL EFFORT
There is a combination of sitting, standing, and walking involved in this role.
MENTAL EFFORT
Will be required to work a wide variety of highly complex issues throughout the day, which will require prolonged concentration, whilst having to frequently adapt to changing priorities and re-focus the work of self and others on new priority areas that may require urgent action.
Participate in and facilitate meetings, which require a high level of concentration on a wide range of topics, with a variety of audiences and mixtures of attendees and ensure that there is active engagement in the subject matter at hand.
EMOTIONAL EFFORT
The postholder will be regularly exposed to emotional circumstances and will need the highest level of interpersonal skills in order to respond with tact, diplomacy such as challenges performance against slippage in agreed timelines and holding individuals to account for remedying any slippage to programme plan or performance.
WORKING CONDITIONS
The post holder will be required to work on site at NDDH for at least 3 days of the working week in line with programme core office days of Tuesday's, Wednesday's and Thursdays as a minimum
Uses display screen equipment for substantial proportion of the day.
Hybrid model with some remote working and some site-based working (2-3 days per week)
OTHER RESPONSIBILITIES
Take part in regular performance appraisal.
Undertake any training required in order to maintain competency including mandatory training, e.g. Manual Handling
Contribute to and work within a safe working environment
You are expected to comply with Trust Infection Control Policies and conduct yourself at all times in such a manner as to minimise the risk of healthcare associated infection
As an employee of the Trust, it is a contractual duty that you abide by any relevant code of professional conduct and/or practice applicable to you. A breach of this requirement may result in action being taken against you (in accordance with the Trust's disciplinary policy) up to and including dismissal.
You must also take responsibility for your workplace health and wellbeing: <ul style="list-style-type: none"> • When required, gain support from Occupational Health, Human Resources or other sources. • Familiarise yourself with the health and wellbeing support available from policies and/or Occupational Health. • Follow the Trust's health and wellbeing vision of healthy body, healthy mind, healthy you. • Undertake a Display Screen Equipment assessment (DES) if appropriate to role.
GENERAL
This is a description of the job as it is now. We periodically examine employees' job descriptions and update them to ensure that they reflect the job as it is then being performed, or to incorporate any changes being proposed. This procedure is conducted by the manager in consultation with the jobholder. You will, therefore, be expected to participate fully in such discussions. We aim to reach

agreement on reasonable changes, but if agreement is not possible, we reserve the right to insist on changes to your job description after consultation with you.

Everyone within the Trust has a responsibility for, and is committed to, safeguarding and promoting the welfare of vulnerable adults, children and young people and for ensuring that they are protected from harm, ensuring that the Trusts Child Protection and Safeguarding Adult policies and procedures are promoted and adhered to by all members of staff.

PERSON SPECIFICATION

Job Title	Programme Management Office Lead – Our Future Hospital
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Requirements	Essential	Desirable
QUALIFICATIONS/ SPECIAL TRAINING		
Good standard of secondary education, particularly Maths and English	X	
Masters or equivalent level of experience	X	
Further specialist training relevant to the role e.g. project management qualification (MSP Practitioner level)	X	
KNOWLEDGE/SKILLS		
Significant experience in managing large portfolios, programmes and projects within the NHS or a comparable large organisation, preferably in a service related environment	X	
Demonstrable significant experience in providing a PMO support service within the NHS or a comparable large organisation, preferably in a service related environment.	X	
Demonstrable specialist knowledge and practical application of programme development and delivery which has resulted in measurable benefit.	X	
Experience and understanding of a project or programme management methodology including setting project objectives; determining project scope and deliverables; developing a robust project plan; risks and issues management and monitoring and reporting arrangements	X	
Understand what comprises a robust, quality programme plan, be able to critically assess a complex plan and communicate constructive feedback.	X	
Excellent presentation skills and an ability to present complex concepts or facts clearly both verbally and in written materials.	X	
Ability to understand complex situations and ask the right questions in order to understand underlying issues	X	
Proven collaborative relationship engagement skills with both internal and external stakeholders at a senior level, including managing relationships and encouraging collaborative working between cross-functional teams, and with third parties	X	
Experience of analysing areas of highly complex and multifaceted activity in relation to current performance to drive opportunities for future efficiencies Ability to facilitate and chair meetings	X	
Communicate effectively to a range of groups and individuals in both verbal and written form. Excellent facilitation and presentation skills, with ability to manage varying levels of understanding.	X	

Able to receive, process, summarise, interpret and communicate highly complex, sensitive and contentious information where there are barriers to acceptance and resistance to change.	X	
Capable of analysing or interpreting complex facts and develop a range of options, ultimately deciding on a course of action in situations when there may be a range of expert conflicting opinions	X	
Ability to work under pressure and to tight deadlines	X	
Understanding and experience of working to meet duty to involve and engage	X	
Ability to work as a team and on an individual/autonomous basis. Ability to use initiative and to solve problems effectively and creatively.	X	
Proficient IT/Keyboard skills, IT literate and numeracy	X	
Ability to use a range of computer programmes, software and databases	X	
EXPERIENCE		
Experience of working effectively with and advising senior leadership teams	X	
Previous NHS/public sector experience		
Experience of planning and implementing complex programme plans and ensuring governance compliance, involving multiple teams and stakeholders	X	
Experience of working within a complex programme	X	
PERSONAL ATTRIBUTES		
Empathetic with an ability to handle difficult or emotional situations	X	
Commitment to developing services that are informed by the patient voice	X	
Self-motivated with the ability to work pro-actively and autonomously but also as part of a team.	X	
Reliable with a willingness to work flexibly and occasionally out of hours	X	
Confident in working with staff and stakeholders at all levels	X	
Remains calm and focused under pressure	X	
Reliability and flexibility, able to contribute to changing demands of the service.	X	
Willing to undertake training relevant to the post.	X	
Ability to work independently and within a team	X	
Ability to demonstrate a diplomatic caring attitude whilst maintaining confidentiality.	X	

The ability to manage and process a number of tasks at the same time, including frequent interruptions.	X	
OTHER REQUIREMENTS		
Behaves in line with the Trust's mission, objectives and values	X	
Inspires others and leads by example	X	
Able to make rational decisions in the face of adversity	X	
Commitment to implementation and strengthening of good governance and good management practices	X	
Personal credibility, with the ability to quickly gain the confidence of others	X	
Ability to travel between sites and other locations	X	
	X	

WORKING CONDITIONS/HAZARDS		FREQUENCY (Rare/ Occasional/ Moderate/ Frequent)			
		R	O	M	F
Hazards/ Risks requiring Immunisation Screening					
Laboratory specimens	N				
Contact with patients	N				
Exposure Prone Procedures	N				
Blood/body fluids	N				
Laboratory specimens	N				
Hazard/Risks requiring Respiratory Health Surveillance					
Solvents (e.g. toluene, xylene, white spirit, acetone, formaldehyde and ethyl acetate)	N				
Respiratory sensitisers (e.g isocyanates)	N				
Chlorine based cleaning solutions (e.g. Chlorclean, Actichlor, Tristel)	N				
Animals	N				
Cytotoxic drugs	N				
Risks requiring Other Health Surveillance					
Radiation (>6mSv)	N				
Laser (Class 3R, 3B, 4)	N				
Dusty environment (>4mg/m3)	N				
Noise (over 80dBA)	N				
Hand held vibration tools (=>2.5 m/s2)	N				
Other General Hazards/ Risks					
VDU use (> 1 hour daily)	Y				X
Heavy manual handling (>10kg)	N				
Driving	Y		X		
Food handling	N				
Night working	N				
Electrical work	N				
Physical Effort	N				
Mental Effort	Y				X
Emotional Effort	Y			X	
Working in isolation	Y			X	
Challenging behaviour	Y		X		