

# JOB DESCRIPTION

JOB DETAILS	
Job Title	Head of Transformation
Reports to	Associate Director of Transformation
Band	8C (subject to formal matching)
Department/Directorate	Transformation

## JOB PURPOSE

The Head of Transformation will provide leadership for the development and implementation of programmes of work to support the delivery of Trust-wide Transformation Programmes.

The post holder will take a management role in the delivery of the Trust's Transformation strategy to develop a culture of continuous improvement, drive productivity and support the Trust DBV programme. They will ensure that the development, management, monitoring and implementation of programmes meets the needs of the Trust in terms of realising the intended benefits; and supports the organisation's transformation.

The postholder will also act as the deputy to the Associate Director of Transformation, providing line management and programme oversight to the Transformation team.

## KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES

### The main aspects of the role include:

- To provide leadership for the development and implementation of the Transformation Strategy and Trust-wide Transformation programmes which engage staff, stakeholders, patients and public in developing plans for the successful future of the Trust.
- Leading the design, mapping and governance of programmes from inception to delivery. This includes developing governance/terms of reference, report templates, briefings to senior leads and the assignment of clear roles and responsibilities to individual teammembers.
- To act as an inspirational leader, responsible for the leadership and management of the Transformation Team, providing effective direction and leadership to project teams, ensuring there is clarity of expected performance levels, deadlines and outcomes, and that provision of support is agreed and accountability is managed.
- Managing complex programmes to ensure deliverables are achieved on time and to budget in line with Trust strategies, providing proactive alignment between key Trust programmes for example significant capital projects, significant strategies and managing the interdependencies with other significant projects
- To engage in 'horizon scanning' to identify best practice for programmes of work to deliver transformational change to enable the Trust to be at the forefront of improvement and innovation.
- Be effective in communicating the work and the ambitions of the Programmes. Seek every opportunity to engage people in developing or contributing to this vision.
- On occasion, deputise for the Associate Director of Transformation at Trust-wide meetings and external meetings regarding regional programmes.

### Programme Management

- The postholder will be responsible for the management of one or more complex programmes, spanning divisions, organisations, cultures and annual planning cycles.
- This involves effective engagement and communication with clinical and service managers/teams and wider organisations to ensure full participation in and contribution to meeting programme deadlines.

- Collection, analysis, synthesis, presentation and dissemination of complex information, where there may be significant barriers to understanding, in order to facilitate timely decision making by Programme and Trust Boardmembers.
- Ensure that robust project management governance, processes and benefits realisation systems are in place to successfully deliver significant programmes.
- Provide relevant and timely specialist advice and guidance on programme functions and communicate information, risks, issues and dependencies, including briefings and reports to teams, sponsors and a range of internal/ external staff.
- Developing Programme/Project Initiation Documents setting out the scope, deliverables, KPIs, professional leads, stakeholders and resources required to deliver a programme.
- Identify and work closely with all key stakeholders associated with and affected by the programme, including Executive Directors and financial planning teams.
- Ensure transformational projects can demonstrate the delivery of clear and measurable benefits to service, patient/staff experience, performance and workforce experience and which contribute to delivery of the Trust's strategic aims and big ambitions; service, patient/staff experience, performance and financial improvement
- Chair key programme meetings

**Transformation Strategy**

- Work with the Associate Director of Transformation to support the refresh of the Trust's 5-year Transformation Strategy, setting up a programme to monitor and report delivery.
- Raise the profile of Transformation across the Trust and system using a variety of reporting avenues, including creative methods such as social media to update and inspire.
- Champion the change in culture across the organisation and promote the spread of continuous improvement across all staff groups and services.
- Interpret changing national strategy/guidance (e.g NHS Impact), reporting on implications and responding to opportunities.
- Regularly report and/or prepare reports to Board on progress in delivering the corporate strategy, assessing risks, achievements and evolving Trust-wide policy and regulatory contexts.
- Support the Director of Transformation in the development and alignment of key enabling strategies e.g. Clinical, Finance, Digital, Estates and Workforce within the Trust's Strategy.

**KEY WORKING RELATIONSHIPS**

Areas of responsibility: Transformation, Corporate Services

Number of staff reporting to this role: 40

Lead the transformation and improvement programme in a way that maximises the engagement of individuals and clinical teams across the Trust.

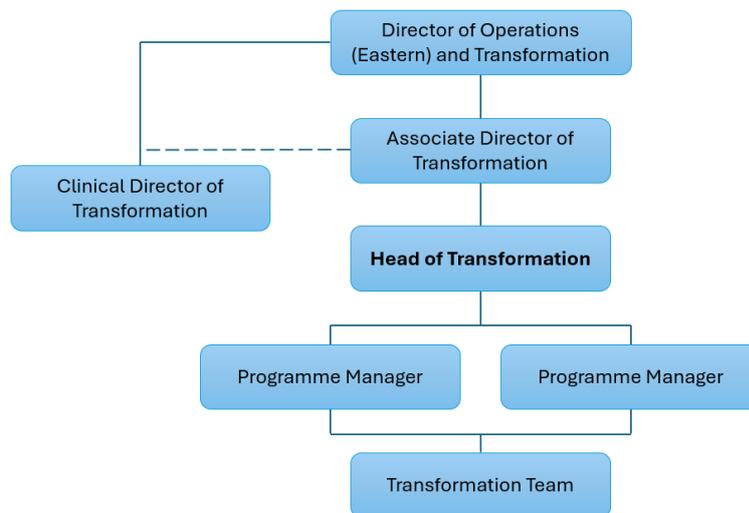
Given the strategic importance of some of the programmes, the postholder will also be required to provide assurance of programme delivery to regional and national stakeholders and regulators, for example NHS England and Devon ICS.

Of particular importance are working relationships with:

Internal to the Trust	External to the Trust
<ul style="list-style-type: none"> <li>• Chief Executive &amp; Executive Directors</li> <li>• Trust Directors</li> </ul>	<ul style="list-style-type: none"> <li>• Wider Devon ICS Partners – Providers, Local Authority and ICB</li> </ul>

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|---|---|
| <ul style="list-style-type: none"> <li>• Senior Leadership Teams – spanning Care Groups and Corporate Functions</li> <li>• Professional leads</li> <li>• BI, Finance &amp; Procurement team</li> <li>• Staff-side</li> <li>• Governance team</li> <li>• Communications, Engagement &amp; Marketing Team</li> <li>• Strategy Team</li> </ul> | <ul style="list-style-type: none"> <li>• External Suppliers/ consultants</li> <li>• Other NHS Trusts;</li> <li>• NHS England</li> <li>• Department of Health and Social Care</li> <li>• Trade Unions</li> <li>• External suppliers</li> </ul> |
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## ORGANISATIONAL CHART



## FREEDOM TO ACT

Leads the Transformation service, working independently and autonomously on all aspects of role, exercising maximum autonomy and control whilst recognising when it is appropriate to escalate programme successes, issues and risks to the Associate Director of Transformation and Executive Directors.

Ensures national and corporate requirements that regulate or govern projects are interpreted, communicated and planned for the Trust (eg NHSE).

## COMMUNICATION/RELATIONSHIP SKILLS

- To engage with the Board, Executive and senior leaders within the Trust and with commissioners and relevant external partners and effectively communicate with all programme stakeholders ensuring full awareness of and engagement with the programmes. This includes presenting highly complex information, highlighting interdependencies and barriers to progress and briefing on performance targets, compliance, Trust risks and assurances.
- Build and sustain effective relationships with a wide range of senior stakeholders including the Trust Board, Executive Directors, frontline teams, clinical networks and hubs, to improve and transform services.
- Be proactive and visible in the leadership of the Transformation team, alongside the Associate Director of Transformation, to ensure consistency in support and delivery of outcomes. To foster and encourage strong and open working relationships between team members.
- Attend relevant programme board meetings to present assurance of programme including preparing exception reports for Trust Board.

- Attend all relevant Trust-wide meetings to present assurance of programmes including preparing reports on behalf of the Associate Director of Transformation.
- Effective and articulate presentation of project / programme updates to Boards and other key fora, highlighting the areas of greatest interest to each audience.
- Deploy highly effective communication, negotiation and influencing skills to enable an effective change management with stakeholders at all levels
- The post holder will be required to build and maintain excellent working relationships with a broad range of internal and external stakeholders. This includes facilitating supportive discussions between teams, challenging the status quo and supporting difficult conversations regarding performance, productivity and service change.
- Nurture key relationships with senior individuals and to be responsible for the maintenance of these relationship networks.
- Develop and maintain effective partnerships with stakeholders in order to ensure that the Programme meets their priorities and requirements.
- To engage with and influence a range of system partners across the Trust and wider Devon STP to ensure that programmes deliver the desired outcomes for the local population.
- To utilise negotiation and diplomacy skills to convey often contentious information in an atmosphere of proposed major change.

#### **ANALYTICAL/JUDGEMENTAL SKILLS**

- Analyse highly complex, and often conflicting information from a variety of sources to support the development of project plans and proposals and monitor progress.
- Ensure the programmes and projects delivered by the Transformation team comply with all Trust policies and procedures;
- To consider options and make recommendations to drive the delivery of projects and programmes.
- To lead the development of clear and evidence-based proposals, business plans and strategies relating to specific large-scale projects and programmes alongside the Associate Director of Transformation.
- Ensure there is effective programme controls including planning, reporting, risk and issue management, quality and budget control.
- Oversee the management of Programme risks and issues, ensuring that each project has a robust process in place to identify and escalate risks
- Analyse a wide range of highly complex data e.g. performance, financial, HR data to enable a critical friend challenge during the programmes of work.
- Undertake detailed analysis and planning of activity, strategy, aspirations to support the Trust develop corporate and clinical strategies.
- Ensure that any changes or developments are managed sensitively and appropriately, identifying risks to the organisation and managing them effectively.
- Skilled in analysing and presenting highly complex information clearly and persuasively both verbally and in writing to internal and external stakeholders.

- Responsible for maintaining awareness of national and strategic agendas across all decision makers and senior leads at the Trust to enable informed decision making and horizon scanning of the strategic environment.

#### **PLANNING/ORGANISATIONAL SKILLS**

- Effectively lead the Trust-wide and multi-year Transformation programmes and team including the implementation of effective programme/project management and a strong governance and oversight framework;
- The significance of the projects will often require programme plans to be presented to Board and occasionally regulators, i.e. NHS England and commissioning bodies.
- Responsible for scoping complex and multi-faceted programmes and then agreeing with leads the delivery objectives of the supporting workstreams or projects and securing the resources to ensure successful delivery.
- To set expectations, outcomes and timescales for the delivery of the programme and programmes of work which meet the needs of the organisation.
- To establish and monitor overall progress of large-scale projects and programmes, escalating issues and risks appropriately to the Trust Executive Board.
- To provide agreed assurance, governance and reporting to ensure all internal and external stakeholders' requirements are met.

#### **PATIENT/CLIENT CARE**

- Incidental contact with patients
- Ensure the corporate programmes take a patient-centered approach and facilitates clinical and operational leadership

#### **POLICY/SERVICE DEVELOPMENT**

- Responsible for developing a suite of corporate programme materials, documents, report templates and pro-formas
- Responsible for developing and implementing programme methodology as well as other applicable benefits realisation toolkits.
- Responsible for leading the post-project evaluation and debriefs and putting learning into practice
- Contributes to corporate policy-making and promote and support policy decisions both internally and externally.

#### **FINANCIAL/PHYSICAL RESOURCES**

- Be a responsible person for the Transformation Team budget, including management of external and short term funding allocations.
- Support the Associate Director of Transformation in delivering successful financial outcomes assigned to the Transformation Team. This may include income generation and savings programmes. This will ensure compliance with all Trusts' financial rules, recognising and balancing finance versus quality/safety/efficiency.

#### **HUMAN RESOURCES**

- Responsible for the line management of the Transformation Programme Managers and in turn their direct reports, providing professional supervision, support and guidance.

- Lead and role model a culture of learning and development to enable all team members to develop their skills and experience to thrive and excel with confidence.
- Promote and motivate effective working with all members of multidisciplinary teams
- Identify and work with all appropriate staff across organisational boundaries
- Build a culture of trust within the team, and support all staff to ensure their contribution is valued
- Responsible for managing and support performance in line with management best practice and Trust policies, such as capability, appraisal, learning etc.
- Ensure teams and stakeholders have the necessary skills and expertise to perform their roles, identify and implement learning needs and engendering a culture of continuous improvement and development.

### **INFORMATION RESOURCES**

- Responsible for analysing and theming complex qualitative information, i.e. patient, staff, member, stakeholder feedback and compiling into engagement assurance reports
- Regularly use software to develop reports

### **RESEARCH AND DEVELOPMENT**

- The postholder will also be required to undertake specific research for identified projects and methodologies and to liaise with relevant staff across the organisation and externally to gain a full understanding of the respective subject matter and models of best practice.
- Managing multiple projects and programmes at a Corporate level that will impact or have implications across the Trust or significant parts of it (eg Estates reviews, strategic reviews etc).
- Responsibility to ensure projects and programme are fully researched with relevant framework methodology, they are planned, developed and implemented according to relevant guidelines/regulations that may apply (ie NHS England requirements).
- Researching and understanding best practice programme management and benefits realisation methodologies, to ensure the Trust maximises transformation, organisational development and productivity opportunities.
- Act as a conduit for change, maximising the uptake and success of new ideas and solutions to maximise efficiency and improvements within the Trusts, external partner organisations and across the ICS partner organisations.
- Responsible for commissioning internal audits into key areas of compliance within the programmes, setting terms of reference, supporting the data gathering and agreeing the actions.

### **PHYSICAL SKILLS**

- Possess standard keyboard skills
- Be proficient in the use of Microsoft Office (PowerPoint, Word, Excel, Outlook & Teams)
- Requirement to travel to other sites as required.

### **PHYSICAL EFFORT**

- Carry out tasks involving a mixture of sitting, standing and walking

## MENTAL EFFORT

- Prolonged and frequent (daily) requirement for concentration including chairing of meetings, completing complex tasks, organising inter-dependent projects and engaging with multiple internal and external stakeholders and suppliers (other duties noted above).

## EMOTIONAL EFFORT

- In leading successful programmes, the postholder will be frequently required to have difficult performance conversations with workstream leads to ensure milestones are met.
- The postholder will at times be required to complete tasks which are emotionally demanding and require an empathetic and compassionate response, for example team delivery under deadline pressure and values-led leadership
- There will be circumstances where the post holder has to impart unwelcome, contentious or difficult news about performance, investigations or unachieved outcomes.
- Attend and actively engage in senior level meetings requiring sustained concentration and participation. The post holder will be expected to frequently exert prolonged concentration when attending senior meetings, Board meetings and external events

## WORKING CONDITIONS

- Office based with visits to various hospital locations and national / regional events as required.

## 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 him/herself 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:

- 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.

## APPLICABLE TO MANAGERS ONLY

Leading the team effectively and supporting their wellbeing by:

- Championing health and wellbeing.
- Encouraging and support staff engagement in delivery of the service.
- Encouraging staff to comment on development and delivery of the service.
- Ensuring during 1:1's / supervision with employees you always check how they are.

## 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.

At the Royal Devon, we are committed to reducing our carbon emissions and minimising the impact of healthcare on the environment, as outlined in our Green Plan available on our website. We actively promote sustainable practices and encourage colleagues to explore and implement greener ways of working within their roles.

# PERSON SPECIFICATION

<b>Job Title</b>	8c Head of Transformation
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## 8c Head of Transformation

Requirements	Essential	Desirable
<b>QUALIFICATION/ SPECIAL TRAINING</b>		
Educated to a minimum of Master's Degree level (or equivalent qualification or level of experience) and additional in-depth professional knowledge in a number of disciplines, e.g. programme management, strategy, organisational development and communications acquired through training and experience over extended period	E	
Evidence of Management and Leadership Development geared towards very senior posts	E	
PRINCE 2 Practitioner qualification or equivalent experience	E	
Evidence of continual management and leadership development	E	
<b>KNOWLEDGE/SKILLS</b>		
Specialist knowledge over a number of NHS business disciplines/ functions acquired over a significant period to be able to inform relevant Trust policy i.e. programme management, project management, strategy and organisational development.	E	
Ability of developing, planning and implementing complex programmes with a track record of successes in delivering against national and local targets	E	
Demonstrable ability to act upon information using experience to make inferences and decision making.	E	
Proven and high level of managerial competency including ability to manage and lead a complex and dynamic professional environment.	E	
Able to develop and maintain effective working relationships with professional groups and senior managers within the organisations and in other agencies.	E	
Ability to assess priorities and make effective decisions in a pressurised environment.	E	
Ability to process and communicate highly complex, highly sensitive or highly contentious information often in hostile or emotive environments where there are significant barriers to acceptance.	E	
Highly developed innovative thinking capability, with proven skills in challenging the status quo and suggesting viable alternatives.	E	
High level problem solving, negotiation, interpersonal, administrative, budgetary, analytical, advocacy, presentational, communication and IT skills.	E	
In depth knowledge of key health policies, objectives and national operating framework.	E	

Understanding of the broader strategic and policy context for delivery of health services in Devon/England.	E	
Knowledge of the structure, functions, culture and values of the NHS and its inter-relationship with other agencies	E	
Capable of analysing or interpreting complex facts and decide on a course of action in situations when there may be a range of expert conflicting opinions.	E	
Proven influencing and persuasion skills.	E	
Skills in managing, presenting and reporting on complex performance management information; adapting or designing information systems to meet defined reporting requirements.	E	
Excellent written and verbal communication skills	E	

<b>EXPERIENCE</b>		
Significant experience in programme management and programme-based change management activities.	E	
Experience of applying benefits realisation methodologies to deliver programme objectives and evaluate programme outcomes.	E	
Proven experience of working at a senior, strategic level and contributing at a very senior level close to or at Board level in a large complex organisations, preferably within the NHS and across whole healthcare systems.		
Experience interpreting general health and social care, organisational or broad strategic policies, applying these within own area of influence and advising the organisations on how these should be interpreted.	E	
Experience of leading and delivering complex projects/programmes in a healthcare environment or similar government/ public sector environment.	E	D
Experience in managing complex, high-profile and/or corporate projects in which their delivery has required input from individuals and organisations not under the postholder's direct control	E	
Experience of complex risk management frameworks and managing risks	E	
Significant experience of successfully operating & managing in a politically sensitive environment	E	
Experience of facilitating creativity and innovation within programmes, including an ability to build organisational capabilities, transformation, establishing a clear strategic vision and direction and translating this into successful outcomes.	E	
Experience and subject (professional) expertise in programme management, organisational development, operational management, finance and quality improvement	E	
Experience of successfully developing proposals that require multi-(internal/external) stakeholder support	E	
Excellent track record of delivering successful outcomes	E	
Demonstrable experience of high-level negotiation and influencing skills	E	

<p><b>PERSONAL ATTRIBUTES</b></p> <p>Intellectual flexibility, including the ability to understand both operational detail and wider strategic visions, and to articulate these to others; and the ability to cope with ambiguity and perform through uncertainty.</p> <p>Natural ability for collaboration and involvement between and within organisations.</p> <p>The ability to build successful relationships at all levels.</p> <p>Well-developed leadership skills</p> <p>Able to work independently and as a team member</p> <p>Ability to act autonomously in predicting and responding to problems to ensure mitigation of risk</p> <p>Be able to organise workload and manage outcomes to meet planned project objectives</p> <p>Knowledge and confidence to challenge and ability to negotiate successful outcomes avoiding conflict</p> <p>Flexible approach to work</p> <p>Ability to make things happen and to deliver on the most challenging of issues.</p> <p>Commitment to public service values</p>	<p>E</p>	
<p><b>OTHER REQUIREMENTS</b></p> <p>The post holder must demonstrate a positive commitment to uphold diversity and equality policies approved by the Trust.</p> <p>Ability to travel to other locations as required.</p>	<p>E</p> <p>E</p>	

WORKING CONDITIONS/HAZARDS		FREQUENCY (Rare/ Occasional/ Moderate/ Frequent)			
		R	O	M	F
<b>Hazards/ Risks requiring Immunisation Screening</b>					
Laboratory specimens	N				
Contact with patients	N				
Exposure Prone Procedures	N				
Blood/body fluids	N				
Laboratory specimens	N				
<b>Hazard/Risks requiring Respiratory Health Surveillance</b>					
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				
<b>Risks requiring Other Health Surveillance</b>					
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				
<b>Other General Hazards/ Risks</b>					
VDU use (> 1 hour daily)	Y				X
Heavy manual handling (>10kg)	N				
Driving	Y		X		
Food handling	N				
Night working	Y	X			
Electrical work	N				
Physical Effort	N				
Mental Effort	Y				X
Emotional Effort	Y				X
Working in isolation	Y				X
Challenging behaviour	Y			X	