

STRATEGY AND DEVELOPMENT UNIT

JOB DESCRIPTION AND PERSON SPECIFICATION

JOB TITLE:	Transformation Programme Manager
BAND:	8A
REPORTS TO:	Assistant Director of Transformation and Partnerships
BASE:	Trust HQ, Wayside House, Wilsons Lane, Coventry, CV6 6NY

JOB SUMMARY

Working directly to the Assistant Director of Transformation and Partnerships, the post holder will be skilled in the provision of a range of service, quality and cost improvement, professional programme and project management, service developments and redesign and business case development services to a range of clinical and corporate services in the delivery of the Trust's Transformation Portfolio.

As one of a team of Transformation Programme Managers the post holder will play a proactive role in the promotion of improvement, programme and project methods.

The Transformation Programme Manager is responsible for supporting a designated Programme Team in the delivery of their workstream projects:

The Transformation Programme Manager is responsible for:

- Identifying if a Service Improvement Project Manager needs support to improve underperforming projects
- Ensuring that the business need is valid and correctly prioritised for each programme and project, that each is properly launched, that each remains a viable proposition, that changes to each are properly managed, that risks are managed, that benefits are managed, that each is under control and ensuring deliverables and forecasts are approved in the appropriate place



Respect



Excellence



Integrity



Collaboration



Compassion

- Understanding the wider workstream financial targets, Key Delivery Milestones and Benefits Realisation Milestones
- Managing the interdependencies between workstream projects
- Resolving workstream issues that are beyond the control of the Service Improvement Project Manager
- Resolving workstream conflicts and removing obstacles to progress



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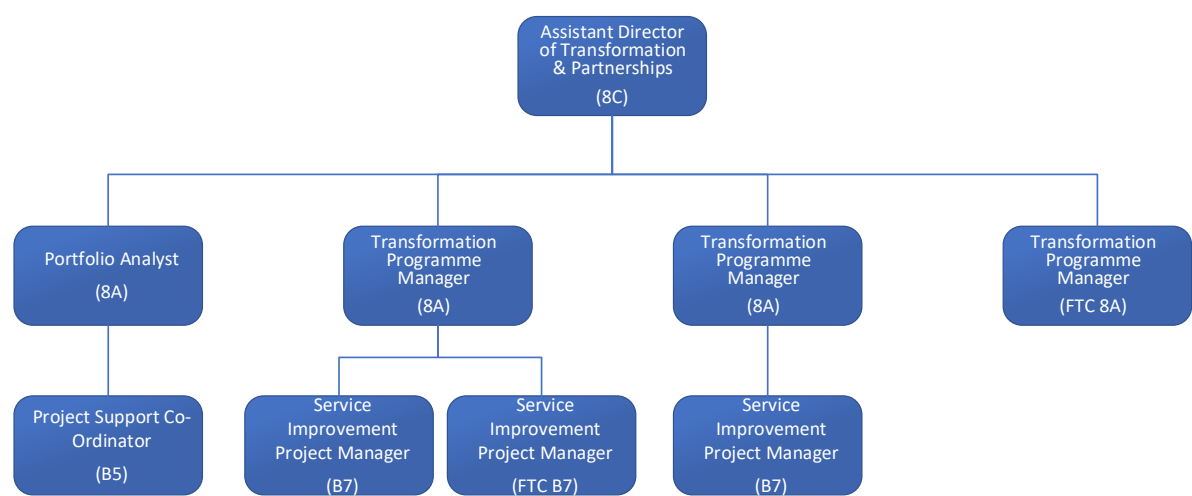


Compassion

The post holder will work across the Trust supporting the development and start up of a range of transformational and improvement programmes and projects, or work streams ensuring the successful delivery of the required products, to the required standard of quality and within the specified constraints of time and cost working closely with senior members of the service.

Manage transformational and improvement projects and programmes, by ensuring all relevant project documentation is created and approved, projects progress and achieve their outcomes whilst providing assurance throughout.

ORGANISATIONAL CHART



MAIN RESPONSIBILITIES OF THE POST

Organisational Value



Compassion - We are compassionate, kind and caring to everyone, including people who use our services and people we work with.



Respect - We are civil and respectful. We celebrate diversity and always appreciate the views of other people.



Excellence - We always do our best and seek to achieve excellence in all we do. We innovate and try out new things, and when things don't go to plan we embrace this as an opportunity to learn and improve.



Collaboration - We take pride in involving people and working together as an inclusive team, both within our organisation, and in co-production with people who use our services, carers, partners, local community groups and others.



Integrity - We do the right thing and people can trust us. We are open, honest and transparent, even when things go wrong.

- The Transformational Programme Manager has responsibility for leading and supporting change within the Trust's Transformational Portfolio.
- The post will support senior managers to deliver their strategic programmes across end to end processes (value streams) to enable the organisation to create improved customer value with respect to pathways and services, giving higher quality, improved clinical and operational outcomes, with less human effort, space and capital employed.
- Plan, drive and provide specialist support to transformation and improvement programmes and projects, which focus on improving quality, service delivery and efficiencies and outcomes (within services, across directorates, and divisions) in line with financial and operational plans.
- Build change capability to support the deployment of the Trusts Transformational Portfolio, ensuring improvements are sustainable, through coaching, training and facilitating interventions with all staff across the organisation
- Challenge and change behaviours at all levels of the organisation through influencing key stakeholders and raising their awareness around current models, how these can drive sub optimal performance and how the application of improvement techniques can enable the required changes.
- Working alongside a team of change specialists to impart improvement expertise to the organisation as a whole and support the on-going development of the Trust's Vision and Values and principles required to achieve cultural change.

Communication

- Prepare clear, timely progress reports and circulate to appropriate stakeholders ie. SROs, PMO, Programme Leads, Project Teams, etc.
- Demonstrable highly effective communication and presentation skills.
- Able to work at all levels in the organisation.
- Excellent listening skills.
- Enthusiasm and drive to motivate staff at all levels.
- Ability to influence others and move toward a common vision or goal.



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Compassion

- Be confident to assertively challenge where milestones are not delivered or at risk of non-delivery
- Excellent inter-personal skills.
- Effective leadership / negotiating skills.
- Able to develop cooperation with other teams involved in delivering transformation where connections should be made to support / enable effective change.
- Able to present highly complex information (both formally and informally) to internal and external stakeholders about the scope, content and timescales associated with transformation plans or projects.
- Develop and foster relationships with key contacts and team members and proactively manage these relationships such that members can count on reliable and knowledgeable support and information about the project or other activities.
- Motivational skills to encourage collaborative working to improve services where there is resistance to change
- Communicate with a range of stakeholders including, Directors, managers, Clinicians, Admin staff, Commissioners, Service Users and carers.
- Form effective working relationships with services, directorates and divisions within the Trust and with external agencies.
- Represent the PMO at meetings and uphold the Trust values and incorporate these values into service delivery.
- Effectively chair meetings with a broad range of stakeholders
- Share appropriate information with staff across the Trust and work alongside other organisations to ensure cohesive teamwork.
- Confidently and effectively communicate improvement methodologies across the organisation.

Analytical and Judgemental Skills / Freedom to Act

- Work collaboratively with the SRO and Programme Leads to ensure programmes and projects are achieved as defined and agreed within the PIDs.
- The post-holder will need to analyse/interpret and compare data and processes across the organisation and work collaboratively with staff to interpret this
- The post holder will be required to deal with a highly complex range of situations requiring analysis, decision making or judgements, in relation to project risks/ service options on a regular basis, which may affect / impact service provision.
- Challenge existing practices, ensuring that progressive solutions, which take into account models of best practice are incorporated into service redesign activities.
- Work with relevant lead to identify benefits from improvement activity and that these are reported back through the overall Trust Transformation Portfolio.
- Intervene as necessary, in order to remain on plan, escalate in a pro-active manner, problem solve or resolve through effective communication.
- Be able to track data continuously to quickly resolve failures to meet project requirements and act accordingly to inform team members as appropriate.
- To build and develop collaborative working relationships with other senior managers within the Partnership Trust and other external agencies.
- Attend staff development programmes within the service and attend workshops, training courses, seminars and conferences as required and feed back to relevant teams as appropriate.



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Compassion

- The post holder is expected to actively support the aims and values, policies and procedures of Coventry & Warwickshire Partnership Trust.
- Ensure that standardised project management processes are adhered to
- Facilitate and lead Transformational Change Programme workshops and courses.
- Takes personal accountability for individual PDP ensuring review cycle is adhered to in line with Trust policy
- Provides facilitation for small team meetings as well as large learning sessions.
- Provides specialist leadership in setting timescales, managing programme and project milestones, and overall successful programme and project completion.
- Leads the delivery of various Trust cross-cutting programmes and projects ensuring appropriate engagement of stakeholders throughout.

Planning and Organisational Skills

The post-holder will be required to organise and arrange complex activities including implementing new ways of working, capacity planning and formulating and adjoining plans with strategies. The post-holder will need to:

- Ensure that the programme and project deliverables are met by the programme and project teams and are aligned to the Trusts' strategic aims.
- Create, launch & execute robust plans articulating milestones, timescales, stakeholders etc. (Gantt Charts etc.) using a plan-do-study-act (PDSA) cycle or similar.
- Work closely with Business Change Managers and Programme Leads to ensure that there are robust transition plans in place for all change projects.
- Co-ordinate marketing with the communication team when needed.
- Plan programme activities for the entire year, such as meetings, teleconferences, and web seminars and establish and actively manage these programme timelines.
- Schedule and lead all project team progress meetings, pulling in specialists (Finance, IT, etc.) as necessary.
- Organise and attend regular multi-disciplinary meetings with managers within designated areas within the Trust.
- Apply skills and knowledge to react to unplanned situations, for example act quickly to re-align a project plan
- Take an active role in developing policies and procedure and proposing changes as and when required.
- Contribute to the development and continual improvement of the processes and systems of work within the transformation team.
- Create clear programme and project documentation to support activity.

Physical Skills

- Daily use of keyboard / computer
- Requirement to drive to attend meetings, conferences etc.
- Combination of sitting, standing and walking.



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Responsibility for Patients / Clients

- Provide general non clinical advice, information, guidance or ancillary services directly to patients, clients, relatives or carers where appropriate to the role ie. patient enquiries/ Investigating Officer role, stakeholder engagement to projects and transformational change.

Policy and Service Responsibilities

- Involved in target setting, policy development and monitoring for improvement of performance in project area – this could be Trust-wide.
- Assist in the development & implementation of policies relating to transformation and improvement for example, standard work processes.
- Integrate the work of continuous improvement into everyday working.
- Proactively promote a positive image of transformation and its benefits.
- Encourage innovation and identify opportunities for continual improvement
- Take an active approach to learning new and different transformational improvement techniques. Open to new ways of working and brings fresh ideas to clinical teams.

Responsibility for Financial and Physical Resources

- Management and accountability of resources as required within the role.
- Where required, fulfils project budget tracking / management requirements.
- Support the development and monitoring of CIP targets for the services and Trust-wide

Responsibility for Staff

- Provide line management, development and professional guidance to Service Improvement Project Managers.
- Development & delivery of transformation and improvement educational / training programmes.
- Undertake annual mandatory training updates and other relevant courses in line with Trust and local policies.
- The post holder will be required to take part in an annual performance appraisal, where this job description will be reviewed, and objectives set.
- Provides focused knowledge transfer in transformation and improvement methods as part of project work to a variety of project stakeholders.

Responsibility for Information

- Using IT effectively to monitor performance in an area undergoing improvement activity in order to recognise the impact on performance as a result of change activity.
- Capture information for inclusion on database to record transformation and improvement programme and project performance against key milestones.



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Compassion

- To produce programme and project reports and documentation as and when required.
- Provide and receive highly complex, sensitive and contentious information regarding service redesign and quality improvement.
- Confident and capable user of Microsoft packages to produce relevant reports.
- Competent in the use of specialist project management IT solutions specifically Microsoft Project.
- Able to handle large amounts of raw data and manipulate into simple formats to interpret findings.
- To ensure compliance with the various confidentiality aspects concerning Patient Identifiable data and will be required to undertake Trust specific training in this regard.

Research and Development

- Participate in research and development as a major component of this role.
- To take responsibility for own learning and development including identifying any areas of learning that might add to the knowledge base within the Transformation and Improvement Team & its stakeholders.
- To lead surveys and audits using internal and external web based applications in support of programme and project work.

Physical Effort

- Driving around various locations across the Trust.
- Frequent requirement for sitting in a restricted position for a substantial period of the working time.

Mental Effort

- The post holder will be required to be able prepare reports with frequent interruptions and tight deadlines. The frequency of reports will depend upon portfolio / programme / project / service demands.
- To re-assess workload and priorities of tasks for self and other staff based on presenting demands.

Emotional Effort

- Resolve conflict that may arise in response to change in clinical / administrative practice.
- Provide and receive highly complex, sensitive or contentious information to individuals and/or groups.
- Pragmatic approach to deal with complex, difficult and emotional situations.

Working Conditions

- The post holder will be required to work flexibly across all Trust sites as and when



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required.

- The post holder must be able to travel independently and efficiently.



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- The post holder will be required to use a computer, either a standalone or as part of a networked system and will be responsible for the quality of information. The amount of time spent on this type of work will depend on the job.
- The Trust embraces the principles of Improving Working Lives and all staff will be required to adhere to the standards laid down in this initiative.
- The Trust has a No Smoking Policy that prohibits any smoking whilst at work.
- To follow and adhere to the Trust's Health and Safety Policies and instructions and be responsible for your own and others health and safety in the work place.
- The post holder is expected to contribute to the creation of a working environment where everyone feels respected, valued and treated with dignity.

This job description is not exhaustive and may be amended in consultation with the post holder. It should be reviewed whenever major changes have been agreed to the post and should be reviewed as part of the annual appraisal process to ensure it remains an accurate reflection of the duties and responsibilities undertaken by the post holder.

Safeguarding Children and Adults

All Trust staff has a responsibility to ensure the safeguarding of children, young people and vulnerable adults. This includes attending statutory and mandatory training, adhering to local Safeguarding Children and Adults boards' policies and procedures and inter-agency guidance as identified in the Trust's Safeguarding policies and procedures.

Confidentiality

Personal information and many of the duties of this post are of a confidential nature and disciplinary action will be taken if confidential information is divulged to inappropriate persons.

Data Protection Act

All staff are reminded of their duties and responsibilities as employees under the General Data Protection Regulations (2018) and in particular to ensure that Personal Data is not negligently or unlawfully handled or disclosed to unauthorised persons.

Infection Control

As an employee of Coventry and Warwickshire Partnership Trust you are responsible for protecting yourself and others against the risk of acquiring a ...Healthcare Associated Infection. All staff, clinical or non-clinical are expected to comply with infection control policies and procedures. You will attend the mandatory infection control training and updates as required by the Trust.



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Environmental Issues

The Trust is committed to reducing its impact on the environment by preventing pollution, continually improving its environmental performance which increases the wellbeing of staff and patients. As a member of staff you are expected to adhere to policies to assist the Trust in meeting its environmental and sustainability targets.

Post holder's Signature

Date:

Post holder's Name:

Manager's Signature

Date:

Manager's Name:



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Integrity








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Person Specification

JOB TITLE: Transformational Programme Manager – Band 8a

		HOW MEASURED? A (Application form) I (Interview)	WEIGHTING 1 - Low 2 - Medium 3 - High
Coventry and Warwickshire Partnership Trust Values	<p>Demonstrable ability to meet the Trust Values</p> <div style="display: flex; flex-direction: column; align-items: center;">  <p>Respect</p>  <p>Excellence</p>  <p>Integrity</p>  <p>Collaboration</p>  <p>Compassion</p> </div>	A / I	3



QUALIFICATIONS	<ul style="list-style-type: none"> • Educated to masters level or equivalent level of experience of working at a senior level in specialist area • Prince 2 Practitioner qualification • MSP qualification • Management / Leadership qualification • Evidence of continuing professional development 	A A A A A	3 2 2 2 3
KNOWLEDGE & SKILLS	<p>Skills</p> <ul style="list-style-type: none"> • Excellent, communication, interpersonal, organisational and presentation skills • Able to promote and facilitate change • Demonstrate effective management and leadership skills • Ability to turn complex / multi-dimensional problems into workable solutions • Management of budgets within project environment • Risk Management • Experience of devising training and development plans to support sustainable change. <p>Knowledge</p> <ul style="list-style-type: none"> • In depth knowledge in the practical application of project management methodologies including PRINCE2 & MSP • Significant knowledge in the practical application of Lean and associated efficiency techniques. • Excellent knowledge and demonstrable application of a range of Microsoft IT packages including Project and Excel. • Demonstrable knowledge and understanding of Business Case development using the Five Case Model approach • Knowledge and understanding of strategic issues within the healthcare environment 	I A/I A/I A/I A A/I A/I A/I A/I A/I A/I A/I	3 3 3 3 2 3 2 3 3 3 2 2



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EXPERIENCE	• Working across organisational boundaries	A/I	3
	• Experience of working within a project and/or change management environment	A/I	3
	• NHS Experience	A	3
	• Knowledge and Understanding of Information Governance	A/I	3
	• Previous professional experience of project management involving multifaceted work streams	A/I	3
	• Experience of working with substantial (£1m plus) budgets and financial systems.	A	2
	• Delivering projects within a healthcare setting environment	A/I	3
	• Training experience	A/I	2
	• Experience of Workforce Planning	A/I	2
	• Experience of clinical service redesign	A/I	2
PERSONAL ATTRIBUTES <i>(not covered by values)</i>	• Ability to generate and implement ideas	A/I	3
	• Able to work with limited or no supervision	A/I	3
	• Self-motivated	A/I	3
	• Ability to work under pressure	I	3
	• Well organised, manage people effectively and lead by example	A/I	3
	• Ability to work to deadlines, within budget		
	• Pragmatic approach to problem resolution	A/I	3
	• Team Player	A/I	3
	• Flexible in work patterns	A/I	3
		A	3
OTHER <i>(Please specify)</i>	• Ability to travel independently across city and county	A	3
	• Able to attend conferences / meetings / ad hoc training	A	3
	• Full Driving Licence	I	3
	• Willing to undertake DBS (Disclosure and Barring Service) clearance	A/I	3



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