

Director of Transformation

JOB DESCRIPTION

Base	John Radcliffe Hospital as the base but the role covers all sites
Grade	VSM (fixed term)
Directorate	Chief Operating Officer
Responsible to	Chief Operating Officer
Responsible for	Planning and Transformation, PMO

Job Purpose

The Director of Transformation is a key and integral member of the Chief Operating Officer's leadership team, driving transformation through the delivery of the Integrated Care System (ICS) strategy.

The Director of Transformation will work closely with internal and external stakeholders to develop and implement plans that achieve transformation across the local health and care system.

The post holder will create, develop and lead a PMO function to support the Divisional and Corporate teams to deliver transformation projects through 4 key transformation programmes and support the workstreams identified by Chief Officers as part of the 10-year plan.

Lead, develop, implement and review innovative clinical service improvement and performance management strategies that support the delivery of high quality clinical services that are business focused and enable the Divisions to respond successfully to the market and ensure excellence in delivery and value for money.

Promote a culture of effective management of operational implementation of service improvement plans, together with empowering the development of innovative schemes/cases for investment and disinvestment; through the service review process in pursuance of the Divisional and Trust priorities.

Key Stakeholders

- CEO, Trust Executive Team, Divisional Directors and Senior Leaders within the Trust and local system.
- Colleagues across the organisation at all levels and across all sites.
- Local Authority and other local providers including Primary Care, Mental Health and Social Services.
- Local Voluntary and Representative Groups.

External relationships

- Promoting and collaborating to develop effective partnerships and drive transformation through service integration and improved care models with other NHS and statutory bodies, University, Education and Research and Development institutions, regulators, voluntary sector, and other organisations.
- Be an active participant in the ICS & APC.

Main Tasks and Responsibilities

1. Strategic Planning:

- Drive transformation through the development and implementation of strategic operational and financial plans on national and local priorities which includes planning redesign and service pathways.
- Drive the modernisation, service by service improvement redesign.
- Work at place level and develop effective collaborative relationships with key stakeholders to implement the ICS's Strategy across the local area.
- Lead the development of clinical operational improvement plans with the clinical Divisions that deliver enhanced productivity and efficiency through the design and implementation of the PMO function.
- Proactively support the Chief Operating Officer to develop strategy, deliver agreed initiatives and implement agreed plans.
- Attend Trust Board sub-committee meetings as required & Represent the Chief Operating Officer at Trust Executive meetings as appropriate.
- Provide clear leadership to Trust staff, ensuring that performance is appropriately managed, and that all staff have personal development plans, in order to ensure an efficient, effective and engaged workforce.

2. Delivery and Performance Management:

- Create, develop and lead a PMO function to support the Divisional and Corporate teams to deliver key productivity schemes and multi-year offer.
- Lead the PMO to support the key workstreams identified by Chief Officers as part of the 10-year plan.
- Develop and implement a framework for the PMO that supports Divisional and Corporate delivery of key transformation projects (aligned with QI) but through focus on the 4 key transformation programmes, examples would support our CIP delivery programme.
- Lead the development of plans for service reconfiguration and redesign, involving clinicians and Chief Officer colleagues to ensure best practice is based on clinical evidence.

- Supporting Trust processes for benchmarking performance indicators, in line with aim to increase productivity and through structured service line reviews.
- Support cost improvement programmes within the clinical operational services. Y Design and lead change projects to improve the efficiency and responsiveness of clinical services, improving productivity and minimising cost, including effective improvement of performance against NHS comparators

Director Role

In addition to the functional responsibilities of the Director post, the post holder also has specific responsibilities for which they will be held accountable:

- Managing performance within their area and dealing effectively with suboptimal outcomes and performance
- Creating a positive culture for the organisation which is reflected in their own behaviour
- Nurturing good levels of leadership at all levels, actively addressing problems impacting our people's ability to do a good job
- Taking principal responsibility for providing accurate, timely and clear information to the Board
- Acting ambassador for the Trust at all times and to promote the Trust's philosophy and objectives whenever appropriate
- Leading, managing and developing staff to work together in the best interests of patients
- Ensuring risk matters are dealt with promptly within your areas of responsibility
- Performing your duties to the highest standard with particular regard to effective and efficient use of resources, maintaining quality and contributing to improvements
- Working across portfolios at the discretion of the COO as required and perform any other duties that may be required from time to time

GENERAL CONDITIONS

Trust Values

As they undertake their duties, all staff are required to uphold and demonstrate the Trust's core values of: *excellence, compassion, respect, delivery, learning and improvement*. Collaboration and partnership are also central to our approach in delivering our fundamental activities of patient care, teaching and research. Further information can be found at: <https://www.ouh.nhs.uk/about/vision-and-values/default.aspx>

Professional Standards

All Trust staff employed in recognised professions are required to ensure they work to the appropriate professional standards and/or Codes of Practice and all managers are expected to follow the [Code of Conduct](#) for NHS Managers.

Risk Management

All Trust staff have a responsibility to themselves and others in relation to managing risk, and will be provided with the necessary training and support to enable them to meet this responsibility. Staff should be familiar with and understand their role within relevant Trust policies and procedures including the Major Incident, Fire and Information Governance Policies as well as any local response plans. Managers are responsible for implementing and monitoring identified risk management control measures within their designated scope of responsibility and escalating these as appropriate in line with Trust procedures.

Health and Safety

All staff are required to comply with and follow the requirements of the Health and Safety at Work Act (1974), Statutory Regulations and Trust policies and procedures, including promotion of staff's own personal safety, and that of others by taking reasonable care at work and ensuring safe working. Staff will be provided with training, specialist advice and support to enable them to meet these responsibilities. All staff have a right to access Occupational Health or other staff support services in times of need.

Infection Prevention and Control

Infection Prevention and Control is everyone's responsibility. All staff, both clinical and non-clinical, are required to adhere to the Trusts' Infection Prevention and Control Policies and make every effort to maintain high standards of infection control at all times thereby reducing the burden of Healthcare Associated Infections. All staff employed by the Trust have the following key responsibilities:

- Staff must decontaminate their hands prior to and after direct patient contact or contact with the patient's surroundings.
- Staff members have a duty to attend mandatory infection control training provided for them by the Trust.
- Staff members who develop an infection (other than common colds and illness) that may be transmittable to patients have a duty to contact Occupational Health or Goodshape.

Safeguarding Children and Vulnerable Adults

The Trust has a statutory responsibility to safeguarding children and vulnerable adults. Staff have a responsibility to:

- Assist in protecting patients and their families from any form of harm whether they have direct or indirect contact with children and families.
- Safeguard and promote the welfare of children and young people in accordance with "Working Together to Safeguard Children" (HM Gov. 2018).
- 'Make safeguarding personal' (Care Act 2014), ensuring that the wishes and decisions made by adults with care and support needs are upheld.
- Comply with the Mental Capacity Act (2005) if they have direct contact with children who are 16 and over and adults.
- Comply with the PREVENT duty (Security and Counter Terrorism Act 2015).

- Ensure that they are aware of the specific duties relating to their role and undertake relevant training, in accordance with the Intercollegiate Guidance (Children 2014 and Adults 2018) to enable them to recognise and respond to any concerns.
- At all times uphold the rights of children and young people in accordance with the UN Convention Rights of the Child and the Health and Social Care Act 2015.
- Share appropriate and relevant information relating to safeguarding children and adults.
- Comply with police investigations relating to safeguarding children and adults.

Equality, Dignity and Inclusion at Work

The Trust is committed to a diverse and inclusive workplace which is supportive and free from harassment, discrimination and any less favourable treatment which cannot be justified; e.g. on the grounds of age, disability, gender, gender identity, marriage and civil partnership, pregnancy and maternity, race, religion and belief and sexual orientation. All staff are responsible for treating other staff, patients and the public with dignity and respect, as well as a duty to report any incident contravening this to their line manager.

Statutory and Mandatory Training

To ensure that staff can work safely and efficiently, and provide the very best care to our patients, it is essential that all staff are fully compliant and up-to-date with the Statutory and Mandatory training (as outlined in the Trust's Statutory and Mandatory Policy).

Appraisal

All staff are required to actively participate in an annual appraisal and personal/professional development programme.

Information Governance

All staff with access to personal confidential information during the course of their duties are required to adhere to all legal requirements, relevant NHS and Trust policies and procedures including the Information Governance and Information Protection policies, and complete annual data security/information governance training.

Data quality is crucial in ensuring that complete, timely and accurate information is available in support of patient care, clinical governance, performance management, service and financial planning and performance. Data quality is a vital element of every staff member's role and all staff should ensure they have read and understood the Trust's Data Quality Policy. Any errors should be corrected in line with Trust policy and reported to their line manager.

Access to health records: all staff who use and/or contribute to patients' health records are expected to be familiar with, and adhere to the Trust's Records Management Policy and note that patient records are the subject of regular audit. All health professionals are advised to compile records on the assumption that patients have a legal right to access their records.

No Smoking Policy

There is a no smoking policy in operation within the Trust. Smoking within the Trust's premises or within the Trust's grounds is not permitted.

On Call

Where appropriate, a requirement to take part in the Trust's on-call rota and provide practical leadership, advice and guidance during specific periods. Staff who are not currently required to participate in the Trust's on-call system may be required to do so following appropriate consultation.

Miscellaneous

This job description is an outline of the key tasks and responsibilities of the post and is not intended to be an exhaustive list. The job may change over time to reflect the changing needs of the Trust and its services as well as the personal development needs of the post-holder.

DIRECTOR OF TRANSFORMATION

PERSON SPECIFICATION

Requirement	Essential (unless stated otherwise)
Qualifications • Educated to a master's degree or equivalent post-graduate qualification or equivalent level of experience. • Post graduate management qualification/evidence of leadership and engagement. • Evidence of continuing professional development	
Experience • Substantial management experience in the NHS at a senior level. • Demonstrable experience of leading and effectively managing change in large complex environments • Demonstrable record of establishing and maintaining a high performing culture • Extensive record of successful workforce, financial and resource management • Demonstrable evidence of delivering operational and financial plans • Proven experience in delivery of Quality Improvement methodology • Experience of analysing and interpreting information and identifying solutions to identified problem/areas for improvement. • Project management experience.	
Skills & Abilities • Strategic thinker with highly developed influencing, persuasion and negotiation skills and using them to bring about change and develop services, standards and systems. • Sound knowledge of problem solving and improvement methodologies • Highly developed leadership skills with the ability to motivate, challenge and engage individuals and teams. • Ability to influence, negotiate and persuade regarding complex or sensitive issues • Ability to think and act strategically and to articulate a clear sense of direction and vision to a wide audience • Ability to develop effective working relationships with key partners and influence a wide range of internal and external colleagues to bring about positive change • Ability to operate effectively in clinical, academic, and operational environments with multiple stakeholders • Ability to engage multiple stakeholders to achieve change. • Strong sense of commitment to openness, honesty and integrity in undertaking the role. • Business acumen and financial awareness • High performance level of work organisation, self-motivation, performance and flexibility in approach and attitude.	

Requirement	Essential (unless stated otherwise)
Personal Attributes • Ability to think and plan strategically, tactically and creatively focused on adding value to the Organisation and making real lasting change • Evidence of holding to a clear strategy and set of values while responding appropriately to short term challenges and priorities • Proactive, versatile and problem solving approach • A demonstrable commitment to ensuring equality, diversity and promoting inclusion within an organisation • Ability to enthuse, lead and motivate others • To demonstrate Trust values, role-modelling these values and behaviours and holding others to account to do the same • Ability to command the respect of clinicians and managers as well as external stakeholders • Contribute to the corporate leadership of Equality, Diversity and Inclusion to deliver our People Plan	
Other • Frequent travel between multiple Trust sites (and occasional travel further afield) • To be proactive and flexible, able to identify and take forward opportunities and work effectively in partnership with others • Pragmatic with a positive and can-do attitude • Resilience to thrive when operating in complexity and uncertainty, whilst under significant pressure • Compliant with the Fit and Proper Persons Test	