

## JOB DESCRIPTION

<b>TITLE OF POST:</b>	<b>North West London Pathology HR Business Partner</b>
<b>SALARY BAND:</b>	<b>8b</b>
<b>LOCATION:</b>	<b>Charing Cross Hospital</b>
<b>RESPONSIBLE TO:</b>	<b>Associate Director of HR Transformation</b>
<b>PROFESSIONALLY ACCOUNTABLE TO:</b>	<b>Associate Director of HR Transformation</b>
<b>HOURS PER WEEK:</b>	<b>18.75</b>

### Imperial College Healthcare NHS Trust Values

We are absolutely committed to ensuring that our patients have the best possible experience within our hospitals. We are looking for people who are committed to delivering excellent patient care, whatever their role, and who take pride in what they do. We place a high value on treating all patients, customers and colleagues with respect and dignity, and seek people who strive for excellence and innovation in all that they do.

We value all of our staff and aim to provide rewarding careers and benefits, fulfilling work environments and exciting opportunities.

- Kind** - We are considerate and thoughtful, so you feel respected and included.
- Collaborative** - We actively seek others' views and ideas, so we achieve more together.
- Expert** - We draw on our diverse skills, knowledge and experience, so we provide the best possible care.
- Aspirational** - We are receptive and responsive to new thinking, so we never stop learning, discovering and improving.

## **Background Information on North West London Pathology (NWLP)**

In response to a changing landscape, three organisations - Chelsea and Westminster NHS Foundation Trust incorporating West Middlesex University Hospital), Imperial College Healthcare NHS Trust, The Hillingdon Hospitals NHS Foundation Trust – have come together to modernise pathology services across north west London.

This partnership is based upon a vision of a sustainable service delivering outstanding quality to users and patients alike. The modernisation of pathology services provides a great opportunity to drive translational research and innovation in all aspects of pathology, as well as supporting training for medical and scientific staff. By coming together, the three organisations aim to create a world class service that will be able to attract the best professionals in the field.

This transformation will be effected through the establishment of a contractual NHS joint venture for the provision of the pathology services, which was signed and commenced September 2016. The joint venture is hosted by Imperial College Healthcare NHS Trust operating as an arm's length organisation on behalf of the 'owner trusts' and will be the employer of the staff providing pathology services in relation to the joint venture.

The approach - will be to consolidate pathology provision across the three organisations through a 'hub and spoke' model, with the majority of routine, specialist, non-urgent activity delivered at a central hub while pathology required urgently for immediate treatment delivered by 24/7 laboratories forming 'spokes' within the individual Trusts. This will enable best practice as described by Lord Carter in his review of pathology services.

### **Aim of the role:**

To provide pro-active, value adding, strategically aligned HR services to the NWLP management teams in the development and delivery of people strategies to support the business goals of NWLP. The individual is responsible for supporting NWLP in creating people strategies and ensuring the organisation-wide people strategies are embedded within the Divisions. The nature of the role is the work is often complex and can range from challenging people issues and strategies to restructures and major change programmes. The individual will need to be able to work in an independent and relatively autonomous way.

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. Due to the breadth and diversity of the role the individual will need to flex their style and build relationships that meet the needs of NWLP. The nature of the HRBP role is that the role holder will

need to build credible relationships and work with a wide range of very senior managers to be successful.

The following are the key relevant strategic themes from the People & Organisational Development (P&OD) strategy and the projects will be closely aligned to these.

### **The key strategic themes from the P&OD strategy**

**Strategic workforce design** – to focus on developing detailed short, medium and long term workforce plans which take into account the external and internal influence on the Trust, the changing nature of work in the NHS and the needs of our employees.

**Resourcing** – to pro-actively attract the talent needed, increase our internal versus external hire rates and enhance our retention rates.

**Building capability** – to embed a high performance culture, and ensure a link between organisational and individual performance by continuing to focus on the performance management process.

**Talent and organization development** – to build capability and systems and processes to proactively attract, develop and retain our key talent.

**Engagement and culture change** – to continue to develop a culture which promotes collaboration, aspiration, kindness and expertise, as well as the health and well-being of our staff. A new engagement tool will be introduced shortly.

**Employee relations and reward** – to better support our ability to attract and retain staff, by placing a greater emphasis on 'total' reward.

#### **Key working relationships:**

- Associate Director of HR Transformation
- NWLP leadership senior teams
- Operational and Clinical leaders across the organisation
- Senior P&OD team
- Director of People & OD
- P&OD colleagues
- .

### **Main tasks and responsibilities:**

#### **Transformation and change**

- Work with NWLP senior management teams to embed the new organisational structure and realise Divisions that are more empowered and accountable and the new behaviours are visible.
- Provide advice and guidance to NWLP management teams' on:
  - external changes and tenders which may result in workforce changes
  - change management and consultations
  - how to realise transformation agenda.
- Lead diagnostic conversations & provide advice on complex people issues.
- Develop HR change and transformation strategies in partnership with the NWLP leadership team and implement these, sometimes working in an unprecedented way to ensure success.

#### **Strategic People Planning**

- Enable the development of people plans and strategies for all staff groups ensuring that they are consistent with Trust developments and that financial and people metrics are aligned.
- In partnership with the Head of Resourcing and central recruitment team, develop and monitor recruitment and retention strategies for hard to fill posts in order to reduce agency spend.
- Facilitate and influence the management team in the design & development of business cases and service development plans ensuring that all options are fully explored around people aspects i.e. role redesign, productivity metrics etc.
- Provide advice and support for managers on a variety issues ranging from job evaluation and job clustering to complex people and organisational issues.

- Lead on senior recruitment campaigns for high profile positions within NWLP
- Participate in the Business Planning Cycle, advising on workforce numbers and the impact of planned service developments and cost improvement schemes.

### Engagement and culture change

- Drive the people engagement agenda within NWLP, ensuring high level strategic importance and visibility across the service.
- Create an explicit understanding of the link between people engagement & excellent patient experience and quality outcomes.
- Use the Imperial & NHS survey results and other feedback to develop innovative ways of tracking and reporting on our people's experience, to develop interventions to enhance engagement.
- Use OD tools and your leadership skill to role-model, support and innovate ways to launch and embed the new Trust values at all levels within NWLP; showing courage to challenge in order to close the gap between what we espouse and what our people experience as the Trust's values in their daily work.
- Ensure that themes emerging from the main P&OD strategy get traction in the Divisions and follow through in on-going discussions and actions. Devising strategies with the Divisional leadership teams to ensure the new Trust values are embedded in an effective and impactful way.

### Talent and succession planning

- Drive strategic discussions in the areas of people and succession planning to ensure the Divisions have the right talent in the right place at the right time, forecasting people needs and ensuring that these are being met.
- Lead the Divisions' talent management process and development requirements to inform development priorities. Whilst there is talent management strategy and policy the HRBP will need to ensure the Divisions implement this in a meaningful and relevant way for their Divisions. Coach and provide advice on development plans for key talent within the Divisions.

### People Metrics and business scorecards

- Work with the Divisional senior management teams to help them achieve the key people performance indicators for the Divisions, analysing data each reporting period and driving discussions with Divisional management teams to ensure plans are put in place to resolve areas of concern. Through the monthly reporting, ensure that the HR information systems within the Divisions are maintained in line with the agreed framework.
- Signpost managers to other relevant P&OD functions (e.g. ERAS; Leadership Development) or frameworks (e.g. PDR, Talent Management, Trust Policies and Procedures) giving a range of options as appropriate. Influence the centres of excellence to build good relationships with the Divisions to ensure the P&OD service is seamless.

### Building capability

- Promote organisational development and change across the Divisions by understanding and interpreting leadership issues and delivering innovative leadership development solutions that change behaviours. Ensure line managers are trained and supported in dealing with people management issues, leading on the delivery coaching to build capability and developing bespoke organisational development and training initiatives.
- In conjunction with professional leads, and the Learning & Development team, proactively lead the development of capability strategies across the divisional teams at every level, ensuring performance is managed effectively and agreeing development activities through central programmes and Divisional specific development activities.

## **Scope and Purpose of Job Description**

A job description does not constitute a 'term and condition of employment'. It is provided only as a guide to assist the employee in the performance of their job. The Trust is a fast moving organisation and therefore changes in employees' duties may be necessary from time to time. The job description is not intended to be an inflexible or finite list of tasks and may be varied from time to time after consultation/discussion with the postholder.

## **ADDITIONAL INFORMATION**

### **Medical Examinations**

All appointments are conditional upon prior health clearance. Failure to provide continuing satisfactory evidence if required, e.g. of immunization, will be regarded as a breach of contract

### **Equal Opportunities**

The Trust aims to promote equal opportunities. A copy of our Equality Opportunities Policy is available from the Human Resources department. Members of staff must ensure that they treat other members of staff, patients and visitors with dignity and respect at all times and report any breaches of this to the appropriate manager.

### **Safeguarding children and vulnerable adults**

Post holders have a general responsibility for safeguarding children and vulnerable adults in the course of their daily duties and for ensuring that they are aware of specific duties relating to their role.

### **Disclosure & Barring Service/Safeguarding Children & Vulnerable Adults**

Applicants for many posts in the NHS are exempt from the Rehabilitation of Offenders Act 1974. Applicants who are offered employment for such posts will be subject to a criminal record check from the Disclosure & Barring Service before appointment is confirmed. This includes details of cautions, reprimands and final warnings, as well as convictions. Further information can be found via: <https://www.gov.uk/government/organisations/disclosure-and-barring-service>. Post holders have a general responsibility for safeguarding children and vulnerable adults in the course of their daily duties and for ensuring that they are aware of specific duties relating to their role. Staff are obliged to disclose to the Trust during employment any pending criminal convictions, including cautions, and any other information relevant to the safeguarding of children or vulnerable adults.

### **Professional Registration**

Staff undertaking work which requires professional registration are responsible for ensuring that they are so registered and that they comply with any Codes of Conduct applicable to that profession. Proof of registration must be produced on appointment and at any time subsequently on request.

### **Work Visa/ Permits/Leave To Remain**

If you are a non-resident of the UK or EEA you are required to have a valid work visa and leave to remain in the UK, which is renewed as required. The Trust is unable to employ or continue to employ you if you require but do not have a valid work visa and/or leave to remain in the UK.

### **NHS Constitution**

The NHS Constitution establishes the principles and values of the NHS in England. You should aim to maintain the highest standards of care and service, treat every individual with compassion and respect, take responsibility for the care you provide and your wider contribution, take up training and development opportunities provided, raise any genuine concern you may have about a risk, malpractice or wrongdoing at work, involve patients, their families and carers fully in decisions, be open if anything goes wrong and contribute to a climate where the reporting of, and learning from, errors is encouraged. You should view the services you provide from a patient's standpoint and contribute to providing fair and equitable services for all. The above is a brief summary; you are encouraged to access the full document at: [www.nhs.uk/constitution](http://www.nhs.uk/constitution)

### **Dignity & Respect**

The Trust requires that you treat others with dignity and respect and that you do not harass or otherwise discriminate against any other member of staff, patient or visitor to the Trust or employees

of any associated employers or contractors of the Trust on the grounds of race, colour, sex, age, disabilities, religious beliefs or sexual orientation.

### **Confidentiality/Information Quality Assurance/Freedom of Information**

The post-holder must maintain confidentiality of information about staff, patients and health service business and be aware of the Data Protection Act (1984) and Access to Health Records Act (1990). As an employee of the Trust it is expected that you will take due diligence and care in regard to any information collected, recorded, processed or handled by you during the course of your work and that such information is collected, recorded, processed and handled in compliance with Trust requirements and instructions. Nonetheless the post-holder should be aware of the responsibility placed on employees under the Freedom of Information Act 2000 and is responsible for helping to ensure that the Trust complies with the Act when handling or dealing with any information relating to Trust activity.

### **Risk Management**

All staff have a responsibility to report all clinical and non-clinical accidents or incidents promptly and when requested to co-operate with any investigation undertaken.

### **Health, Safety and Security**

The post holder must co-operate with management in discharging its responsibilities under the Health and Safety at Work Act 1974, take reasonable care of themselves and others, and ensure the agreed safety procedures are carried out to maintain a safe environment for patients, employees and visitors. The Trust has adopted a Security Policy in order to help protect patients, visitors and staff and to safeguard their property; all employees have a responsibility to ensure that those persons using the Trust and its services are as secure as possible. The Trust operates a strict Non-Smoking Policy.

### **Conflict of Interests**

You may not without the consent of the Trust engage in any outside employment and in particular you are disqualified from an appointment as a chair or Non-Executive Director of another NHS Trust whilst you are employed by this Trust. In accordance with the Trust's Conflict of Interest Policy you must declare to your manager all private interests which could potentially result in personal gain as a consequence of your employment position in the Trust. The NHS Code of Conduct and Standards of Business Conduct for NHS Staff require you to declare all situations where you or a close relative or associate has a controlling interest in a business or in any activity which may compete for any NHS contracts to supply goods or services to the Trust. You must therefore register such interests with the Trust, either on appointment or subsequently.

### **Infection control**

It is the responsibility of all staff, whether clinical or non-clinical, to familiarise themselves with and adhere to current policy in relation to the prevention of the spread of infection and the wearing of uniforms.

**Clinical staff** – on entering and leaving clinical areas, and between contacts with patients, staff should ensure that they apply alcohol gel to their hands and wash their hands frequently with soap and water. In addition, staff should ensure the appropriate use of personal protective clothing and the appropriate administration of antibiotic therapy. Staff are required to communicate any infection risks to the infection control team and, upon receipt of their advice, report hospital-acquired infections in line with the Trust's Incident Reporting Policy.

**Non clinical staff and sub-contracted staff** – on entering and leaving clinical areas and between contacts with patients all staff should ensure they apply alcohol gel to their hands and be guided by clinical staff as to further preventative measures required. It is also essential for staff to wash their hands frequently with soap and water.

Staff have a responsibility to encourage adherence with policy amongst colleagues, visitors and patients and should challenge those who do not comply. You are also required to keep up to date with the latest infection control guidance via the documents library section on the intranet.

### **Clinical Governance and Risk management**

The Trust believes everyone has a role to play in improving and contributing to the quality of care provided to our patients. As an employee of the Trust you are expected to take a proactive role in supporting the Trust's clinical governance agenda by:

- Taking part in activities for improving quality such as clinical audit
- Identifying and managing risks through incident and near miss reporting and undertaking risk assessments
- Following Trust policies, guidelines and procedures
- Maintaining your continue professional development

All Clinical staff making entries into patient health records are required to follow the Trust standards of record keeping

### **No Smoking**

The Trust operates a smoke free policy.

### **Professional Association/Trade Union Membership**

The Trust is committed to working in partnership with Trades Unions and actively encourages staff to join any Trade Union of their choice, subject to any rules for membership that the Trade Union may apply.

**IMPERIAL COLLEGE HEALTHCARE NHS TRUST**

**PERSON SPECIFICATION**

**POST:** North West London Pathology HRBP  
**DEPARTMENT:** People and Organisational Development  
**LINE MANAGER:** Associate Director of HR Transformation

	<b>ESSENTIAL</b>	<b>DESIRABLE</b>	<b>MEASUREMENT</b>
<b>Education</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Master's degree level or equivalent experience</li><li><input type="checkbox"/> CIPD qualified</li><li><input type="checkbox"/> Evidence of continuing professional development</li><li><input type="checkbox"/> Specialist knowledge across a range of HR topics</li></ul>	Recognised coaching qualification	Application  Original certificates
<b>Experience</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Track record of operational and strategic HR achievement, working with a broad remit including OD</li><li><input type="checkbox"/> Demonstrable success in delivering large scale change</li><li><input type="checkbox"/> Evidence of effective working in a complex, high performing environments</li><li><input type="checkbox"/> Experience of facilitating and managing change</li><li><input type="checkbox"/> Experience of writing complex business cases and policies and implementing these across organisations</li></ul>	Experience of working in the NHS  Experience of advising on medical staffing issues	Application  Assessments  Interview  References
<b>Personal Qualities</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Decisive, professional, assertive, self-motivated, intuitive, pragmatic, thoughtful</li><li><input type="checkbox"/> Impact and influence with senior stakeholders</li><li><input type="checkbox"/> Insight into own behaviour/working style</li><li><input type="checkbox"/> Emotional resilience</li><li><input type="checkbox"/> Integrity</li><li><input type="checkbox"/> Commitment to promote equality and diversity</li><li><input type="checkbox"/> Drive for performance and improvement, and flexibility in approach and attitude</li></ul>		Interview

<b>Skills/abilities</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Able to work in unpredictable situations and under pressure to tight deadlines</li> <li><input type="checkbox"/> Able to manage ambiguity</li> <li><input type="checkbox"/> Able to analyse, provide authoritative advice on and manage highly complex and sensitive situations</li> <li><input type="checkbox"/> Ability to analyse and understand business, financial and workforce data</li> <li><input type="checkbox"/> Ability to create and implement HR strategies</li> <li><input type="checkbox"/> Ability to interpret and apply HR knowledge to the Trust workforce strategy</li> <li><input type="checkbox"/> Able to manage the hard and soft side of change and transformation</li> <li><input type="checkbox"/> Ability to create strategies to achieve a highly engaged and productive workforce</li> <li><input type="checkbox"/> Sound, up to date knowledge of HR best practice</li> </ul>		Application Assessment s Interview References
	<b>ESSENTIAL</b>	<b>DESIRABLE</b>	<b>MEASUREMENT</b>
<b>Communication Skills</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Demonstrable coaching behaviours and ability to model these to managers and leaders at all levels</li> <li><input type="checkbox"/> Political savvy and awareness</li> <li><input type="checkbox"/> Excellent interpersonal skills and ability to form productive collaborative working relationships</li> <li><input type="checkbox"/> Highly developed persuasive, motivational and negotiating skills</li> <li><input type="checkbox"/> Ability to write and present succinct reports, with data analysis, on complex workforce issues</li> </ul>		Application form Assessment s Interview References
<b>Physical qualities</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Sufficient to fulfil the duties of the post with any aids and adaptations</li> </ul>		