North West London Pathology NHS

JOB DESCRIPTION	
Job title:	Senior Programme Manager- Pathology Transformation
Band:	8C
Hours of work:	37.5 per week
Duration:	12-24 month fixed-term
Location:	Required to work across all Partner hospitals but based in Charring Cross Hospital, Imperial Healthcare NHS Trust
Accountable to:	Managing Director NWLP
Responsible to:	Director of Operations NWLP
Job summary:	The key dimensions of the role are: • To act as the overall programme manager for the NWLP transition programme, responsible for delivery of the programme objectives to agreed budgets and timelines • To direct the managers and staff responsible for project delivery – ensuring that projects are clearly defined and delivery status routinely reported and monitored • To ensure a clear and effective governance structure for programme management designed to ensure that projects deliver to specification and that risks are appropriately managed and reported through to the NWLP Executive and Board • To ensure that projects are appropriately resourced and resources are allocated to maximise efficiency • To facilitate/lead staff training and development programmes to ensure that the physical service improvements of the transformation programme are translated into improved safety, quality and financial performance – e.g. multi-disciplinary training, lean processing, operational management development.
Key result areas	1. Work effectively at Executive level across all partnership organisations. 2. Support the strategic and operational planning of the pathology modernisation agenda in Northwest London 3. To deliver the Pathology LIMS project.

	4. To deliver the laboratory services project.
	5. Progress any associated the projects to full delivery.
Key working relationships	• NWLP Managing Director • NWLP Chair • NWLP Operations Director • NWLP Board memebers • Divisional Clinical Leads • Divisional Managers • NWLP Finance Director • NWLP Quality and Governance Lead • Trust Teams e.g. Unions, Estates, Communications, IT, HR. • Project teams • NHS England Pathology Modernisation programme, including project leads from other clusters • NHSi • North West London Clinical Commissioning Groups • Third party suppliers, including management consultancies, analysts and legal advisers • Project team, including SRO, administrator and other staff The above key links will be required across the three partner organisations, the key local customers, and wider potential partners.

Overview and role purpose

The post holder will be responsible for leading a pan-organisational project to introduce the recommendations of the *Modernising Pathology Services* report across North West London (NWL). The primary benefit and driver for this work is to decrease the unit cost of pathology activity by achieving economies of scale while achieving clinical benefits from the concentration of expertise.

The project is driven by a desire to provide a cost-effective, modern and innovative model for future pathology provision in NWL; improving quality and outcomes for patients and users. This includes the aim to strengthen training and increase opportunities for Research and Development (R&D).

This post will be responsible for the implementation to completion of the Pathology LIMS and Laboratory Services projects for North West London pathology.

The post would be working on behalf of the following organisations consisting of NHS acute trusts in NWL (partner trusts). These are:
• Chelsea and Westminster Hospital's NHS Foundation Trust
• Imperial College Healthcare NHS Trust
• The Hillingdon Hospitals NHS Foundation Trust

The post would also work closely with strategic partners and potential customers, including:
• Royal Brompton and Harefield NHS Foundation Trust

- The Royal Marsden NHS Foundation Trust

Other links would include further NHS Trusts, Clinical Commissioning Groups, NHS England, the NHSi and Imperial College.

The post holder is responsible for the successful delivery of this project to specification, timescale and budget. This will include responsibility for:
- Further developing the agreed vision to a clear outcome for Pathology services across the Partner Trusts
- Delivering a feasible and acceptable outcome for the future model of provision, taking into account the criteria set out by all Trusts below, detailing potential net benefits disaggregated by partner trust.
- Facilitating and leading a process among core stakeholders for agreeing solution for Pathology Modernisation

The role will focus on:

Leadership: in conjunction with the SRO, to provide thought leadership and strategic guidance

Stakeholder management and communications: to ensure open and appropriate communications are maintained with the diverse range of stakeholders, including the relevant Trust, NHSi London and the NWL Cluster.

Project management/leadership: to ensure the smooth and successful delivery of the project, with a focus on pan-organisational coordination, with associated robust governance and assurance frameworks

Analysis and modelling: Ensuring decision making is based on a thorough understanding of the current state, future needs (patient, clinician and organisation) and benefits and risk identification and quantification

Consensus and buy-in: bringing together organisations to develop a shared understanding and agreed way forward, facilitating collaboration and collective decision making

Main tasks and responsibilities

Leadership
- Provide strong and visible leadership of project as identified
- To provide guidance to project teams across all organisations
- To represent the project externally, specifically to NHS England, NWL CCGs and relevant Trust boards
- To bring creative and innovative approaches to support achievement of the project
- To ensure appropriate internal and external project support is sourced to ensure successful delivery
- The post holder will have a significant degree of individual responsibility and autonomy

Governance and Risk
- To ensure robust management of governance and risk in relation to this project.
- To ensure that governance and risk systems take account the needs of all Trusts, the Cluster programme and NHS England/the NHSi
- To ensure an appropriate governance structure is in place to deliver the project on time, to a high quality and with successful outcomes - including appropriately

utilising the Steering Group and Operational Group and re-establishing other groups as appropriate (e.g. Clinical Reference Group, IT group, Finance group)

Communication
- To establish an effective communication system across the Trusts, including board level communication
- To establish communications mechanisms with other cluster leads, NHS England and the Cluster
- To establish a wider communications strategy, including a media relations strategy
- To liaise build relationship with staff and unions where appropriate
- To report to agreed timescales
- To coach and support members of the project teams in good project management and deliver the planning and delivery of project milestones, identifying and tracking project benefits and performance indicators
- To provide timely progress updates on status to the Senior Responsible Officer to the Steering Group
- To engage and support Trust Boards and Executive teams at each Trust with the understanding and presentation of project outputs
- To produce regular communication updates to be distributed to stakeholders as agreed by Operations and Steering Group

Performance Management
- To work with the Director of Operations to establish regular reporting on the progress of the project.
- To lead on project to support achievement performance targets as appropriate to this project.
- To lead on work to ensure the delivery of financial savings in line with the SHA's ambitions
- To obtain competitive intelligence from suppliers and other external organisations
- To lead the procurement of and contract manage relevant third party suppliers
- To monitor the performance of project teams within the Trusts and ensure they are adequately performance managed locally

Project management
- To ensure the production, implementation and monitoring of a project plan that allows the project team achieve its milestones and deadlines
- To establish and co-ordinate project teams for the constituent elements of the project plan and the implementation of the LIMS and Laboratory Services projects.
- To identify and mitigate project risks, encourage and support stakeholder management and engagement producing regular reports escalation processes
- To ensure that co-dependencies between different aspects of the projects are identified and managed
- To develop all relevant project documents
- To establish a project management framework based on a recognised project methodology (such as PRINCE 2)
- To manage the budgets related to that project ensuring that decisions are taken to come in on budget and on time

Analysis
- To provide analytical support for robust decision making including compilation of

options appraisals and risk-benefits analyses
- Take responsibility for the analysis of complex strands of data and information, including ensuring that issues with data reliability or validity are highlighted
- To lead on conducting the cluster wide data collection and analysis exercise
- To lead the sector options appraisal process

Consensus building
- To facilitate high level dialogue and information exchange in a safe environment
- To ensure that there is close liaison with Trust representatives and that they are fully involved in all aspects of planning
- To ensure appropriate engagement across all Trusts and beyond in all aspects of the project
- To ensure compliance with Trusts' approval processes by submitting relevant documents to the different groups and committees

General Compliance

Equal Opportunities
The Trust aims to promote equal opportunities. A copy of our Equality Scheme 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.

Medical Examinations
All appointments are conditional upon prior health clearance by the Trust's Occupational Health Service. Failure to provide continuing satisfactory evidence will be regarded as a breach of contract

Criminal Records Bureau

Applicants for posts in the NHS are exempt from the Rehabilitation of Offenders Act 1974. All applicants who are offered employment will be subject to a criminal record check from the Criminal Records Bureau before the appointment is confirmed. This includes details of cautions, reprimands, final warnings, as well as convictions. Further information is available from the Criminal Records Bureau and Disclosure websites at www.crb.gov.uk and www.disclosure.gov.uk

Professional Registration
Staff undertaking work which requires professional/state 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, if renewable, proof of renewal must also be produced.

Work Visa/ Permits/Leave To Remain
If you are a non-resident of the United Kingdom or European Economic Union, 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.

Confidentiality
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).

Health and safety
The post holder must co-operate with management in discharging its responsibilities under the Health and Safety at Work Act 1974 and take reasonable health and safety of themselves and others and to ensure the agreed safety procedures are carried out to maintain a safe environment for patients, employees and visitors.

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.

Conflict of Interests

You may not without the consent of the Trust engage in any outside employment and 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.

In addition 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 (such as a private company, public organisation, other NHS or voluntary organisation) 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, whenever such interests are gained. You should not engage in such interests without the written consent of the Trust, which will not be unreasonably withheld. It is your responsibility to ensure that you are not placed in a position which may give rise to a conflict of interests between any work that you undertake in relation to private patients and your NHS duties.

Code of Conduct

All staff are required to work in accordance with the code of conduct for their professional group (eg Nursing and Midwifery Council, Health Professions Council, General Medical Council, NHS Code of Conduct for Senior Managers).

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 all staff should ensure that they apply alcohol gel to their hands and also 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 polices, 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

Information Quality Assurance
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.

Freedom of Information
The postholder 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.

Management of a Violent Crime
The Trust has adopted a security policy in order

- to help protect patients, visitors and staff
- 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.

No Smoking
The Trust operates a non-smoking policy.

Professional Association/Trade Union Membership
It is the policy of the Trust to support the system of collective bargaining and as an employee in the Health Service you are therefore encouraged to join a professional organisation or trade union. You have the right to belong to a trade union and to take part in its activities at any appropriate time and to seek and hold office in it. Appropriate time means a time outside working hours.

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PERSONAL SPECIFICATION					
Job title:	Senior Programme Manager-Pathology Modernisation	**Band:**	8C	**Line Manager**	Director of Operations NWLP
Department:	Required to work across all Partner hospitals but based in Charring Cross Hospital, Imperial Healthcare NHS Trust				

ATTRIBUTE	ESSENTIAL	DESIRABLE	MEASUREMENT
EDUCATION	1. Undergraduate degree 2. Masters-level degree or equivalent experience.	1. Post graduate degree in healthcare management and leadership.	CV Interview
SKILLS/ ABILITIES	1. PRINCE2 Project Management qualification or equivalent experience 2. Advanced Excel skills with modelling capability	1. Experience in dealing with external consultancies and suppliers.	CV Interview
EXPERIENCE	1. Large programme management 2. Senior engagement 3. Healthcare/NHS Experience	1. Frequent interactions with very senior executives.	Interview Presentation
KNOWLEDGE	1. Managing complex projects in a health/health related environment	1. Pathology services – science, structure and operational delivery.	Interview Presentation
PERSONAL QUALITIES	1. Flexible 2. Proactive 3. Ability to work under pressure 4. Ability to work to timelines 5. Ability to complete projects within budgets 6. Able to multi task and be able to carry out different parallel activities		Interview Presentation