

PROGRAMME DELIVERY DIRECTOR

COMPETITIVE SALARY PACKAGE

For a confidential discussion please contact our recruitment advisers at GatenbySanderson:

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Closing date for receipt
of applications:

9am Monday 5 December

Final panel and selection:

w/c 19 December



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ABOUT THE TRUST

The Shrewsbury and Telford Hospital NHS Trust (SaTH) is the main provider of acute hospital services for around half a million people in Shropshire, Telford & Wrekin and mid Wales.

Encompassing some of the most picturesque parts of England and Wales, the Trust's catchment stretches from the Cambrian Mountains in the west, to Newport and the fringes of the Black Country in the east.

The main towns include: Bridgnorth, Ludlow, Market Drayton, Oswestry, Shrewsbury and Whitchurch (in Shropshire); Newport, Telford and Wellington (in Telford & Wrekin); and Newtown and Welshpool (in Powys) – all beautiful and unique.

Our main service locations are the Princess Royal Hospital (PRH) in Telford and the Royal Shrewsbury Hospital (RSH) in Shrewsbury. Both hospitals provide a wide range of acute hospital services including accident & emergency, outpatients, diagnostics, inpatient medical care and critical care.

We also provide services such as consultant-led outreach clinics at the Wrekin Community Clinic, Telford, the Robert Jones and Agnes Hunt Orthopaedic Hospital, Gobowen and the Bridgnorth, Ludlow and Whitchurch Community Hospitals.

We employ more than 6,000 staff, and hundreds of staff and students from other organisations also work in our hospitals. We benefit from around 1,000 wonderful volunteers, and our main charitable partners are the League of Friends at the Royal Shrewsbury Hospital, Friends of the Princess Royal Hospital, and the Lingen Davies Cancer Appeal which is based at the Royal Shrewsbury Hospital.





A MESSAGE FROM OUR CHIEF EXECUTIVE

Thank you for your interest in the Programme Delivery Director post.

Our Trust's Vision is to provide excellent care for the communities we serve and delivering improved and enhanced services is at the heart of this vision. The reconfiguration of services that we are seeking to achieve through our Hospitals Transformation Programme (HTP) is essential to the delivery of sustainable, high quality health and care services for our communities.

In August 2022, this vital programme took a significant step forward, when the Department of Health and Social Care and NHS England's Joint Investment Committee confirmed the approval of the Strategic Outline Case (SOC), subject to a number of conditions that will be addressed as we develop the Outline Business Case during the next stage of the HTP. While securing national approval to move forward to the next stage of this programme represents fantastic progress, there is still much more to do before we can begin to implement these much needed service changes.

So now is a really exciting time to be joining our organisation and health system as the Programme Delivery Director, to support the development and implementation of the next stages of this programme.

The Programme Delivery Director role is integral to ensuring our success and we are looking for an inspiring leader, who demonstrates our values. This post is a key leadership role at the heart of our transformation journey.

Louise Barnett

Louise Barnett
CHIEF EXECUTIVE OFFICER

ABOUT THE HOSPITALS TRANSFORMATION PROGRAMME

After consulting on the future of acute hospital services across Shropshire, Telford & Wrekin and Powys, plans were confirmed to develop an emergency care centre at the Royal Shrewsbury Hospital site and a planned care centre at the Princess Royal Hospital (Telford) site. In the new service model, key specialist services will be consolidated onto single sites (with the required clinical adjacencies), meaning that when patients need specialist care, they will get the best care available at the right time from the right clinicians. Both hospital sites will provide 24/7 urgent care, and routine services such as outpatients and diagnostics, so that most people will continue to receive care at their local site.

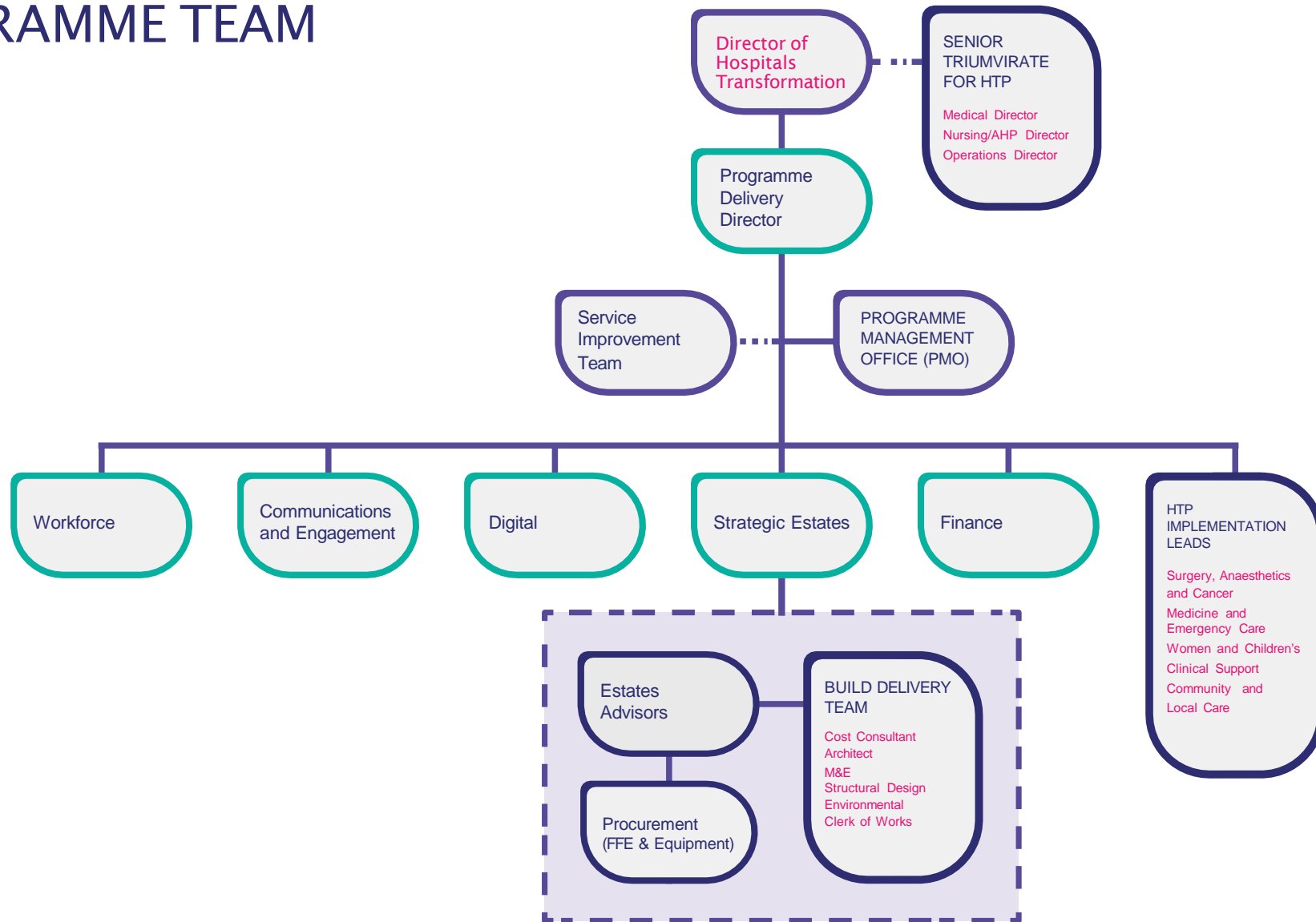
This reconfiguration of services is an essential part of ensuring that the health requirements of our communities can be met in a sustainable way over the long term. The changes will also mean that our catchment population will receive better quality healthcare and enjoy a much improved patient experience.

- Our Telford site specialising in planned care will mean patients wait less time for their appointments and that beds will be protected for planned operations, reducing the number of cancellations
- Our Shrewsbury site specialising in emergency care will ensure that emergency patients have immediate access to appropriate specialist care, which will provide a better experience for service users and reduce both waiting times and the length of hospital stays
- The improvement to the hospital environment on both sites will make sure that patients receive their care in a modern, fit for purpose environment

In August 2022, the Department of Health and Social Care and NHS England's Joint Investment Committee confirmed the approval of the Strategic Outline Case (SOC), subject to a number of conditions that will be addressed as we develop the Outline Business Case during the next stage of the Hospitals Transformation Programme (HTP). The Programme Delivery Director will support the development and implementation of the next stage(s) of this programme and help us make sure that our communities get the full benefit from this significant investment in our local healthcare services as soon as possible.



HOSPITALS TRANSFORMATION PROGRAMME TEAM



JOB DESCRIPTION

JOB TITLE:
PROGRAMME DELIVERY DIRECTOR

BAND:
AGENDA FOR CHANGE BAND 9

DIRECTORATE:
HOSPITALS TRANSFORMATION PROGRAMME

LOCATION:
VARIOUS HEALTH SYSTEM SITES, WITH
OCCASIONAL TRAVEL FURTHER AFIELD

ACCOUNTABLE TO:
DIRECTOR OF HOSPITALS TRANSFORMATION,
SHREWSBURY AND TELFORD HOSPITAL
NHS TRUST

DISCLOSURE REQUIRED:
STANDARD



JOB PURPOSE

The post holder will occupy a pivotal role in delivering the next phase of this high-profile and complex project, ensuring that progress remains on track and that risks are identified and mitigated in a timely way. The role is crucial to creating and maintaining focus, enthusiasm and momentum within the programme team, wider staff networks and key stakeholder groups.

The incumbent will also be responsible for managing the development of high quality business case documentation, working closely with regulatory colleagues, and ensuring that documentation complies fully with national protocols and requirements.

The postholder will also have line management responsibility for the core programme team and will deputise for the Director where required. This may include supporting the delivery of a range of other transformational projects across the Trust.

The duties and responsibilities listed on the following pages are representative of the Programme Delivery Director role, and its purpose within the service. They are not exhaustive, and the post holder may be required to undertake additional duties and responsibilities commensurate with the level of the post, to support the smooth running of the service and provide clear expert advice and guidance to leaders across the Trust.



KEY RESPONSIBILITIES

- Responsible for the day-to-day management of the Hospitals Transformation Programme and the line management of the core programme team
- Working closely with the Director, managing the development of high-quality business case documentation, that complies with national protocols/ requirements, to support timely approval. Working closely with NHS England and Improvement, the Department of Health and Social Care and HM Treasury to support the approval of the business cases
- Utilising best practice management and implementation methodologies to govern the delivery of the programme, ensuring that risks/issues are addressed in a timely way and that key stakeholders always have a clear understanding of programme status/progress
- Ensuring that the programme remains on track to deliver the planned changes to the required quality standards and that appropriate mechanisms are in place to fully realise the targeted benefits
- Developing and maintaining the internal staff networks required to support the development and delivery of the agreed reconfiguration of clinical services and associated new models of care
- Ensuring that HTP business partners provide the relevant functional inputs and service required to support the delivery of the programme
- Managing the contributions of external suppliers (and performance-managing their deliverables), adapting the mix and engagement model of those suppliers as the needs of the programme evolve
- Collaboratively working with system partners and other organisations to ensure the successful delivery of the programme, including the CCG, local authorities and other stakeholders
- Managing the delivery of a detailed programme of communication, ensuring clear communications and feedback to wider stakeholders including where necessary the wider health economy and public, demonstrating the importance, activities and objectives of the HTP. Producing clear visual materials, project documentation and statistical data for use in reports, local briefings, workshops and internal/external meetings
- Working with all key stakeholders (including staff) to identify and mitigate risks to the delivery of the programme
- Developing and implementing programme plans that will maintain high quality, safe services at all times during the implementation of the new clinical model
- Supporting the Director in developing and adapting the programme's organisational structure as required as the programme develops
- Ensuring that the procurement arrangements, particularly linked to the infrastructure redevelopment, are in line with national guidelines and provide best value for money
- Planning and organising activities such as focus groups and listening events involving larger groups of staff, from Director to operational level (including clinicians), and to adjust plans and activities as required by changes in circumstances
- Working with groups across the Trust (and external partners where required) to further develop long-term service and workforce plans that involve uncertainty, including scenario planning
- Leading by example, modelling Trust leadership behaviours and engendering a culture that embodies the Trust's values
- To deputise for the Director where required
- If required, support the delivery of other transformational projects across the Trust
- Participating in the Director on call rota

COMMUNICATIONS

- Working with communications staff from across stakeholder organisations to manage staff and workforce messages, any media involvement and handling of public engagement (as necessary)
- Leading the implementation of patient and public stakeholder engagement plans, that will build confidence in the key groups and audiences about the need for and benefits of the programme
- Maintaining close relationships with all parties involved, including Local Authorities, providers, commissioners, ICS partners and voluntary organisations
- Ensuring the appropriate level of engagement with both internal and external stakeholders and other interested parties. This will include local residents and patients, staff, MPs and other stakeholders
- Crafting communications and messages that deal with highly complex (and often conflicting) issues where there are difficult decisions to be made and expectations of key stakeholders to be managed
- Acting as a public spokesperson on matters relating to the planned transformation

BUSINESS CASE DEVELOPMENT

- In line with best practice, support the delivery of robust and affordable OBC and FBC which deliver the key benefits of the programme
- Support the delivery of OBC/FBC documents that are compliant with national guidelines to an ambitious timescale
- Work closely with NHS England, the Department of Health and Social Care and HM Treasury on the approval of the business cases



GOVERNANCE

- Establishing and maintaining an effective framework of governance for the HTP at a programme, project and work-stream level
- Ensuring that the programme delivers the planned changes to the required quality standards and that appropriate mechanisms are in place to fully realise the targeted benefits
- Ensuring that the programme complies with all necessary processes and procedures (e.g. capital drawdown processes)
- Providing high quality, clear reports and briefing materials about programme performance to relevant governance bodies within the Trust and ICS
- Managing the inputs of external advisors and consultants to ensure value for money
- Required to manage a budget and oversee the financial responsibilities of the PMO
- Required to undertake surveys or audits as necessary to own work, incorporating best practice and national guidance



CONFIDENTIALITY

The post holder is required not to disclose such information, particularly relating to patients and staff. All employees are subject to the Data Protection Act and must not only maintain strict confidentiality in respect of patient and staff records, but the accuracy and integrity of the information contained within. The post holder must not at any time use personal data held by the Trust for any unauthorised purpose or disclosure such as data to a third party. You must not make any disclosure to any unauthorised person or use any confidential information relating to the business affairs of the Trusts, unless expressly authorised to do so by the Trust.

CONFLICTS OF INTEREST

The Trust is responsible for ensuring that the service provided for patients in its care meets the highest standard. Equally, it is responsible for ensuring that staff do not abuse their official position for personal gain or to benefit their family or friends. The Trust's Standing Orders require any officer to declare any interest, direct or indirect with contracts involving the Trust. Staff are not allowed to further their private interests in the course of their NHS duties.

PANDEMIC AND MAJOR INCIDENT

In the event of a pandemic and a major incident, the post holder may be asked to undertake other duties not necessarily commensurate to the banding of this role. This could include duties in any part of the hospital. Prior to undertaking any duties, the member of staff will have full training and induction. No member of staff will be asked to undertake duties for which they are not competent or where they feel unsafe in their environment or could put patients or themselves at risk.

INFECTION PREVENTION AND CONTROL (IPC)

The Trust is committed to reducing the risk of health care acquired infection. Accordingly, the post holder must adhere to all Trust infection control policies, procedures and protocols (to include hand decontamination, correct use of PPE (Personal Protective Equipment) and care and Management of patients with communicable infections). The post holder is required to report any breaches/concerns promptly using the Trust's incident reporting system.

SAFEGUARDING CHILDREN AND VULNERABLE ADULTS

We all have a personal and a professional responsibility within the Trust to identify and report abuse. This may be known, suspected, witnessed or have raised concerns. Early recognition is vital to ensuring the patient is safeguarded; other people (children and vulnerable adults) may be at risk. The Trust's procedures must be implemented, working in partnership with the relevant authorities. The Sharing of Information no matter how small is of prime importance in safeguarding children, young people and vulnerable adults.

As an employee of the Trust you have a responsibility to ensure that:

- you are familiar with and adhere to the Trusts Safeguarding Children procedures and guidelines
- you attend safeguarding awareness training and undertake any additional training in relation to safeguarding relevant to your role

INFORMATION GOVERNANCE

The Trust is committed to compliance with Information Governance standards to ensure that all information is handled legally, securely, efficiently and effectively. You are required to comply with the Trust's Information Governance policies and standards. Failure to do so may result in action being taken in accordance with the Trust's Disciplinary Procedure.

CONFIDENTIALITY AND SECURITY

- Whilst you are employed by the Trust you will come into contact with confidential information and data relating to the work of the Trust, its patients or employees. You are bound by your conditions of service to respect the confidentiality of any information you may come into contact with which identifies patients, employees or other Trust personnel, or business information of the Trust. You also have a duty to ensure that all confidential information is held securely at all times, both on and off site

DISCLOSURE OF INFORMATION

- The unauthorised use or disclosure of information relating to the Trust's activities or affairs, the treatment of patients or the personal details of an employee, will normally be considered a serious disciplinary offence which could result in dismissal. Upon leaving the Trust's employment and at any time thereafter you must not take advantage of or disclose confidential information that you learnt in the course of your employment. Unauthorised disclosure of any of this information may be deemed as a criminal offence. If you are found to have permitted the unauthorised disclosure of any such information, you and the Trust may face legal action

PROFESSIONAL STANDARDS AND PERFORMANCE REVIEW

As an employee of the Trust you have a responsibility to:

- participate in statutory and mandatory training as appropriate for the post; and
- maintain consistently high personal and professional standards and act in accordance with the relevant professional code of conduct; and
- take responsibility for the maintenance and improvement of personal and professional competence and to encourage that of colleagues and subordinates; and;
- participate in the Trust's appraisal processes including identifying performance standards for the post, personal objective setting and the creation of a personal development plan in line with the KSF outline for the post



EQUAL OPPORTUNITIES AND DIVERSITY

The Shrewsbury and Telford Hospital NHS Trust is striving towards being an equal opportunities employer who builds and maintains diverse teams and inclusive cultures.

Our organisation remains on a Diversity and Inclusion journey with the aim of embedding Equality, Diversity and Inclusion best practices into SaTH and creating a sense of belonging. We are committed that selection for training, development and promotion will be based on an individual's ability to meet the requirements of the job.

Within Shrewsbury and Telford Hospital NHS Trust, the post-holder will have personal responsibility to ensure they do not discriminate, harass or bully/ contribute to the discrimination, harassment or bullying by others.

The post-holder is also required to co-operate with the measures introduced to ensure equality of opportunity.



PERSON SPECIFICATION

PROGRAMME DELIVERY DIRECTOR

The following pages contain a description of the qualifications, skills, experience, knowledge and other attributes a candidate should ideally possess to successfully perform this role.



QUALIFICATIONS

ESSENTIAL

- Educated to Masters level and/or or the equivalent senior management experience acquired over a significant period
- A recognised Project Management qualification

DESIRABLE

- Better Business case qualification
- Evidence of continuing professional and personal development

KNOWLEDGE, BEHAVIOURS AND EXPERIENCE

- Significant experience of delivering major, complex, multi-year infrastructure projects and of deploying recognised programme/project management methodologies
- Must be a highly credible leader with experience of building relationships with a wide variety of different stakeholders and successfully maintaining their support and buy-in
- Dynamic personality with the ability to build trusted stakeholder relationships and support networks in pressured environments
- Strives to ensure that local people, staff and other agencies are involved in shaping the health modernisation agenda
- Ability to prepare and produce concise yet insightful communications for dissemination to senior stakeholders and difference audiences
- Extensive knowledge of NHS business case process, financial protocols and the regulatory structure
- Experience of managing public communications and media messaging
- Relevant experience within an NHS or public sector context
- Experience of effective partnership working with internal and external stakeholders



SKILLS

- The gravitas to establish credibility and trust with a wide range of senior level stakeholders
- Strong organisational and management skills, direct work priorities towards achievement of outcomes
- Excellent verbal and written communication skills
- Strong inter-personal skills capable of presenting ideas and proposals robustly and persuasively, listening carefully and acting decisively
- Excellent communication skills with the proven ability to manage and convey highly complex and, sensitive and potentially contentious information to communicate confidently and clearly using a wide variety of communication techniques
- Collaborative, compassionate and inclusive leadership style

OTHER

- To be proactive and flexible, able to identify and take forward opportunities and work effectively in partnership with others
- Deep pragmatism with a positive and can-do attitude, willing to roll their sleeves up to get into details where necessary
- The resilience to thrive when operating in complex and uncertain circumstances
- Ability to travel between multiple Trust sites (and occasional travel further afield)

OUR VISION AND VALUES

The Shrewsbury and Telford Hospital NHS Trust is an organisation that strives to provide high quality, safe care for our patients in an environment which our staff are proud to work in.

Our Vision:

“To provide excellent care
for the communities
we serve”

Our Values:



OUR VISION

We believe that by adhering to our Vision and working with our Values in mind we can behave in a way which will ensure the right results for the people that matter most – our patients and their families.

OUR VALUES

Our Trust Values provide a guide for our daily lives which we are all expected to uphold, both at work and when we are representing the Trust. Our Values were developed by staff and our patients, so they represent what is important to us within the organisation and the way we should all behave towards patients, carers, visitors, partners and each other.

You will see our Values throughout the Trust; they are not just words on a page, they represent what we are about here at SaTH. We want patients and their families to say that the care and service they receive from all of us is consistently high-quality, safe, effective and personalised, so the feelings behind the Values shouldn't come as a surprise to anyone working in the NHS.

Our Values are:

Partnering - working effectively together with patients, families, colleagues, the local health and care system, universities and other stakeholders and through our improvement alliance.

Ambitious - setting and achieving high standards for ourselves personally and for the care we deliver, both today and in the future. Embracing innovation to continuously improve the quality and sustainability of our services.

Caring - showing compassion, respect and empathy for our patients, families, and each other, caring about the difference we make for our community.

Trusted - open, transparent and reliable, continuously learning, doing our best to consistently deliver excellent care for our communities.

TO APPLY, PLEASE SUBMIT

- A comprehensive CV (maximum 3 sides of A4).
- A supporting statement that addresses the criteria set out in the person specification (maximum 2 sides of A4) and tells us why you are particularly interested in this role.
- Contact details for two referees. Referees should be people who can comment authoritatively on you as a person and as an employee and must include your current or most recent employer or his/her authorised representative.
- Confidential references are taken up on candidates shortlisted for formal interviews. However, we will refer back to you for confirmation that referees may be approached before any contact is made with them.
- Please also tell us about any dates provided in this pack on which you would not be available to participate in the selection process.





**Integrated
Care System**
Shropshire, Telford and Wrekin



**The Shrewsbury and
Telford Hospital**
NHS Trust

The Royal Shrewsbury Hospital

Telephone: 01743 261000
Minicom: 01743 261213

Address:
Royal Shrewsbury Hospital
Mytton Oak Road
Shrewsbury
SY3 8XQ

[Getting to The Royal Shrewsbury Hospital](#)



<https://www.sath.nhs.uk>

The Princess Royal Hospital

Telephone: 01952 641222
Minicom: 01952 641222 Ext: 4955

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Princess Royal Hospital
Apley Castle
Telford
TF1 6TF

[Getting to The Princess Royal Hospital](#)