

Job Description

Job Information

Job Title:	Programme Lead
Directorate:	Strategy & Partnerships
AfC Band	8b
Responsible to:	Deputy Director / Associate Director
Accountable to:	Executive Director of Strategy & Partnerships
Base location:	TBC – Nantwich, Chester or Macclesfield

Job Summary

- The post holder will be responsible for the development and delivery of key programme areas within the Strategy and Partnerships directorate. The post holder will also be responsible for leading on the delivery of large programme areas incorporating new models of care approaches.
- The post holder will manage, advise and develop the team, often having to resolve highly complex issues with multiple external and internal providers, as well as leading and delivering high profile projects within each programme area.
- As a senior manager within the strategy and partnerships directorate, the post holder will ensure that all projects and programmes meet the CCGs key objectives and support the delivery of the organisation and overall commissioning intentions and operational plans, as well as national and local strategies. They will also act as an expert resource across the organisation, and lead the design and delivery mechanism that supports the implementation of new projects across Cheshire.
- The post holder will deputise for the Associate Director and Deputy Directors as required.

Key Responsibilities

- Manage the delivery of key programme areas for the CCG in partnership with stakeholders to implement agreed project areas as well as ensuring alignment between the CCG plans and the wider strategic priorities of the HCP plans.
- Ensure the delivery of programme areas ensuring links with key partners to move/ progress towards a population and based model of care across health and social care.
- Develop together with our membership and patients the agreed delivery mechanism and outcomes for the population and place commissioning based model of care/ integrated locality team work stream and drive the implementation plans.
- Act as an expert in programme and change management using recognised best practice methodologies, and work collectively with partners to deliver change.
- Negotiate, develop and agree the team's work plan and key deliverables with the Deputy Director, ensuring that they consistently meet the organisations strategic objectives, prioritising workload where required.
- Design and agree evaluation and performance monitoring arrangements for the team's project / programme areas.
- Create and agree project/ programme performance monitoring plans, negotiating and appropriately contracting with sponsors, and ensuring any subsequent changes are agreed,

formally noted and appropriately communicated.

- Effectively monitor the progress and outcomes of changes, projects and programmes as agreed, ensuring any variance to plan is highlighted and mitigating actions are taken.
- Report to the relevant groups as required on the progress against work plan and deliverables.
- Ensure changes, projects/ programmes produce the required outcomes and quality standards within the time and cost constraints agreed.
- Plan and execute effective communication strategies for the development and delivery of the programme.
- Ensure changes, projects/ programmes incorporate best practice including new national, regional, local guidance.
- Facilitate and lead contractual scoping as required.
- Design and implement knowledge management processes and systems to maximise scale and sustainability of improvement programmes across the organisation.
- Development, implementation and monitoring of QIPP schemes for the programme, with the Deputy Director.

Staff Management

- Take a strategic approach to developing the team taking a whole organisation perspective and planning ahead in order to future-proof capacity and effectiveness
- Responsible for the direct line management of the team, oversee the co-ordination of all project staff and to take on roll of project lead where necessary.
- Responsible for the training and development of the team.
- Effectively manage resources, ensuring maximum productivity and efficiencies to deliver the agreed work plans.
- Effectively manage the recruitment, attendance and development of staff.
- Effectively manage the performance of staff ensuring that policies and procedures are followed and best practice is maintained.
- Effectively lead the implementation of and communicate key initiatives and projects/ changes within the team and directorate.
- Promote the CCGs Health and Safety policies and ensure the team manages matters in accordance with it and takes responsibility for the health and safety of self and other persons who may be affected by their omissions or actions at work.
- Agree and manage programme budgets (as required), monitoring and reporting variances to the head of service, service directors, and programme governance structure.

Service Change & Delivery

- Ensure that there is a consistent methodology for improvement used across the organisation and that any service redesign and delivery activities are effectively transferred across to operational teams.
- Negotiate and agree priorities, deliverables and timescales for the requests for change and to ensure that work is delivered on time and to agreed standards.
- To work with CCG and system colleagues to ensure that all service change and delivery activities undertaken are realistic, authorised and have clearly defined objectives, milestones and outcome measures. To also ensure that all activities have a clear owner and that progress is monitored and regularly reported on.
- To ensure that where efficiency savings are defined within activities, that they are realistic and measurable.
- To ensure that there is excellent visibility of work initiatives and activities to maximise business and partnership opportunities and minimise any risk of duplication or indirect consequential impact.
- To present highly complex information on all aspects of the service redesign and delivery activities in a clear and understandable way tailored to suit the needs of the audience. This could be in written, verbal and presentation formats as required.

- To oversee the tracking of progress against plans and milestones, ensuring appropriate processes are in place to flag issues, risks and concerns with relevant stakeholders.
- To work with the directorates to develop and maintain a tracker of pipeline schemes that could/will deliver the CCGs strategic, quality and financial requirements.
- To ensure that there is a consistent service change and delivery methodology adopted within the CCG. This includes designing, managing and consistently improving and communicating better and more cost effective ways of delivering change within the organisation and the broader system.

Strategy, Stakeholder Engagement & Communication

- Ensure that plans supporting the design and delivery of all programme areas are aligned to the overall strategic direction of the organisation and wider system strategic plan.
- Contribute to the development of the organisation's operational plan and strategy and develop positive working relationships with internal and external stakeholders to implement the plan.
- Consistently maintain a strategic understanding of the system's strategy and the interdependencies between directorates and stakeholders to implement the strategy and to provide a single consolidated view of how the service change and delivery portfolio is delivering against the organisation and system strategy and objectives.
- Working with the Deputy Director, continually review and improve the organisation approach delivery linked to outcome based commissioning on a place and population level and provide insight and influence into those working within the strategic context.
- Form appropriate strategic relationships with internal and external stakeholders in order to maximise programme success, with particular regard to primary care, community and local authority colleagues.
- Identify key internal and external stakeholders, ensuring their active involvement and engagement with projects / programmes.
- Demonstrate a high level of communication skills when dealing with a range of stakeholders, to include executive directors, deputy directors, clinical leads and commissioners.
- Work with stakeholders to identify potential resistance to change and develop strategies to overcome this resistance.
- Demonstrate a high level of written, verbal, non-verbal, IT, report writing and presentation skills to assimilate and relay innovative ideas and information to all stakeholders where there may be significant barriers to acceptance and resistance to change.
- Apply a high degree of analytical and judgement skills to facilitate working towards gaining results, to include high level negotiating and influencing skills, data collection, highly complex and conflicting analysis and validation.
- To work autonomously and be self-directed and apply own judgement regarding key strategic decisions about the direction of the programme which may impact on the management of the programme and delivery of key targets.
- Take a lead in discussions with deputy directors which may include setting/ changing the key strategic direction of the programme.
- Act as an expert resource, sharing best practice across the organisation and wider stakeholders, transferring expert skills and knowledge in programme and project management through a variety of forums including masterclasses, workshops and events.
- Effectively challenge stakeholders to ensure the best project / programme outcomes.
- Develop effective communication plans in collaboration with the communication team to ensure effective communication and engagement of all internal and external stakeholders.

Supplementary Duties & Responsibilities

Generic Clauses for all Job Descriptions

- To ensure own actions contribute to the maintenance of a quality service provision.
- To be responsible for the self-development of skills and competencies through participation in training and development activities and to maintain up to date technical and professional knowledge relevant to the post.
- To participate in the CCG performance and development review and to undertake any identified training and development related to the post.
- To undertake statutory and mandatory training as deemed appropriate by the CCG.
- To develop and maintain effective working relationships with colleagues.
- To adhere to all CCG policies and procedures.
- The post holder shall as necessary provide cover for and undertake duties of absent colleagues.

Confidentiality

All staff and contractors working for the CCG have both a common law duty and a statutory duty of confidentiality to protect patient (and indeed any personally identifiable) information and only use it for the purposes for which it was intended. The disclosure and use of confidential patient information needs to be both lawful and ethical.

Information Governance

CCG staff must keep up-to-date with the requirements of information governance and must follow CCG policies and procedures to ensure that CCG information is dealt with legally, securely, efficiently and effectively. Staff must appropriately manage the records they create or hold during the course of their employment with the CCG, making the records available for sharing in and confidentiality policies, procedures and guidelines (e.g. Freedom of Information Act 2000, Caldicott guidelines).

Health & Safety

All staff have a duty to ensure the health and safety of themselves and others whilst at work. Safe working practices and health and safety precautions are a legal requirement. ALL accidents must be reported to your manager and in line with the general philosophy of the CCG; you must participate in accident prevention by reporting hazards and following relevant policies and procedures including Moving and Handling guidelines.

Risk Management

You are required to contribute to the control of risk and use the incident reporting system to alert the CCG of incidents or near misses that may compromise the quality of services.

Infection Control

All staff have a duty to comply with policies and guidelines in relation to Infection Prevention and Control. You have a duty to ensure that you minimise the risk of infection and infectious diseases. This responsibility includes minimising the risk by highlighting any concerns you may have to the appropriate person as identified in the policies and guidelines and challenging inappropriate infection control and hygiene practice.

Equality & Human Rights

The CCG will ensure that job applicants and prospective and current employees are treated solely on the basis of their merits, abilities and potential without any unjustified discrimination on grounds of age, gender reassignment, marriage and civil partnership, pregnancy and maternity, sex, sexual orientation, disability, race, religion and belief.

Safeguarding Children and Adults

The CCG has a zero tolerance approach to the abuse of children, young people and vulnerable adults. All staff must ensure they adhere to the CCGs Safeguarding Children and Adults Policy and comply with the Local Safeguarding Children and Adult Board procedures. They must be mindful of their responsibility to safeguard children and adults in any activity performed on behalf of the CCG in line with the requirements of statutory guidance and legislation. Staff must keep up to date with safeguarding knowledge and skills by undertaking mandatory safeguarding training as specified in the CCG safeguarding policies, which includes understanding and recognising the signs of abuse and knowing how to raise concerns when those signs of abuse are noticed in a person.

Codes of Conduct and Accountability

You are required to comply with codes of conduct and accountability and any relevant codes of conduct dependent on profession (*i.e. N&M/NHS Managers/Allied Health Profession etc*).

Failure to comply with these requirements may constitute gross misconduct under the CCGs Disciplinary Policy which may lead to summary dismissal.

Other Information

This job description is not exhaustive and other duties may be determined from time to time by the Executive Director of Strategy & Partnerships, or their nominated deputies, commensurate with the role and general responsibilities of this post. The duties of this post may be changed subject to negotiation with the postholder.

The above responsibilities will be subject to objective setting and personal development planning through the CCGs PDR and other related HR policies.

Person Specification

Job Related Criteria	Essential	Desirable	Stage measured at: A – Application I – Interview T – Test P – Presentation
Qualifications	<p>Educated to masters level or equivalent level of experience.</p> <p>Evidence of post qualifying and continuing professional development.</p> <p>Project/ programme management training or demonstrable skills at practitioner level or similar.</p>	<p>Programme management foundation qualification.</p> <p>NHS Leadership Academy qualification.</p>	<p>A</p> <p>A</p> <p>A</p>
Knowledge & Skills	<p>Able to demonstrate knowledge and understanding of strategic and operational business issues within the health and care economy.</p> <p>Ability to collate and analyse highly complex information and produce concise reports and presentations for a wide variety of audiences.</p> <p>Advanced skills in use of all aspects of information technology.</p> <p>Ability to find creative solutions to complex problems.</p> <p>Ability to adapt to changing situations and develop solutions to meet changing priorities.</p> <p>Excellent communication skills (written and verbal), with the ability to communicate with a wide range of audiences from professional bodies to staff and the public for a wide variety of occasions.</p> <p>Ability to analyse, form a sound judgement and report on complex and sensitive data particularly complex commercial and financial</p>		<p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p>

	Experience of working across defined boundaries (ie health and social care).		A/I
Mobility	Ability to work flexibly across the geographical area of Cheshire and beyond. Able to be flexible on working hours.		I I

Job Holder's Signature **Date**

Manager's Signature **Date**

Job Description

Job Reference	
Job Title:	QIPP Programme Manager
Grade:	8a
Hours:	Full time
Location:	Merton House
Responsible to:	Chief Commissioning & Redesign Officer
Accountable to:	Chief Commissioning & Redesign Officer

Job Summary
<p>The post holder will be responsible for leading on QIPP activities across a number of planned and unplanned care areas. This will include supporting mapping of patient journey and care pathways, understanding of contractual mechanisms that will need to be addressed to facilitate delivery and provision of hard data and soft intelligence on detailed financial and service performance of contracts and services. The post holder will work closely with the Chief Operating Officer/QIPP Programme Director to ensure there is organisational support and engagement to deliver the QIPP programmes.</p>
Principle Responsibilities
<ul style="list-style-type: none"> • To work with the Chief Operating Officer/QIPP Programme Director to ensure there is organisational support and engagement to deliver the QIPP programmes. • To work with clinicians to identify opportunities for service developments based on needs assessments, guidance and benchmarking data. • To work with clinicians in order to deliver agreed plans for the transformation of specific programme and strategic deliverables within the CCG strategy. This will particularly utilise the 'Right Care' and 'GIRFT' methodology and make use of national benchmarking and best practice. • To lead and manage a portfolio of QIPP specific service improvement projects within the planned care area, co-ordinating with other teams to ensure synergy and to avoid duplication of effort. • Actively identify and develop QIPP opportunities within the transformational portfolio area. • Constantly strive for value for money and greater efficiency in the use of resources to

ensure the CCG achieves a greater return on investment.

- Involve patients in the design, monitoring and evaluation of services and ensure that all public and patient contact is of the highest professional standard.
- Provide advice, prepare and present strategic reports and briefings to various levels of staff and committees.
- To lead on developing new pathways and services and ensure they demonstrate appropriate clinical governance frameworks/key performance indicators to measure service effectiveness and monitor quality.
- To manage and deliver key transformational projects within planned care. This will require highly developed communication skills to motivate and negotiate with stakeholders in order to achieve outcomes on these projects.
- To provide specialist advice and guidance on service review and related commissioning issues, whilst liaising with colleagues where necessary around performance management and contracting.
- To understand and ensure compliance with relevant policies, procedures and relevant contracting processes relating to the development and implementation of service changes/developments.
- Contribute directly to the Clinical Commissioning group to ensure it achieves its strategic objectives.
- Take the lead role in the design, development and implementation of transformational programmes of work, with a focus on developing sustainable service delivery and 'Business as Usual' performance management.
- Ensure appropriate workforce planning and development is built into the design of care models and pathways.
- Ensure that best practice is developed and delivered at organisational and departmental levels. Challenge ways of working and persuade, motivate and influence other senior managers to realign their practice where necessary to take advantage of innovative opportunities, adhere to rules and maximise service benefits.
- To work with finance and contracting colleagues to ensure appropriate financial analysis and benefits realisation, taking budgetary control.
- To support the performance review of services to ensure plans and targets are met utilising robust business intelligence and ensuring ongoing performance management of commissioned services.
- To work with contracting colleagues as indicated to ensure that provider contracts accurately reflect expectations of commissioners.
- To work collaborative with a range of stakeholders and partners including senior leadership teams across organisational boundaries.
- To ensure the required CCG project management documentation and progress updates are adhered to.
- To liaise with colleagues, ensuring effective matrix working across all functions of the CCG relating to the portfolio area.
- Work in a matrix management style and foster close working relations with other managers within and outside of the NHS.
- To work closely with the urgent care lead as well as the locality based transformation post holders.
- To drive the planned care commissioning agenda at locality level.
- To exercise initiative and problem solving within the remit of the project scope and as

negotiated with the manager.

- To interpret and analyse information which can be highly complex, sensitive and/or contentious.
- To analyse complex facts and information and interpret them for comparative purposes and for improving service delivery and/or project outcomes.
- To use a range of performance information to identify opportunities for service improvement, reporting back to the responsible offices lead on potential developments.

Working Relationships

- Member GP practices, governing body representatives, CCG staff, diverse populations with differing needs, key partners from the NHS and beyond, such as NHS England, the local council, MPs, Healthwatch and voluntary, community and faith groups.

Attitudinal Pre-Requisites

- Flexibility, 'can-do' attitude, adaptable, eager to learn, able to manage ambiguities, not constrained by processes and organisational boundaries, responsive and customer-focussed, positive, future focussed, responsive to change.

Confidentiality

Working within the CCGs, you may gain knowledge of confidential matters which may include personal and medical information about patients and staff. Such information must be considered strictly confidential and must not be discussed or disclosed. Failure to observe this confidentiality could lead to disciplinary action being taken against the post holder.

Codes of Conduct and Accountability

The post holder is expected to comply with relevant CCGs' codes of conduct and comply with the CCGs' Policy for the Management of Conflicts of Interest.

Health and Safety

In accordance with the Health and Safety at Work Act 1974 and other supplementary legislation, you are required to take reasonable care to avoid injury during the course of work and co-operate with CCGs and others in meeting statutory regulations. You are also required to attend statutory training as required to fulfil your duties.

- To comply with safety instructions and CCGs policies and procedures. To use in a proper safe manner the equipment and facilities provided.
- To refrain from willful misuse of, or interference with, anything provided in the interest of health and safety and any action, which might endanger yourself and others.
- To report as soon as practical any hazards and defects to your senior manager.
- To report as soon as practical accidents and untoward incidents and to ensure that accident forms are completed.

Postscript

The post holder may be required to undertake other related duties not specifically mentioned above. Any changes to this role specification will be made in consultation with the post holder.

The CCGs operate a No Smoking Policy and is an equal opportunities employer.

Signed.....Date.....

Print Name.....

Person Specification

Job Title			
AfC Band		Job Code	

Method of Assessment:

'A' Application Form

'I' Interview & assessment Process

Person Specification		Essential	Desirable	Assessment
Qualifications & Training				
1.	Education to Masters level or equivalent level of experience working at a senior level in a specialist area	x		A
2.	Programme Management Qualification		x	A
3.	Extensive knowledge of service modernisation and change management techniques	x		A
Knowledge and experience				
4.	Experience of working at a Senior Manager level within the NHS	x		A/I
5.	Experience of commissioning programme development	x		A/I
6.	Detailed understanding of the commissioning agenda including its scope, structure, methods of operation, processes and inter-relationships;	x		A/I
7.	Should have an appreciation of the relationship of the CCG with both NHS England, Providers and commissioning support units.		x	A/I
8.	Understanding of the current NHS agenda and	x		A/I

	of primary, urgent and community care.			
9.	Understanding of the procurement and contracting of health care services in the NHS		x	A/I
10.	Experience of developing service specifications and managing NHS contracts from a commissioning perspective.	x		A/I
11.	Evidence of recent professional development & working in the NHS.	x		A/I
12.	Evidence of planning and delivering programmes and projects and services on time.	x		A/I
13.	Significant experience of facilitating and managing change including process review and redesign.	x		A/I
14.	Experience of working within a clinical commissioning environment (eg CCG)		x	A/I
Skills				
15.	High level of expertise in providing senior leadership, strategic thinking and planning	x		A/I
16.	Excellent diagnostic and conceptual skills	x		A/I
17.	Ability to build and motivate teams	x		A/I
18.	Ability to influence and steer decisions in a multi-agency group	x		A/I
19.	Ability to manage a substantial budget and working knowledge of financial processes		x	A/I
20.	Well-developed negotiation and influencing skills and the ability to present debates based on sound business and technical reasoning and commercial awareness	x		A/I
21.	Provide and receive highly complex, sensitive and contentious information. Negotiate with senior stakeholders on difficult, detailed, very complex and controversial issues.	x		A/I
22.	Highly developed communication skills, with the ability to communicate on highly complex matters and navigate difficult situations. Ability to make decisions autonomously, when required,	x		A/I

	on difficult issues			
23.	High level analytical skills, with the ability to draw qualitative data from a wide range of sources and present in a clear, concise manner	x		A/I
24.	High level critical thinking skills	x		A/I
25.	Ability to develop, maintain and monitor information systems and support innovation initiatives	x		A/I
26.	Demonstrates sound judgment in the absence of clear guidelines or precedent, seeking advice as necessary from Line Manager when appropriate	x		A/I
27.	Ability to work on own initiative and organise workload, delegating as necessary, working to tight and often changing , deadlines	x		A/I
28.	Leadership qualities	x		A/I
Values and Behaviours				
29.	A strategic focus but with ability to be hands on (to do what is necessary)	x		A/I
30.	A completer/finisher in terms of delivery	x		A/I
31.	Self-aware in terms of biases and personal triggers	x		A/I
32.	Resilience and drive	x		A/I
33.	Personal and professional integrity and confidence	x		A/I
34.	Flexible and resourceful	x		A/I
35.	Self-starter	x		A/I
36.	Strong facilitating skills	x		A/I
37.	Strong commercial instincts	x		A/I
38.	Calm and resolute under pressure	x		A/I
39.	Self-motivated and enthusiastic	x		A/I
40.	High workload capacity and capable of sustained effort over a long period	x		A/I
41.	Effective delegator	x		A/I

42.	Strong commitment to public services	x		A/I
43.	Political awareness	x		A/I
44.	Demonstrable commitment to partnership working with a range of external organisations, with a particular emphasis on joint working with the local authority.	x		A/I
45.	Consistently puts clinicians at the heart of decision-making	x		A/I
46.	Works across boundaries, seeking collective success by listening, involvement and learning from the contribution of others	x		A/I
47.	Uses evidence to make improvements , innovative	x		A/I
48.	Actively develops self and others	x		A/I

Job Description

Job Title	Senior Programme Manager
Band	8b
Responsible for	Program Manager
Accountable to	Deputy Director of Transformation, Planning and Performance

Job summary

The post-holder will play a key role in the delivery of the CCG's strategic objectives to commission high quality services to meet the needs of patients and work effectively with partners to improve health outcomes for local people.

The post-holder will support an efficient, effective and economical planning and delivery function across all areas of business across the acute sustainability and out of hospitals portfolios to support the delivery of the CCG's strategic and operational objectives.

The portfolios will include the broad range of services currently provide in an acute setting from urgent and emergency care through community and primary care services. The post holder will also work closely with the CCG's Heads of Service where applicable.

They will work on the production of the CCG's strategic plans to improve outcomes across a number of areas and will include planning of new service development and the development and maintenance of existing plans.

The post-holder will work with a range of internal and external stakeholders as outlined by the Transformation, Planning and Performance team and will produce detailed analytical reporting as well as the monitoring and management of plans across a wide range of complex work programmes, providing reports to support conversations with governing body members and wider stakeholders.

The post-holder will work closely with relevant leads to ensure that they plan and implement mitigation strategies where programmes, performance or the quality of commissioned services are shown to be deviating from target, and to brief executive team members accordingly.

They will help produce report formats so that they can be used effectively by the CCG leadership team to track progress of the CCCGs plans.

The postholder will support the development of Place Based Care within Liverpool, working closely with partner organisations, to deliver whole system planning, delivery and monitoring of impact of interventions, designed to deliver new models of care and improve outcomes.

Key responsibilities

To support the development of plans to support the acute service sustainability and out of hospital programmes that are aligned to the CCG strategy.

Development and efficient operation of monitoring and reporting systems to ensure comprehensive monitoring of plans and impact of delivery with efficient reporting to CCG Executive and Governing Body.

To work with coordinating bodies such as NHS England/Improvement, ensuring that plans support the delivery of key national standards.

Work with Clinical Advisors to develop appropriate action and improvement plans.

Support bespoke 'deep-dive' reports, looking in detail at particular areas of quality and safety concern known to the CCGs.

Work with CCG Quality leads to ensure plans development are in keeping with the CCG quality strategy.

Contribute to the development of the CCGs' Strategic and Operational Plans and the CCGs' annual review.

Key working relationships

Working with a wide range of internal and external stakeholders to organise the development of detailed plans monitoring across a range of complex work programmes and systems.

Working in collaboration with CCG clinical leads and directors and senior colleagues and partner CCGs on planning and quality assurance.

The post holder will be required to present highly complex information about projects, initiatives and services to a wide range of stakeholders in a formal setting.

People management

Work across the wider organisation to agree prioritisation of blocks of work and related resource allocation to ensure high priority work/dependencies are completed in a timely manner.

Forge positive working relationships, in order to support an effective matrix approach to achieve NHS objectives.

Work in a matrix management style and to foster close working relations with other managers.

Equality, inclusion and diversity

The CCG is committed to equality and diversity and works hard to make sure all staff and service users have access to an environment that is open and a free from discrimination. We value the diversity of our staff and service users, and therefore recognise and appreciate that everyone associated with the CCG is different and so should be treated in ways that are consistent with their needs and preferences.

In support of this all staff are required to be aware of the CCG's Equality and Diversity Policy and the commitments and responsibilities the CCG has to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct

prohibited by the Act.

- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- We firmly believe that it makes good business sense to have a workforce representative of the communities we serve and so encourage applications from all sections of the community.

Safeguarding

All CCG employees are required to act in such a way that at all times safeguards and promotes the health and well-being of children and vulnerable adults. Familiarisation with and adherence to the policies and procedures of the Local Safeguarding Boards (Children and Adults) and those of the CCG is an essential requirement of all employees as is participation in mandatory safeguarding training in accordance with the employees roles and responsibilities.

Health and Safety

In accordance with the Health and Safety at Work Act 1974 and other supplementary legislation, you are required to take reasonable care to avoid injury during the course of work and co-operate with the CCG and others in meeting statutory regulations.

- To comply with safety instructions and CCG policies and procedures.
- To use in a proper safe manner the equipment and facilities provided.
- To refrain from wilful misuse of or interference with anything provided in the interest of health and safety and any action which might endanger yourself and others.
- To report as soon as practical any hazards and defects to your senior manager.
- To report as soon as practical accidents and untoward incidents and to ensure that accident forms are completed.

Information governance, data protection and confidentiality

All staff are expected to:

- Ensure the confidentiality and security of all information that is dealt with in the course of performing your duties in accordance with the requirements of the Data Protection Act 1998 and adhere to the principles of Caldicott.
- Be aware that the CCG has an Information Governance Handbook which provides the framework and procedures in which information should be managed. They should become familiar with the “handbook” and keep up to date with any changes that are made, including the completion of mandatory IG Training on an annual basis. Breaches of the procedures within the “handbook” could be regarded as gross misconduct and may result in serious disciplinary action being taken, up to and including dismissal

- Comply with and keep up to date with the requirements of legislation such as the Freedom of Information Act 2000 and Computer Misuse Act 1990
- Ensure that your staff maintain that the confidentiality and security of all information that is dealt with in the course of performing their duties is in accordance with the requirements of the Data Protection Act 1998 and the principles of Caldicott
- Ensure that your staff are aware of their obligations under legislation such as the Freedom of Information Act 2000; Computer Misuse Act 1990, and that staff are updated with any changes or additions relevant to legislation.

External Interests

Each member of the CCG is responsible for ensuring that any external interest they have does not conflict with the duties of their posts and they must disclose the external interest if this is likely to occur, or if they are in doubt about a possible conflict of interest.

Notes and review

This job description is intended as an outline indicator of general areas of activity and is not an exhaustive list of duties and responsibilities. The post holder may be required to undertake other duties, which fall within the grade of the job, in discussion with their manager. This job description will be reviewed regularly in the light of changing service requirements and any such changes will be discussed with the post holder.

Person Specification

Job Title	Senior Programme Manager
Band	8b
Responsible for	Programme Manager
Accountable to	Deputy Director of Transformation, Planning and Performance

Qualifications	Essential	Desirable	Assessment
<ul style="list-style-type: none"> ▮ Educated to degree level or equivalent 	√		A
<ul style="list-style-type: none"> ▮ Post-graduate diploma (or equivalent) qualification in health commissioning, management or other relevant field. 	√		A
<ul style="list-style-type: none"> ▮ Current evidence of relevant on-going CPD 	√		A, I
Experience			
<ul style="list-style-type: none"> ▮ Can demonstrate a successful track record of supporting complex programmes of work at a senior level within a large health/social care commissioning organisation. 	√		A, I
<ul style="list-style-type: none"> ▮ Proven programme management experience, leading a number of complex programmes. 		√	A, I
<ul style="list-style-type: none"> ▮ Must have supported development of organisational strategic and operational plans and have a very clear understanding of the NHS planning cycle. 	√		A, I
<ul style="list-style-type: none"> ▮ Can demonstrate significant evidence of successful contract negotiation, through collaboration with finance and clinical colleagues and positive provider relationships 	√		A, I
<ul style="list-style-type: none"> ▮ Demonstrable experience of effectively engaging teams / managers in strategic and operational planning, and a proven ability of working with managers to establish priorities and provide assurances around delivery. 	√		A, I
<ul style="list-style-type: none"> ▮ Proven success in working with teams and managers to establish and maintain robust systems for monitoring 	√		A, I

	Essential	Desirable	Assessment
performance against plan and delivering remedial actions as required in complex projects/programmes			
Proven track record of working with clinicians to deliver robust and evidence-based work programmes.		√	A, I
Able to demonstrate strong examples of developing partnership working with Local Authority colleagues.		√	A, I
Proven capability to develop and review complex Business Cases and make recommendations	√		A, I
Skills			
Excellent analytical skills, ability to scrutinise highly-complex and changing data and effective forecasting and modelling	√		I
Track-record of providing appropriate challenge in an organisational performance management context	√		I
Ability to model an organisational culture that is positive about change and committed to delivery of the strategic vision.	√		I
Strong leadership, interpersonal skills, authority and able to successfully foster and manage productive relationships.	√		A, I
Record of planning and prioritising effectively whilst remaining adaptable to demands and short-notice deadlines.	√		I
Able to synthesise and adapt complex data into accessible and appropriate formats for Boards/Governing Bodies, Clinical Leaders and external audiences.	√		A, I
Excellent IT skills, capable user of MS Office applications and is able to produce high-quality outputs.	√		A, I
Able to write concisely and deliver			

	Essential	Desirable	Assessment
written output in a range of formats, for a variety of audiences.	√		A, I
High level of work organisation, self-motivation, drive for improving performance and delivering quality.	√		I
Is committed to improving patient care and can lead discussions to that effect	√		I
Can manage work effectively under pressure to deliver and is adaptable and flexible to rapidly changing scenarios or new ideas.	√		I
Able to manage and resolve conflict in a work situation.	√		I
Committed to personal development and continued professional development.	√		A
High levels of professionalism and integrity – able to command respect and trust from stakeholders	√		A, I
Knowledge			
A good understanding of current health policy, the strategic direction of NHS reform and the ability to 'horizon-scan' effectively.	√		A, I

Job Description

Job Reference	
Job Title:	QIPP Programme Manager
Grade:	8a
Hours:	Full time
Location:	Merton House
Responsible to:	Chief Commissioning & Redesign Officer
Accountable to:	Chief Commissioning & Redesign Officer

Job Summary
<p>The post holder will be responsible for leading on QIPP activities across a number of planned and unplanned care areas. This will include supporting mapping of patient journey and care pathways, understanding of contractual mechanisms that will need to be addressed to facilitate delivery and provision of hard data and soft intelligence on detailed financial and service performance of contracts and services. The post holder will work closely with the Chief Operating Officer/QIPP Programme Director to ensure there is organisational support and engagement to deliver the QIPP programmes.</p>
Principle Responsibilities
<ul style="list-style-type: none"> • To work with the Chief Operating Officer/QIPP Programme Director to ensure there is organisational support and engagement to deliver the QIPP programmes. • To work with clinicians to identify opportunities for service developments based on needs assessments, guidance and benchmarking data. • To work with clinicians in order to deliver agreed plans for the transformation of specific programme and strategic deliverables within the CCG strategy. This will particularly utilise the 'Right Care' and 'GIRFT' methodology and make use of national benchmarking and best practice. • To lead and manage a portfolio of QIPP specific service improvement projects within the planned care area, co-ordinating with other teams to ensure synergy and to avoid duplication of effort. • Actively identify and develop QIPP opportunities within the transformational portfolio area. • Constantly strive for value for money and greater efficiency in the use of resources to

ensure the CCG achieves a greater return on investment.

- Involve patients in the design, monitoring and evaluation of services and ensure that all public and patient contact is of the highest professional standard.
- Provide advice, prepare and present strategic reports and briefings to various levels of staff and committees.
- To lead on developing new pathways and services and ensure they demonstrate appropriate clinical governance frameworks/key performance indicators to measure service effectiveness and monitor quality.
- To manage and deliver key transformational projects within planned care. This will require highly developed communication skills to motivate and negotiate with stakeholders in order to achieve outcomes on these projects.
- To provide specialist advice and guidance on service review and related commissioning issues, whilst liaising with colleagues where necessary around performance management and contracting.
- To understand and ensure compliance with relevant policies, procedures and relevant contracting processes relating to the development and implementation of service changes/developments.
- Contribute directly to the Clinical Commissioning group to ensure it achieves its strategic objectives.
- Take the lead role in the design, development and implementation of transformational programmes of work, with a focus on developing sustainable service delivery and 'Business as Usual' performance management.
- Ensure appropriate workforce planning and development is built into the design of care models and pathways.
- Ensure that best practice is developed and delivered at organisational and departmental levels. Challenge ways of working and persuade, motivate and influence other senior managers to realign their practice where necessary to take advantage of innovative opportunities, adhere to rules and maximise service benefits.
- To work with finance and contracting colleagues to ensure appropriate financial analysis and benefits realisation, taking budgetary control.
- To support the performance review of services to ensure plans and targets are met utilising robust business intelligence and ensuring ongoing performance management of commissioned services.
- To work with contracting colleagues as indicated to ensure that provider contracts accurately reflect expectations of commissioners.
- To work collaborative with a range of stakeholders and partners including senior leadership teams across organisational boundaries.
- To ensure the required CCG project management documentation and progress updates are adhered to.
- To liaise with colleagues, ensuring effective matrix working across all functions of the CCG relating to the portfolio area.
- Work in a matrix management style and foster close working relations with other managers within and outside of the NHS.
- To work closely with the urgent care lead as well as the locality based transformation post holders.
- To drive the planned care commissioning agenda at locality level.
- To exercise initiative and problem solving within the remit of the project scope and as

negotiated with the manager.

- To interpret and analyse information which can be highly complex, sensitive and/or contentious.
- To analyse complex facts and information and interpret them for comparative purposes and for improving service delivery and/or project outcomes.
- To use a range of performance information to identify opportunities for service improvement, reporting back to the responsible offices lead on potential developments.

Working Relationships

- Member GP practices, governing body representatives, CCG staff, diverse populations with differing needs, key partners from the NHS and beyond, such as NHS England, the local council, MPs, Healthwatch and voluntary, community and faith groups.

Attitudinal Pre-Requisites

- Flexibility, 'can-do' attitude, adaptable, eager to learn, able to manage ambiguities, not constrained by processes and organisational boundaries, responsive and customer-focussed, positive, future focussed, responsive to change.

Confidentiality

Working within the CCGs, you may gain knowledge of confidential matters which may include personal and medical information about patients and staff. Such information must be considered strictly confidential and must not be discussed or disclosed. Failure to observe this confidentiality could lead to disciplinary action being taken against the post holder.

Codes of Conduct and Accountability

The post holder is expected to comply with relevant CCGs' codes of conduct and comply with the CCGs' Policy for the Management of Conflicts of Interest.

Health and Safety

In accordance with the Health and Safety at Work Act 1974 and other supplementary legislation, you are required to take reasonable care to avoid injury during the course of work and co-operate with CCGs and others in meeting statutory regulations. You are also required to attend statutory training as required to fulfil your duties.

- To comply with safety instructions and CCGs policies and procedures. To use in a proper safe manner the equipment and facilities provided.
- To refrain from willful misuse of, or interference with, anything provided in the interest of health and safety and any action, which might endanger yourself and others.
- To report as soon as practical any hazards and defects to your senior manager.
- To report as soon as practical accidents and untoward incidents and to ensure that accident forms are completed.

Postscript

The post holder may be required to undertake other related duties not specifically mentioned above. Any changes to this role specification will be made in consultation with the post holder.

The CCGs operate a No Smoking Policy and is an equal opportunities employer.

Signed.....Date.....

Print Name.....

Person Specification

Job Title			
AfC Band		Job Code	

Method of Assessment:

'A' Application Form

'I' Interview & assessment Process

Person Specification		Essential	Desirable	Assessment
Qualifications & Training				
1.	Education to Masters level or equivalent level of experience working at a senior level in a specialist area	x		A
2.	Programme Management Qualification		x	A
3.	Extensive knowledge of service modernisation and change management techniques	x		A
Knowledge and experience				
4.	Experience of working at a Senior Manager level within the NHS	x		A/I
5.	Experience of commissioning programme development	x		A/I
6.	Detailed understanding of the commissioning agenda including its scope, structure, methods of operation, processes and inter-relationships;	x		A/I
7.	Should have an appreciation of the relationship of the CCG with both NHS England, Providers and commissioning support units.		x	A/I
8.	Understanding of the current NHS agenda and	x		A/I

	of primary, urgent and community care.			
9.	Understanding of the procurement and contracting of health care services in the NHS		x	A/I
10.	Experience of developing service specifications and managing NHS contracts from a commissioning perspective.	x		A/I
11.	Evidence of recent professional development & working in the NHS.	x		A/I
12.	Evidence of planning and delivering programmes and projects and services on time.	x		A/I
13.	Significant experience of facilitating and managing change including process review and redesign.	x		A/I
14.	Experience of working within a clinical commissioning environment (eg CCG)		x	A/I
Skills				
15.	High level of expertise in providing senior leadership, strategic thinking and planning	x		A/I
16.	Excellent diagnostic and conceptual skills	x		A/I
17.	Ability to build and motivate teams	x		A/I
18.	Ability to influence and steer decisions in a multi-agency group	x		A/I
19.	Ability to manage a substantial budget and working knowledge of financial processes		x	A/I
20.	Well-developed negotiation and influencing skills and the ability to present debates based on sound business and technical reasoning and commercial awareness	x		A/I
21.	Provide and receive highly complex, sensitive and contentious information. Negotiate with senior stakeholders on difficult, detailed, very complex and controversial issues.	x		A/I
22.	Highly developed communication skills, with the ability to communicate on highly complex matters and navigate difficult situations. Ability to make decisions autonomously, when required,	x		A/I

	on difficult issues			
23.	High level analytical skills, with the ability to draw qualitative data from a wide range of sources and present in a clear, concise manner	x		A/I
24.	High level critical thinking skills	x		A/I
25.	Ability to develop, maintain and monitor information systems and support innovation initiatives	x		A/I
26.	Demonstrates sound judgment in the absence of clear guidelines or precedent, seeking advice as necessary from Line Manager when appropriate	x		A/I
27.	Ability to work on own initiative and organise workload, delegating as necessary, working to tight and often changing , deadlines	x		A/I
28.	Leadership qualities	x		A/I
Values and Behaviours				
29.	A strategic focus but with ability to be hands on (to do what is necessary)	x		A/I
30.	A completer/finisher in terms of delivery	x		A/I
31.	Self-aware in terms of biases and personal triggers	x		A/I
32.	Resilience and drive	x		A/I
33.	Personal and professional integrity and confidence	x		A/I
34.	Flexible and resourceful	x		A/I
35.	Self-starter	x		A/I
36.	Strong facilitating skills	x		A/I
37.	Strong commercial instincts	x		A/I
38.	Calm and resolute under pressure	x		A/I
39.	Self-motivated and enthusiastic	x		A/I
40.	High workload capacity and capable of sustained effort over a long period	x		A/I
41.	Effective delegator	x		A/I

42.	Strong commitment to public services	x		A/I
43.	Political awareness	x		A/I
44.	Demonstrable commitment to partnership working with a range of external organisations, with a particular emphasis on joint working with the local authority.	x		A/I
45.	Consistently puts clinicians at the heart of decision-making	x		A/I
46.	Works across boundaries, seeking collective success by listening, involvement and learning from the contribution of others	x		A/I
47.	Uses evidence to make improvements , innovative	x		A/I
48.	Actively develops self and others	x		A/I

JOB DESCRIPTION

JOB TITLE: Head of Urgent Care

BAND: Band 8b

BASE:

RESPONSIBLE TO: Assistant Director – Planned and Urgent Care Transformation

ACCOUNTABLE TO: Director of Commissioning and Transformation

JOB SUMMARY

Be a senior member of the Commissioning team and to support the Assistant Director of Planned and Unplanned Care in ensuring the commissioning of services across the CCG.

In conjunction with the relevant Clinical Leads, the post holder will be required to lead commissioning arrangements for an agreed section of the commissioning portfolio; ensuring effective collaborative working with internal and external partners as required.

The post holder will take the lead for a range of contracts linked to the portfolio area and be responsible for the transformation, delivery and management of a range of services.

Provide strategic leadership and operational oversight for the agreed portfolio.

Working with the relevant clinical lead, ensure the development and implementation of commissioning plans for the specific portfolio of services for the CCG and wider Wirral Health and Care system. .

The post holder will support the Assistant Director to deliver the CCGs annual commissioning priorities, including related service developments and financial savings efficiencies targets.

The post holder will develop and maintain strong working relationships with multiple teams , across the Wirral Health & Care system and across the wider Cheshire and Merseyside STP.

The post holder will be required to represent the CCG in and contribute to various programmes of work related to the identified commissioning portfolio across all three system footprint levels.

The post holder will be required to lead identified pieces of work across the Wirral Health and Care System and demonstrate the skills required to manage the complexity of the work and working relationships..

1. Role Outline

Commissioning for the identified portfolio:

- a) Manage internal and external relationships to promote effective commissioning arrangements, including, where relevant opportunities to undertake collaborative or aligned commissioning with wider partners.
- b) Promote clinical input to, and innovation within, the commissioning process.
- c) Work with the clinical leads for the relevant portfolio area to commission high quality services within primary, community and secondary care as appropriate. Linking with wider commissioners, partners, providers and stakeholders as appropriate.
- d) Identify and implement service re-design opportunities which support the overall strategies for the portfolio of services.
- e) Ensure appropriate patient and public engagement.
- f) Forster effective working between the CCG Clinical Leads and commissioning staff.
- g) Be responsible for commissioning high quality services for the residents of the CCG, taking into account assessment of local health need, local plans and priorities, national policy and financial priority, and overseeing the work of staff who undertake work for them.
- h) Be responsible for negotiating the commissioning of appropriate services for the residents of the CCG where the portfolio involves commissioning over a wider footprint such as ICP or ICS.
- i) Be responsible for ensuring the CCG meets national policy and achieves the relevant targets in the portfolio areas.
- j) Assist in the development of the CCGs Strategic and Operational Plans, Commissioning Intentions and support the Senior Managers in fulfilling the overall plans of the CCG.
- k) Manage the working relationships with the Commissioning Support Unit (CSU) and other externally employed commissioning resources as appropriate.
- l) Engage with and lead colleagues in the CCG and the CSU to ensure that appropriate contracts are in place with providers which include quality, performance and monitoring requirements.
- m) Engage in the development of CCG neighbourhoods, providing advice and support regarding all aspects of commissioning

Relationships and Communication

- CCG Chief Officers and Executive Team members,
- Clinical Commissioning Group Governing Body members,
- CCG Commissioning Managers
- GP practices
- Primary Care Networks
- Wirral CCG Commissioning Managers and Programme Leads (ICP)
- Provider Organisations' Chief Executives and Directors
- NHS England performance leads and other senior functional leader
- Cheshire and Merseyside Commissioning Managers and Programme Leads (STP)
- Commissioning support service providers
- Local Authorities

Act as the first point of contact in relation to the portfolio area.

Directly manage identified Commissioning Team staff, providing leadership and ensuring appropriate arrangements are in place to set objectives, monitor performance and agree and review person development needs.

Develop strong relationships with clinicians from all sectors and ensure clinical engagement in the development of commissioning and implementation plans.

Build strong and sustainable relationships at all levels within organisations providing healthcare to residents of Fylde and Wyre including partner organisations such as Social Services and the voluntary sector.

Ensure effective communications with all organisations providing healthcare to the residents of Wirraland with partner organisations.

Develop strong links to the Voluntary and Independent Sectors through strategy Groups and ensure all stakeholders are linked through the commissioning cycle.

Develop strong links and good communication with patient and public representative organisations through commissioning groups and other engagement and planning processes.

Communicate and provide highly complex information to a wide range of internal and external stakeholders by way of regular reports and papers for the CCG Governing Body and CCG committees, Cheshire and Merseyside STP, NHS England and other groups as appropriate.

Financial responsibilities

Support the Assistant Director in overseeing expenditure across commissioning budgets and work with lead clinicians and managers in managing these. Identify and address variations between actual and expected contract performance, linking with clinical leads in the CCG and providers.

Provide advice and analysis for the negotiation and monitoring of service level agreements and contracts and participate in the contracting and negotiation processes as required.

Take part in analysis and project work including 'value for money', comparative analysis between providers, evaluation of provider and CCG business cases, understanding provided prices and cost behaviour and financial projections.

Take responsibility for maintaining records, timely and reliable reporting and producing statutory returns where required for special allocations, projects and other specific recurring and non-recurring allocations.

To have responsibility for the management of defined budgets within the CCG.

Leadership / Representation

Deputise for the Assistant Director of Planned and Urgent Care Transformations as required.

Provide leadership for the identified portfolio commissioning agendas through strategy and policy development and overseeing implementation.

Take responsibility for horizon scanning in relation to the assigned portfolio to alert lead clinicians and the CCG Executive of commissioning implications

Attend relevant local, regional and national events, groups and networks as appropriate.

Corporate Leadership and Responsibilities

Act corporately as a member of the team and to take a shared responsibility for the development of strategy, effectiveness and culture of the team and the CCG.

To comply with legislation, CCG Organisational Policies, Codes of Conduct in the NHS, including the Code of Conduct for NHS Managers

Ensure that services for which the post holder is responsible are provided within the approved budgetary and financial limits and in accordance with the CCG Standing Financial Instructions (SFI's).

Training & Education

Work with the Assistant Director to ensure that staff have:-

- Sufficient knowledge and skills to perform their role effectively.
- Are able to develop the skills and knowledge of the team by means of targeted formal and informal training.
- Maintain professional links and carry out the CPD required through their professional body.

Design and deliver presentations to brief Governing Body members, staff on relevant issues

Design and deliver presentations on portfolio related issues to relevant audiences.

Other Duties

The above list of duties and responsibilities is not intended to be fully comprehensive and may be amended to take account of changing circumstances or requirements following consultation with the post holder.

Where necessary relevant training in the operation of new or unfamiliar equipment, software or procedures will be provide or arranged.

PERSON SPECIFICATION

POST TITLE: Senior Commissioning Manager – Planned and Urgent Care 8b

CRITERIA	DESCRIPTION	ESSENTIAL DESIRABLE
Qualifications	Educated to a Masters level or equivalent experience working at a senior level	Essential
	Evidence of continued development	Essential
	Project Management Qualification	Essential
	Post graduate master level qualification (or working towards)	Desirable

Experience	Evidence of working within the NHS or similar environment at senior management level.	Essential
	Proven experience of effective working in a commissioning environment within the NHS or related field	Essential
	Experience of negotiation	Essential
	Previous budgetary responsibility	Essential
	Experience of performance monitoring and evaluation	Essential
	History of delivering in a complex and changing environment.	Essential
	Experience of motivating and engaging clinicians in service redesign and demand management	Essential
	Successful change management across organisations	Essential
	Evidence of planning and delivering programmes and projects and services on time and within budget.	Desirable
Experience of working with service users and carers.	Desirable	
Knowledge	<u>Demonstrable understanding of:</u>	
	Key issues and contacts for assigned portfolio of responsibilities	Essential
	NHS Structures and processes	Essential
	Commissioning processes	Essential

	NHS financial regime	Essential
	NHS national policy in areas related to the post	Essential
	NHS Planning processes	Essential
	Service re-design techniques	Essential
	<u>Understanding of:</u>	
	Social Service / voluntary organisational structures	Desirable
	Independent sector relationships with the NHS	Desirable
	National policies under consideration	Desirable
Skills and Aptitude	Strong influencing skills	Essential
	Ability to work without supervision, providing specialist advice to the organisation, working to tight and often challenging timescales. Interpreting national policy for implementation.	Essential
	Good communication skills verbal and written	Essential
	Analytical and able to undertake problem solving in relation to complex issues and then relay the detail clearly and concisely	Essential
	Ability to develop strong relationships	Essential
	Effective negotiation and facilitation skills	Essential
	Ability to plan and prioritise against competing and tight deadlines	Essential
	Ability to motivate and develop staff	Essential
	Ability to work autonomously and take decisions	Essential
	Work flexibly, wither as part of a team or individually	Essential
	Working knowledge of IT applications	
	Good presentation skills	Essential
	Ability to delegate effectively	Essential
		Essential

Personal Circumstances	Ability to work flexibly as the job demands	Essential
	Access to personal transport as and when required	Essential