



DELIVERING  
OUTSTANDING  
CARE AND  
EXPERIENCE



RECRUITING,  
DEVELOPING AND  
RETAINING OUR  
WORKFORCE



AN ANCHOR  
IN OUR  
COMMUNITIES



WORKING TOGETHER  
WITH LOCAL HEALTH  
AND SOCIAL  
CARE PROVIDERS



DELIVERING  
LONG-TERM  
SUSTAINABILITY



Information pack for the post of

# Hinchingbrooke Hospital Redevelopment Programme

## Operations Workstream Lead

Strategy & Transformation Team

Corporate Division

July 2024



GOOD TO  
OUTSTANDING



## Welcome from Chief Executive Hannah Coffey

Hello and welcome to our Trust! I am delighted that you are considering our organisation as a workplace.

This is a really exciting time for our patients and staff as we work with our local health system partners across Cambridgeshire, Peterborough and South Lincolnshire to deliver some key development projects that will shape the care we provide for future generations within the 900,000-strong catchment we serve. As well as building a new hospital at Hinchingsbrooke and redeveloping our sites at Peterborough and Stamford to better meet the needs of patients, we are investing in a Trust-wide electronic patient record system and harnessing digital technology within our diagnostic services to enhance the quality and speed of diagnosis and treatment.

It's a great time to be joining TeamNWAngliaFT where we truly value the health and well-being of our staff and encourage our leadership team to empower their teams to be the best they can be, to help them develop in their careers and, at the same time, ensure our patients can experience good quality care by people who are dedicated to serving their health needs.

If you are looking to develop your career in an environment that's primed for organisational change, where you can actively contribute to the quality improvements we are making for our patients and staff, then look no further for your next role.

A handwritten signature in black ink, appearing to read 'Hannah Coffey'. The signature is fluid and cursive.

**Hannah Coffey**  
Chief Executive Officer

## Job Description

<b>JOB TITLE</b>	HHRP Operations Workstream Lead
<b>GRADE</b>	Band 8C
<b>DEPARTMENT</b>	Strategy & Transformation
<b>HOURS OF WORK</b>	37.5 hours per week
<b>PROFESSIONALLY ACCOUNTABLE TO</b>	HHRP Target Operating Model Director
<b>ACCOUNTABLE TO</b>	Director of Transformation and Improvement.

### 1. Job Summary

- 1.1. In 2023, the Secretary of State for Health and Social Care launched the New Hospital Programme which set out to redevelop 40 hospital schemes across the country. North West Anglia Foundation Trust (NWAFT) was included in this programme and intends to develop a new hospital at the Hinchingsbrooke Hospital site that is exemplary in its design, sustainability and wider regeneration and economic value. In May 2023, the Hinchingsbrooke Hospital Redevelopment Programme (HHRP) was formally included in the New Hospital Programme (NHP).
- 1.2. The development represents a once-in-a-generation opportunity of investment into Hinchingsbrooke Hospital and our local communities. The redevelopment is not just about the re-provision of our buildings but an opportunity to re-imagine and transform the care that we provide together to our population with new pathways, digital tools, new workforce models and ways of working across acute and out-of-hospital settings.
- 1.3. The redevelopment programme will see the replacement of the existing RAAC hospital, other acute healthcare buildings and critical infrastructure on the Hinchingsbrooke Hospital site with a new purpose-built smart digital hospital aligned with the NHP Hospital 2.0 standards by 2030-31. We are incredibly excited at the prospect of the improved experience this will deliver for our patients, staff and local communities and in particular, the opportunities it offers us for working with partners to maximise the opportunities the scheme offers us.

- 1.4. The Operations Lead will lead on the operational and clinical planning of all aspects of the Trust's hospital redevelopment programme and provide operational leadership into the New Hospital Scheme. They will strategically drive hospital operations, compliance, and patient-centric care to establish Hospital 2.0 for the scheme.
- 1.5. The postholder will be embedded within the Trust's Operational Division and work with the HHRP Programme team to prioritise structural works, create a forward plan and anticipate and mitigate any impact on operational delivery or patient care that may arise as the result of the works.
- 1.6. The Operations Lead will oversee emergency preparedness, resilience and response (EPRR) in relation to the significant planning and management of the redevelopment construction works. This includes ensuring all duties are met and plans tested internally, with regional partners and nationally.
- 1.7. The Operations Lead role will be a key member of the Trust's HHRP project team, acting as the Operational Lead to ensure there is a clear route of dialogue between the Business As Usual Operations team and the Redevelopment and New Hospital teams.
- 1.8. The postholder will play an important role in the development of plans for the new hospital, acting as a link between Hospital Operations teams and core HHRP workstreams including the Enabling Works, Design & Construction, Workforce and development of the Target Operating Model for the new hospital, to align plans and ensure there is a clear picture of construction activity planned across the site and effective mitigations in place to maintain essential services and access routes.
- 1.9. The Operations Lead will be responsible for providing senior leadership to colleagues across the organisation to guide the planning and delivery of structural works, mitigating risks to operational service delivery and ensuring duties to EPRR are met. The Operations Director will ensure that project management approaches are embedded across divisions, high standards of governance and risk management are maintained, and that teams are working collaboratively to share learning and develop standardised, best practice approaches to decant.
- 1.10. The Operations Lead will also align risk management and reporting and deliver projects within the defined programme and project management approach.

## **2. Key Accountabilities**

- 2.1. Develop a comprehensive operational plan that aligns with the project's goals, ensuring seamless execution and eventual scheme operation

- 2.2. Support the development of the target operating model for the new hospital, ensuring effective engagement with clinical leads re clinical pathways
- 2.3. Oversee operational activities to ensure compliance with healthcare regulations, standards and patient safety protocols
- 2.4. Conduct demand and capacity planning, forecasting future patient numbers and healthcare service requirements to support effective resource allocation
- 2.5. Develop and manage a Schedule of Accommodation (SoA), allocating spaces for different functions within the scheme and optimising the usage of resources in alignment with the NHP whole hospital SoA and national demand and capacity modelling framework.
- 2.6. Develop relocation plans for staff, equipment, and patient services to minimise disruption during the transition from BAU state to the new hospital 2.0 scheme
- 2.7. Accountable for ensuring hospital staff are operationally ready to utilise the asset in a way which realises transformational benefits
- 2.8. Consult with ICS and regional teams on pathway design and transformation toward achievement of Hospital 2.0
- 2.9. Ensure there are robust knowledge and information management processes for capturing lessons learned around operational readiness to drive continuous improvement
- 2.10. Monitor and assess asset depreciation and engage Finance Director, re. OpEx
- 2.11. Implement a rigorous health and safety protocol to create a safe environment for patients, staff and visitors.

### **3. Operations**

- 3.1. Define and implement operational procedures and guidelines that define workflows, processes and standards to ensure operational efficiency.
- 3.2. Strategically leading the development, testing and implementation of standardised ward decant planning and mobilisation tools.
- 3.3. Assuring high quality care and compliance with associated standards across the wards and spaces allocated for decant.

- 3.4. Proactively monitoring and managing risk within an explicit framework of clinical and quality governance.
- 3.5. Promoting a positive organisational culture which supports and develops staff and protects patients.
- 3.6. Contributing to the longer-term strategic planning, risk management and sustainability of the Trust and its services.
- 3.7. Proactively manage relationships across the operational and clinical delivery teams at all levels of the organisation, specifically in relation to decant.
- 3.8. Direct responsibility for operational planning alignment to the Business As Usual Operations teams to ensure that annual plans are informed by future potential disruption from structural works.
- 3.9. Working with the Programme team to identify risks, ensure risks are effectively monitored and managed, and agreed routes of escalation are followed.
- 3.10. Prepare Board and Committee reports and papers as required, attending meetings and presenting progress reports against clear key performance indicators.
- 3.11. Act as Operational Lead on the programme, providing invaluable Operations and EPRR insight into the programme and ensuring that plans are developed with involvement from colleagues within those departments.
- 3.12. Leading divisional teams to ensure that business continuity plans are in place and proactive plans are developed to mitigate potential risks and disruption to services.
- 3.13. Work closely with other operational directors and the programme team to identify opportunities to develop more efficient ways of working that may be key enablers to the delivery of structural works.
- 3.14. Lead engagement sessions within the Operations directorate to provide colleagues with HHRP programme updates and develop consensus views to feed back into the programme.
- 3.15. Communicate the vision for the Target Operating Model through the Trust programme and executive committees and boards.
- 3.16. Work with individual Executives and in committee and board settings to test the emerging operating model, refine, and ensure alignment with ongoing organisational strategies and interdependent work.

- 3.17. The post holder will also contribute to continuous improvement of the structural works programme, reviewing evidence and learning from national sources including other RAAC Trusts, and creating and maintaining a culture of improvement across the organisation to ensure that lessons learnt from previous projects are brought forward and used to streamline processes and create lasting benefits.
- 3.18. The post holder will also support the planning of the Trust's business continuity and emergency response in relation to the new hospital scheme and act as a link between the "business as usual" operations team and the new hospital programme team.

## 4. Leadership

- 4.1. Deliver the Trust's strategic new hospital operational delivery plan. Ensure key stakeholders are fully engaged in shaping the strategy for standardising decant.
- 4.2. Lead challenging, sensitive and potentially contentious conversations with a range of key stakeholders, influencing the future planning of services and alignment of both operational and programme priorities.
- 4.3. Develop protocols that ensure decant principles and approaches are adhered to.
- 4.4. Develop and promote approaches which support sharing of learning and best practice across decant workstreams.
- 4.5. Support the Programme team, and Communications & Engagement work stream to develop and embed communications strategies that ensure effective and timely communication with a range of stakeholders.
- 4.6. Support the Deputy Programme Director in identifying emerging issues and risks to programme or operational delivery by liaising with Divisions to horizon scan to support planning of future phases of the programme.
- 4.7. Provide or commission training and development as required to individuals within the programme or across the system.
- 4.8. Provide line management to Operations team members, acting as leader, mentor and facilitator to ensure the continued professional development of colleagues both within the programme and in the wider organisation.
- 4.9. Develop and maintain a highly motivated team, ensuring the organisation meets its statutory, service, and financial obligations.

- 4.10. Complete appraisals, personal development and objective setting for direct reports and supporting staff development, including progressing any disciplinary or capability issues
- 4.11. Where necessary support processes such as formal grievance and discipline.
- 4.12. Work in a matrix management style and foster close working relations with other managers within the Trust and ICB.
- 4.13. Provide reports to relevant boards and assurance committees.
- 4.14. Operate effectively in a flexible and demanding environment and proactively engage with NHS colleagues, consultants and contractors working on a variety of topics.
- 4.15. Effectively manage staff and stakeholders in challenging and complex situations to achieve desired outcomes.
- 4.16. Collaborate with senior leaders and the wider Integrated Care System to drive transformational strategic delivery which incorporates NHS sustainability principles and the Trusts' Green Plan objectives.

## **5. Key Working Relationships**

### **5.1. Hinchingsbrooke Hospital Redevelopment Programme – Senior Responsible Officer (SRO), Programme Director and Deputy Programme Director**

- 5.1.1. Provide expert advice, counsel and recommendations on Operations Management and Transformation within the programme, to influence structural and organisational decisions and initiatives.

### **5.2. Executive**

- 5.2.1. Develop strategic relationships and provide expert technical advice to impact decisions, support initiatives, clarify accountability and communicate progress to the Hinchingsbrooke Hospital Redevelopment Programme Site Redevelopment Board and other senior governance groups within the Trust, in conjunction with the SRO, Senior Programme Advisor and the Programme Director.
- 5.2.2. formal presentations to Executive committees, Boards, external workshops, and Programme set piece meetings in both verbal and written formats, deputising for the Deputy Programme Director when required to do so.

### **5.3. Operations Stakeholders/Workstream and Project Leads**



5.3.1. Develop strong working relationships and provide expert technical advice to impact decisions, support initiatives, clarify accountability and communicate progress.

5.3.2. Act as a conduit for effectively collating and escalating risks and issues within digital projects.

5.4. **External** – New Hospital Programme, NHS England East of England, Cambridgeshire and Peterborough Integrated Care System, third-party consultants, vendors, and service providers

5.4.1. In all the above cases, the Operations Workstream Lead will facilitate accurate and timely information on progress, achievements, risks, and issues.

5.4.2. This information will come in the form of written and oral, formal, and informal reports.

5.4.3. Establish professional networks and relationships to maintain currency, share ideas and learnings, and collaborate on common responses to project issues.

## 5.5. Corporate/General Responsibilities

5.5.1. To contribute towards the development of the Trust's approach to continuously improving the maturity of its capability to deliver change and support the delivery of world-class services.

5.5.2. To assist in identifying opportunities which add value to the Trust's activities.

5.5.3. Provide leadership, vision and direction within the Project Team, managing the delivery of a quality service, and working closely with the SRO and Programme Director.

5.5.4. Work with other Directors to ensure that service and facility planning meets national and international innovations and good practice.

5.5.5. Develop and maintain a highly motivated team, ensuring the organisation meets its statutory, service, and financial obligations.

5.5.6. Manage the workstream budget (revenue and capital) within agreed resource limits.

## 6. Freedom to Act

- 6.1.1. The post holder is expected to work with minimal supervision. They will be expected to take responsibility for the production of a wide range of plans which will be on a national, regional, and local level.
- 6.1.2. Ensuring workstream plans are created and maintained, deliverables tracked against time, cost and resource utilisation are monitored and if not on track take ownership and produce a remedial plan to ensure the programme is maintained.

## Working at our Trust

### A. Our Values

Our Trust Values highlight the core principles and ideals of our Trust and underpin everything that we do. They establish the kind of people we want to be, the service we hope to provide and how we interact with our stakeholders and community.

The Values were created and selected by members of the public, patients and our staff, and highlight the principles we believe are the most important. They steer the decisions we make and guide the behaviour of our Trust family so we can accomplish our Vision.

We regularly measure ourselves against these Values, at every organisational level, so we can identify how we are living them and where we need to make improvements. The Trust board will monitor and review how the Trust performs against the values regularly, to ensure we provide the best possible patient care.



## B. Divisional Structure

Following the formation of North West Anglia Foundation Trust in April 2017, our operational functions across our hospitals merged to form five clinical divisions:

- Division of Medicine
- Division of Urgent Care and Emergency Care
- Division of Surgery
- Division of Family and Integrated Support Services
- Division of Maternity, Gynaecology and Breast Services

The clinical divisions are key to our service delivery and they are led by a triumvirate comprising a Divisional Director, Divisional Nursing Director, and Divisional Operations Director.

## C. Your responsibilities to the Trust, our patients and staff

The Trust aims to provide high standards of patient care and to ensure that our staff are supported in their roles that help us achieve this. As part of your role, you are expected to adhere to Trust policies and procedures which are designed to guide you in your work and ensure that the Trust, and you as an individual, comply with legal requirements. Non-adherence to Trust policies and procedures may be addressed through the Trust's disciplinary process.

Key policies are outlined below; you are also required to act by policies specific to your job role, which are covered at induction.

## **Equality and Diversity Policy**

No patient or member of staff should receive less favourable treatment on grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, or sexual orientation, and should not be placed at a disadvantage which cannot be shown to be justifiable. You have a responsibility to patients and staff to ensure that this is achieved.

## **Health & Safety**

You have a responsibility to consider yourself and anyone else that could be affected by the things you do or don't do, that you should have while at work. You are responsible for informing your manager of any health and safety concerns you identify by using the trust incident reporting system for any accidents, incidents or near-misses that happen to you or that you are aware of to reduce injuries or loss.

Additionally, if you have management responsibilities you must ensure the implementation of the Trust's health and safety and risk management policies, procedures, and codes of practice through your directorate or business unit management structure ensuring that communication pathways are clear and explicit at all levels of employment, to maintain the health, safety and welfare of employees or others who may be affected.

## **Data Protection**

You are to always maintain the highest standards of data protection and confidentiality, ensuring that person-identifiable data is held securely (including password protection and encryption) and that data held and entered into Trust systems is correct. You are to observe confidentiality for commercially sensitive data and to promote the highest standards of information governance by the Data Protection Act 1998, Freedom of Information Act 2000 and Trust policies and procedures.

## **Data Quality**

It is your responsibility to ensure that any data collection required is accurate, timely, complete, and stored securely in the appropriate place or system, whether as a paper or an electronic record. This includes data input onto the Trust's information systems, patient records, staff records and finance records. You are expected to submit data for quality assurance checks as required. You will be expected to undertake training required to assure the quality of data collected and to participate in any relevant audits required as part of the Trust's and external quality improvement programmes.

## **Customer Care**

You are always required to put the patient first and do your utmost to meet their requests and needs courteously and efficiently. So that you to understand the principles of customer care and the effects on you and the service that you provide, full training will be given.

## **Values**

How our staff live and work according to our values will be through our 'personal responsibility framework' - which outlines how staff are expected to behave.

## **Infection Control**

You have a responsibility to comply with Trust policies for personal and patient safety and prevention of healthcare-associated infection (HCAI); this includes a requirement for consistent compliance with hand hygiene, use of personal protective equipment and safe disposal of sharps. You will be asked about adherence to measures for reducing HCAI at the annual appraisal.

## **Smoking Policy**

You are not allowed to smoke in Trust buildings or grounds. Assistance will be provided to assist you to quit smoking through our Occupational Health service.

## **Confidentiality**

Under no circumstances, either during or after the end of your employment may you divulge any unauthorised personal identifiable information relating to the Trust. This also includes but is not limited to, information covering patients, individual staff records, industrial relations, financial affairs, contract terms and prices or business forecasts.

## **Safeguarding the welfare of children and vulnerable adults**

You should be aware of Trust policies and procedures on safeguarding the welfare of children and vulnerable adults., and appreciate the importance of listening to children, young people, and vulnerable adults, particularly when they are expressing concerns about their own or other children's/vulnerable adult's welfare.

## **Mandatory Training**

You are required to attend mandatory training as required. if you are unable to attend a required session you should ensure that this is rectified with your line manager's support at the next available opportunity.

## **Raising issues of Concern**

If you have any concerns about practices or processes within the Trust, you should raise this with your line manager. If you do not feel able to raise concerns directly you should access the Trust's haven procedures for raising issues of concern in confidence.

Given the nature of this post, the post holder may be required to work flexibly to respond to work patterns.

This list is only an indication of the main tasks required to be performed. It is not an exhaustive list of duties and responsibilities and may be subject to amendment to take account of changing circumstances. The post holder will be expected to be flexible and adaptable.

This job description reflects the present requirements and objectives of the post; it does not form part of your contract of employment. As the duties of the post change and develop the job description will be reviewed and will be subject to amendment, in consultation with the post holder.

