



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

## Target Operating Model Director

Transformation, Strategy & Service Improvement Team

Corporate Division

August 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 TeamNWA AngliaFT 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 that reads "Hannah Coffey".

**Hannah Coffey**  
Chief Executive Officer

## Job Description

<b>JOB TITLE</b>	Target Operating Model Director: Hinchingsbrooke Hospital Redevelopment Programme
<b>GRADE</b>	Band 9
<b>DEPARTMENT</b>	Strategy & Transformation
<b>HOURS OF WORK</b>	37.5 hours per week
<b>PROFESSIONALLY ACCOUNTABLE TO</b>	Director of Transformation and Innovation VSM Band
<b>RESPONSIBLE FOR</b>	TBC
<b>PROGRAMME BUDGET</b>	£900M
<b>DELEGATED AUTHORITY</b>	All those responsibilities associated with Director of Transformation and Innovation

### 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 New Hospital Programme (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 Target Operating Model (T.O.M) Director will lead the development of the Target Operating Model for the new Hinchingsbrooke Hospital site, aligned with the wider Transformation portfolio and Strategic Capital Programme.
- 1.5. They will have had significant exposure in leading major projects of work, understanding the emerging NHS innovation, commercial and strategic estates agenda and preferably have senior level experience in an NHS, local authority or health care-related industry or professional services organization. The role will include scheduled attendance at key internal and external senior meetings e.g., Executive Team, Trust Board, Finance and Digital Committee, Strategy and Transformation Committee, Transformation Board, and meetings with external stakeholders such as NHS England, New Hospital Programme, Department of Health and Social Care, and local authorities.
- 1.6. Working with the Deputy Programme Director, The T.O.M Director will play a key role in shaping the future, ensuring that the right people are engaged and involved in the planning and construction of new facilities, working hand in hand with colleagues from the broader commercial and estates teams. They will support delivery of care settings that are aligned to the requirements of the NWAFT clinical, quality and people strategies, while providing the platform for a refreshed strategic vision to and beyond 2030 and the alignment of the estate with future clinical and professional needs. They will support inclusive models of care, considering healthcare inequalities and the experience of people using new buildings and services.
- 1.7. Working with the Deputy Programme Director and a range of clinical and corporate teams, the post-holder will be leading the projects, programmes and co-dependencies that will enable delivery of both the business cases required and the transformed service models. Strong engagement, co-design, and communication with a wide range of partners, stakeholders and service users will be essential.

## 2. Activities

### 2.1. Target Operating Model development

- 2.1.1. Oversee the end-to-end development of a Target Operating Model for the future Hinchingsbrooke site to deliver the c£800m new hospital development.
- 2.1.2. Set programme success criteria and monitor progress, engaging with assurance protocols, and responding to recommendations as required.
- 2.1.3. Ensure business case benefits and outcomes are clearly defined and achieved within time, cost, and quantity constraints, working with the Deputy Programme Director to do so.
- 2.1.4. Responsible for ensuring the development of the Target Operating Model is aligned with NHP approaches and guidance / models including Hospital 2.0, as well as adhering to NHS sustainability and Net Zero targets
- 2.1.5. Working with the Deputy Programme Director to define and develop the delivery structure responsible for day-to-day working across the development of the Target Operating Model, encompassing and keeping informed both internal and external stakeholders.
- 2.1.6. Making key decisions in relation to the delivery of the programme and its projects, in line with the agreed governance, risk and compliance framework.
- 2.1.7. Responsible for planning, and managing collaboration between a wide range of clinical and operational teams across the organisation to ensure seamless service integration in the new hospital model of care. This includes responsibility for Programme interdependencies with significant and complex existing Trust Programmes such as EPR development.
- 2.1.8. Working with the Deputy Programme Director to ensure clinical design of the new Hospital aligns to the Trust's Clinical Strategy.
- 2.1.9. Represent the Trust and the redevelopment programme at local, regional and national level. Building, leading, and maintaining key relationships with the national New Hospital Programme, national and regional NHSE RAAC programme, ICB Executives, and the Exec and leadership of local health and care partners. Leading on the ongoing negotiations with all external stakeholders required to deliver the demand and capacity, transformation, clinical and digital requirements for the redevelopment scheme.

- 2.1.10. Lead on the identification and delivery of investment objectives and critical success factors for the overall programme that delivers the return on investment ratio required within the Treasury Green Book, monitor progress, engaging with assurance protocols, and responding to recommendations as required.
- 2.1.11. Responsible for all aspects of programme improvement including audit, research and the use of evidence-based improvement methodologies:
- 2.1.12. Work with the Deputy Programme Director to ensure regular horizon scanning, review of best practice literature and examples and incorporating into the Programme across the areas of service design, programme management, major capital builds, staff and public engagement and business case development
- 2.1.13. Understanding of research and development in areas such as digital health technologies, smart building technologies, clinical pathway transformation, and workforce innovation.
- 2.1.14. Identification of key contacts and opportunities for the Programme to engage with local, regional and national experts on specific areas of innovation (e.g target operating model or virtual wards) to support development of an innovative programme.
- 2.1.15. Identify skill requirements at all stages of the programme and build and develop a strong delivery-focused programme within budget constraints, identifying need for external resource requirement.
- 2.1.16. Work with the Deputy Programme Director, overseeing the establishment of mechanisms to track benefits and report on benefits realisation across the large, complex and multi-year Programme (c£800m), linking closely with other ongoing benefits realisation programmes across the Trust
- 2.1.17. Ensure strategic and operational risks and issues are managed and reported effectively, enrolling senior stakeholders and specialists in mitigations where needed.
- 2.1.18. Supporting achievement of the Hinchingsbrooke Hospital Redevelopment Programme's ambition for the new hospital to act as an anchor institution across society, supporting the development of skills and wider public benefit through the planning, build and ongoing delivery of the new hospital.



## **2.2. Communication**

- 2.2.1. Build strong relationships with clinical, operational, and corporate teams as well as the Transformation Board, bringing forward innovative ideas for implementation.
- 2.2.2. Proactively lead a programme of effective and successful collaboration and engagement with a wide range of clinical and operational teams across the organisation to ensure seamless service integration in the new hospital model of care.
- 2.2.3. Working with the Deputy Programme Director to devise and deliver key Programme messages, ensuring consistency across different types of communication and engagement, and different audiences, and accountability for incorporating feedback received through multiple channels into the overall redevelopment Programme
- 2.2.4. With the support of the Communications workstream lead, responsibility on behalf of the Programme for crafting communications and messages that deal with highly complex (and often conflicting) issues relating to clinical, transformation, digital, operations and workforce elements of redevelopment where there are difficult decisions to be made and expectations of key stakeholders to be managed
- 2.2.5. Ensure that principles of codesign with relevant stakeholders, including service users are incorporated into programme delivery at all stages
- 2.2.6. To be an ambassador for the NWAFT by networking and promoting our services externally to share good practice as well as developing and exploring partnership and resource opportunities.
- 2.2.7. Develop relationships with other NHS organisations, public sector bodies, regulators, and other organisations, as necessary.
- 2.2.8. Highlight risks and areas of concern with accompanying mitigation to Programme Board, Executive Director's Group, Finance & Digital Committee and the Trust Board through the appropriate reporting lines.

## **2.3. Analytical**

- 2.3.1. Undertake advanced analysis of complex and technical financial, clinical, performance and other data and information; and communicate results, findings and insights to a broad range of internal and external stakeholders.

- 2.3.2. Deep understanding of the national New Hospital Programme analytical requirements across relevant workstreams (e.g requirements for workforce modelling).
- 2.3.3. Strong understanding of New Hospital Programme and NHSE analytical requirements for demand and capacity modelling, workforce modelling, and links with digital, clinical and operational requirements.
- 2.3.4. Manage effective analytics communications for the HHRP and wider Trust programmes, through clear and concise written and verbal presentations of complicated analytical concepts to varied stakeholder groups from the public, to staff groups, Trust Exec, ICB Exec, and senior NHSE and NHP leads.
- 2.3.5. Strong analytics skills (e.g Exec/python) to review and support workstream delivery of current state analysis and projection modelling for the new hospital.
- 2.3.6. Expert knowledge of and ability to consistently implement detailed information management processes in the context of a large and complex multi-year capital development with central New Hospital Programme requirements. This includes technical proficiency with data handling and data interpretation tools for 20 year projections for a new hospital build, ability to create clear and concise documentation, adaptability to new information management tools and requirements, ability to understand and coordinate information for critical Programme development across multiple platforms run by the Trust, ICB, NHSE region and NHP, implementation of clear data sharing protocols, and identifying and implementing opportunities for continuous improvement of data and information management.
- 2.3.7. Conduct research into national and international best practice, including making connections with other Trusts and schemes and exemplars, attendance at relevant conferences and incorporation of best practice gathered.

## **2.4. Leadership and Relationships**

- 2.4.1 Working in collaboration with the Deputy Programme Director, manage the resolution of any major business issues affecting delivery of the Programme. To be responsible to influence and manage the environment into which the project outcomes will be delivered.
- 2.4.2 Effectively manage staff and stakeholders in challenging and complex situations to achieve desired outcomes.



- 2.4.3 Operate effectively in a flexible and demanding environment and proactively engage with NHS colleagues, consultants and contractors working on a variety of topics.
- 2.4.4 Manage effective analytics communications for the HHRP and wider Trust programmes, through written and verbal presentations, delivering formal, highly complex information to varied stakeholder groups.
- 2.4.5 Collaborate with senior leaders, and the wider system to drive transformative strategic delivery.
- 2.4.6 Contribute to fostering a culture of operational improvement across the Trust which demonstrably aligns to NHS sustainability targets and the Trusts' Green Plan.
- 2.4.7 Present, interpret and explain highly complex or contentious information to large groups at meetings to influence understanding and change.
- 2.4.8 Operate effectively in a flexible and demanding environment and proactively engage with NHS colleagues, consultants and contractors working on a variety of topics.
- 2.4.9 Display attitudes and behaviours consistent with the Trust values and be committed to establishing and nurturing a positive culture across the multi-stakeholder system.
- 2.4.10 Empower colleagues to proactively engage with the programme through facilitating a workplace culture which is transparent, supportive and constructive.

## **2.5 Financial and Physical Resources**

- 2.5.1 Working with the Deputy Programme Director, provide oversight of the work programmes of all external advisers and consultants supporting the transformation, operational, digital, workforce, comms and engagement and clinical workstream development of the OBC/FBC, adapting the mix and engagement model of those suppliers as the needs of the Programme evolves.
- 2.5.2 Manage the delegated budget of the Target Operating Model Programme and in addition ensure appropriate oversight and control of financials on all relevant projects.
- 2.5.3 To identify, lead and monitor the implementation of the Target Operating Model Programme, ensuring that staff and external stakeholders fully understand their roles in supporting the Trust to achieve its objectives.

- 2.5.4 To monitor the expenditure of the Target Operating Model Programme also that on projects overseen by the function, ensuring best value for money at every opportunity.
- 2.5.5 As part of the Target Operating Model Programme consider how the Programme and its design and operation can improve value and build in better productivity, efficiency and help secure more reliable and quality patient care which recognises the wider system current and future maturity.

## **2.6 Physical**

- 2.6.1 Travel to Hinchingsbrooke Hospital, Peterborough Hospital, Stamford and Rutland Hospital and a variety of sites across the Cambridgeshire and Peterborough ICS as part of partner engagement is likely required. Travel to other Trusts and sites across the country as part of sharing of best practice, and to a variety of central New Hospital Programme and NHSE events may also be required.

## **3 Key Working Relationships**

### **3.1 Senior Responsible Officer and Programme Director**

- 3.1.1 Provide expert advice, counsel and recommendations on programme matters, to influence structural and organisational decisions and initiatives.
- 3.1.2 As part of senior leadership team for the redevelopment Programme, agree key decisions with Programme Director and SRO, and deputise in engagement and key decision making where required.
- 3.1.3 Responsibility and accountability for key workstreams as outlined, within the overall accountability of the Programme Director and SRO for the whole Programme delivery

### **3.2 Executive**

- 3.2.1 Develop strategic relationships and provide expert programme 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 and the Programme Director.
- 3.2.2 Communicate the vision for the Target Operating Model through the Trust programme and executive committees and boards. Work with individual Executives and in committee and board settings to test emerging content,

refine, and ensure alignment with ongoing organisational strategies and interdependent work.

- 3.2.3 Provide expert advice, counsel and recommendations to Executive leaders to enable their engagement at senior regional and national levels and across the Trust

### **3.3 Operations Stakeholders/Workstream and Project Leads**

- 3.3.1 Develop strong working relationships and provide expert programme advice to impact decisions, support initiatives, clarify accountability and communicate progress at workstream level.
- 3.3.2 Identify key interdependencies across workstreams and strategic leadership to assess, and manage key interdependencies and Programme-level requirements at the workstream level
- 3.3.3 Address risks at workstream level and act as a conduit for effectively collating and escalating programme-level risks and issues.

### **3.4 External – New Hospital Programme, NHS England East of England, Cambridgeshire and Peterborough Integrated Care System, Trust Governors, Staff Associations, Non-Executive Directors, Patient Groups, Planning Agencies, third-party consultants, vendors, and service providers**

- 3.4.1 In all the above cases, the Target Operating Model Director will lead engagement relating to the transformation, operational, workforce, digital and comms and engagement workstreams, leading negotiation, discussion of key issues, and creation and agreement of solutions to ensure overall Programme progress.
- 3.4.2 Across the whole scope of the Programme, the Target Operating Model Director will provide accurate and timely information on progress, achievements, risks, and issues at a Programme-level.
- 3.4.3 Engagement includes formal presentations to Executive committees, Boards, external workshops, and Programme set piece meetings in both verbal and written formats, deputising for the Director of Transformation and Innovation when required to do so.
- 3.4.4 Establish professional networks and relationships from individual clinician, to Trust, regional and national level across redevelopment Programme planning and service planning to stay abreast of latest Programme

requirements, share ideas and learnings, and collaborate on common responses to project issues.

## 4 Corporate/General Responsibilities

- 4.1 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.
- 4.2 To assist in identifying opportunities which add value to the Trust's activities.
- 4.3 Work with other Directors to ensure that service and facility planning meets national and international innovations and good practice.
- 4.4 Develop and maintain a highly motivated team, ensuring the organisation meets its statutory, service, and financial obligations.
- 4.5 Manage the workstream budget (revenue and capital) within agreed resource limits.

## 5 Freedom to Act

- 5.1 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.
- 5.2 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.