



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

# HHRP Transformation 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 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, appearing to read 'Hannah Coffey'. The signature is fluid and cursive.

**Hannah Coffey**  
Chief Executive Officer

## Job Description

<b>JOB TITLE</b>	Transformation 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 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 post holder will act as Transformation Workstream Lead for the HHRP, driving development of a patient-centred clinical strategy that adheres to national standards and regulations. The Transformation Lead will help determine the scope of services, specific offerings, and care models that align with the HHRP and Hospital 2.0 vision, supporting development of the clinical model by working with the Target Operating Model Lead and Trust clinical teams. The post holder will additionally ensure the clinical strategy and clinical case are aligned with NHP approaches and healthcare regulations set by the Care Quality Commission.
- 1.5. The Transformation Lead is tasked with supporting the Target Operating Model Lead to build and maintain positive relationships with key stakeholders, including healthcare partners and patient representatives, to secure their engagement and buy-in to the new clinical strategy. The postholder will be expected to efficiently allocate resources to support clinical transformation and help to facilitate patient engagement to ensure the patient voice is adequately reflected in the design of new clinical spaces, safety is ensured, and to maximise the efficiency of care. This is a pivotal role for the HHRP to guide improvements to patient access, quality and continuity of care, staff and patient satisfaction, and the efficiency and sustainability of clinical services, whilst providing the inspiration, expertise and leadership to deliver changes in a collaborative way.
- 1.6. We are looking for an experienced service improvement professional who is highly motivated, organised, a strong collaborator, and who can work with minimal supervision. As Transformation Workstream Lead, you will be required to facilitate collaboration between various clinical teams with competing priorities to ensure seamless service integration, identifying potential risks to patient safety and implementing mitigation strategies to prevent adverse outcomes. This is an incredibly exciting opportunity to drive the clinical design and configuration of a state-of-the-art hospital to provide high-quality patient care across a range of specialities, on a scheme which has an estimated value of approximately £800m.

## 2. Key Accountabilities

- 2.1. The post holder support the internal project team to undertake multi-stakeholder engagement during all phases of development of the new clinical strategy, and incorporate the outputs into a collaborative plan that is representative of NHP clinical approaches. The role will support the day-to-day management of the service transformation workstream and be responsible for assessing potential patient safety impacts, escalating issues, and recommending risk mitigation plans to the relevant project governance structure. The post holder will work collaboratively with stakeholders across the organisation to secure endorsement of the proposed service changes based on best practice models.

2.2. We would expect the post holder to demonstrate previous knowledge and experience within a comparable position (e.g., project or change management within healthcare) for this role, ideally with elements of clinical service design, and a programme management qualification would be desirable.

### **3. Service Improvement**

3.1. Develop a good knowledge and understanding of Trust clinical pathways, consulting with the Integrated Care System and the region on pathway design and transformation for the HHRP, to ensure alignment with national healthcare standards.

3.2. Collate and analyse historic service data to support understanding of challenges, identify possible solutions and track the impacts of changes that have been made.

3.3. Establish performance metrics and Key Performance Indicators (KPIs) to monitor the effectiveness of future clinical services and make data-driven decisions for continuous service improvement.

3.4. Support the development of the HHRP clinical strategy, including identifying interdependencies, managing risks, considering the potential impacts on the wider organisation, and determining resource requirements.

3.5. Proactively identify and assess the impact of proposed service changes to patient safety, developing and implementing risk mitigation plans as appropriate.

3.6. Support Trust staff to identify and participate in relevant training and/or professional development opportunities that will support achievement of agreed improvements.

### **4. Stakeholder engagement**

4.1. Work collaboratively and develop strong working relationships with operational and clinical teams within the Trust, acting as an interface between the two, to ensure seamless clinical service integration.

4.2. Lead the development and delivery of patient engagement sessions to ensure the resultant clinical strategy is shaped by lived experience and incorporates services that meet the needs of the local population.

4.3. Build relationships with healthcare partners and patient representatives to develop consensus for improvements and to ensure all staff (clinical and non-clinical) are fully engaged throughout the process of selection, implementation, deployment and monitoring/evaluation of change, peer challenge and learning.



- 4.4. Provide feedback to Trust and HHRP leadership teams on the progress of current initiatives, capacity for change, improvement, and issues so that plans can be adapted in response.
- 4.5. Operate effectively in a flexible and demanding environment and proactively engage with NHS colleagues, consultants and contractors working on a variety of topics.
- 4.6. Collaborate with senior leaders, the wider Integrated Care System, local government, and law enforcement agencies to drive transformational strategic delivery which demonstrably aligns to NHS sustainability targets and Trust Green Plan objectives.

## **5. Physical**

- 5.1. 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.

## **6. Key Working Relationships**

### **6.1. Hinchingsbrooke Hospital Redevelopment Programme – Senior Responsible Officer (SRO), Senior Programme Advisor, Programme Director and Associate Medical Director**

- 6.1.1. Provide expert advice, counsel and recommendations on service configuration within the programme, to influence structural and organisational decisions and initiatives.

### **6.2. Executive**

- 6.2.1. Develop strategic relationships and provide expert service improvement advice to impact decisions, support initiatives, clarify accountability and communicate progress to the Hinchingsbrooke Hospital Redevelopment Programme Board and other senior governance groups within the Trust, in conjunction with the SRO, Senior Programme Advisor and the Programme Director.

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

- 6.3.1. Develop strong working relationships and provide expert service improvement advice to impact decisions, support initiatives, clarify accountability and communicate progress.

6.3.2. Act as a conduit for effectively collating and escalating risks and issues within service transformation projects.

6.3.3. Effectively manage and support staff and stakeholders in challenging and complex situations to achieve desired outcomes.

6.3.4. Line management of members of Transformation Team

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

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

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

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

## **7. Corporate/General Responsibilities**

7.1. 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.

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

7.3. 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.

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

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

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

## **8. Freedom to Act**

8.1. 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.

8.2. 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.