



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

Head of Programme Management Office (PMO)

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

JOB TITLE	Head of Programme Management Office (PMO)
GRADE	Band 8D
DEPARTMENT	Strategy & Transformation
HOURS OF WORK	37.5 hours per week
PROFESSIONALLY ACCOUNTABLE TO	Director of Transformation and Innovation
ACCOUNTABLE TO	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 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 Head of Programme Management Office (PMO) for the HHRP. The PMO will play a central role in the development and monitoring of delivery of the Trust's Outline and Full Business Cases and ongoing activities associated with the redevelopment programme. The role will be responsible for initiating and overseeing project controls, including governance, approval points, frequency of project reporting, tolerances and producing regular Highlight Reports for Project Delivery Boards.
- 1.5. This is an incredibly exciting opportunity to help lead a programme which will build a state-of-the-art hospital to provide high-quality, patient care across a range of specialities. We are looking for an experienced Senior PMO professional who is enthusiastic, diligent, extremely organised, and who can work autonomously. We would expect the post holder to demonstrate previous knowledge and experience within a comparable position (e.g., leading a programme management office function supporting change management within a major capital scheme) for this role and a programme management qualification would be desirable.

2. Key Accountabilities

The role will be varied and will adapt over time as the HHRP develops. The postholder is expected to fulfil the following key functions:

- 2.1. Operate independently and autonomously, and provide leadership to the HHRP PMO team to support the delivery of business case benefits and outcomes, championing the use of best practice project management standards and processes.
- 2.2. Develop the project management approach, governance, reporting and monitoring framework across HHRP in line with the Trust's strategic priorities and strategies, and ensuring alignment with NHP standards and national regulations.
- 2.3. Support the Programme Director in the development of the programme business case with input from specialists as necessary
- 2.4. Build a common set of project management tools (PIDs, project plans, and report templates), practices and principles for managing results driven projects.
- 2.5. Embed the system 'PMO Operating Model' into everyday practice.
- 2.6. Lead the PMO to improve the quality, consistency and oversight of projects and programmes, including identifying and mitigating key risks to delivery.
- 2.7. Ensure the PMO team delivers effective and high functioning programme management capabilities to drive delivery of defined and agreed priorities.

- 2.8. Effective deployment of programme management resources to target priority areas and the overriding requirements of the HHRP.
- 2.9. Identify interdependencies between projects and recommending actions to prioritise/revisit priorities to ensure delivery of best added value. This will entail working with highly complex data, facts and situations requiring analysis, interpretation and comparisons of a range of options and making decisions on the most appropriate approach.
- 2.10. Analyse and interpret a range of highly complex, sensitive or contentious information regarding projects. This will involve consideration of data and information from several sources that may be in conflict.
- 2.11. Provide and present highly complex, detailed and potentially sensitive information to key senior stakeholders, including Executive/Board level colleagues.
- 2.12. Work with Project Teams across HHRP to ensure that project documentation meets the necessary quality standards to support effective delivery.
- 2.13. Ensure all learning points from across the programme are captured and the learning and good practice is used to support ongoing delivery success.
- 2.14. Provide timely progress and exception reports on status of projects to the Programme Director and Senior Responsible Owner.
- 2.15. Lead on the design and implementation of the PMO reporting and governance process for the HHRP Board, including developing a robust risk management approach and benefits realisation capture tools.
- 2.16. Support the Programme Director to undertake regular project assessments, check-and-challenge sessions and audits of all programmes to support the necessary scale and pace of delivery, as well as identifying risks to delivery.
- 2.17. Establish change control processes to manage changes to scope, milestones or cost to ensure they are assessed and formally approved.
- 2.18. Develop and nurture relationships with regional and national NHSE teams working on the NHP and Programme and Project Management agenda to ensure that latest best practice is integrated into the delivery approach.

3. Project management, planning and change management

The post holder will:

- 3.1. Lead the delivery of key outputs within the project, ensuring that they achieve their objectives and are delivered to high quality standards, within target timescales and budget.
- 3.2. Develop project plans to include objectives and outcomes, project activity and progress, evaluation criteria, timescales, risks, issues and mitigating actions, and a human and financial resource plan for delivery.
- 3.3. Direct the planning and allocation of work and monitor work stream plans to ensure that they are delivered according to the agreed timetable, quality standards and budget.
- 3.4. Set targets and monitor project performance, ensuring quality assurance processes are met.
- 3.5. Develop and drive forward strategic plans for the introduction of new and changed processes within HHRP.
- 3.6. Adapt plans and priorities in line with national guidance for the New Hospital Programme (NHP), protocols and priorities, taking a keen interest in the political environment and the impact this has on HHRP.
- 3.7. Interpret data from various sources, including NHP guidance, to inform the development of project documentation.
- 3.8. Agree key performance indicators for the programme.
- 3.9. Support senior finance staff to ensure the programme is implemented within the implementation cost budget and resources identified, and proactively manage risk to achieve this.
- 3.10. Be able to interpret local and national guidance to the delivery of effective projects, including joining national networks for delivery where appropriate.
- 3.11. Work with members of the project team to investigate the causes of any variance from target/plan and proactively contribute to the implementation of solutions.
- 3.12. Ensure that changes within the programme are properly managed and the impact of any individual project change is related back to its impact upon the programme as a whole.
- 3.13. Ensure lessons learned from implementing changes are captured and disseminated across NWAFT.

- 3.14. Participate in relevant external working groups to provide project advice, expertise and support and sharing best practice across external organisations.

4. Financial and Physical Resources

The post holder will:

- 4.1. Set the programme and work stream budgets as part of the business planning cycle.
- 4.2. Budget holder for assigned function/team, budget setting with the Programme Director.
- 4.3. Be responsible for ensuring adherence to the budget, ongoing monitoring of expenditure against budget and ensuring the appropriate documentation is available for scrutiny.
- 4.4. Manage a devolved budget for own area of work to ensure best value for money, including signing off invoices, monitoring expenditure and providing budgetary reports.
- 4.5. Ensure that business plans are underpinned by detailed and robust financial plans through budget planning and negotiation of appropriate budgets.
- 4.6. Actively monitor expenditure against budget and address problems at an early stage.
- 4.7. Lead the commissioning and procurement of products, equipment, services, systems and facilities, as required for the delivery of the programme.
- 4.8. Making recommendations, providing advice and able to prepare strategic reports/briefings for the HHRP Board as required.
- 4.9. Operate within the financial levels of both Trust's standing financial instructions with the delegated authority on a case by case basis from the Programme Director.

5. Monitoring and reporting

The post holder will:

- 5.1. Provide regular reporting to the Programme SRO and the senior hospital leadership teams, meeting Trust corporate and programme governance requirements.

- 5.2. Maintain the programme overall plan including the critical path, tracking interdependencies and associated initiatives, as well as emerging initiatives which impact the delivery of the programme.
- 5.3. Advise the Programme Director and the wider Executive teams on whether the outputs and outcomes of projects will lead to the actual realisation of benefits.
- 5.4. Ensure that audits and surveys are undertaken as appropriate related to the delivery of the programme to support reporting of impact.
- 5.5. Ensure the securing of value for money, assuring relevant factors such as quality and governance, and establish approaches to track the use of resource and ensure benefits realisation.

6. People Management

The post holder will:

- 6.1. Provide management and leadership to a multidisciplinary team or teams, assigning responsibility for individual project outputs, providing day to day technical support and balancing the workloads of individual team members to achieve the programme objectives and targets.
- 6.2. Provide leadership and management support to the Programme Management Office team members in order to ensure appropriate covering of responsibilities and development of team skills.
- 6.3. Promote a high performing team culture within the Programme Management Office team, ensuring that all team members feel involved, engaged and respected, and are treated with compassion.
- 6.4. Directly line manage, motivate and develop Project Managers, Project Support Officers and Project Administrators as appropriate.
- 6.5. Complete appraisals, personal development and objective setting for direct reports and supporting staff development, including progressing any disciplinary or capability issues.
- 6.6. Where necessary support processes such as formal grievance and discipline.
- 6.7. Work in a matrix management style and foster close working relations with other managers within the Trust and ICB.

- 6.8. Recruit staff with the correct mix of skills to meet the needs of the programme.
- 6.9. Manage third parties (such as consultants/interims) to ensure deliverables are met in a timely manner and within budget.
- 6.10. Provide support to a range of individuals across the organisation from both clinical and non-clinical backgrounds at all levels of seniority including executive directors, providing advice and directing, counselling and motivating individuals in their delivery of programmes, and advising on individual performance in this area
- 6.11. Ensure that a professional service and image is maintained at all times.

7. Information Management

The post holder will:

- 7.1. Develop, implement, monitor and evaluate project/programme information management systems for the programme, ensuring they are fit for purpose and tailored to a range of audiences.
- 7.2. Work with members of the project team to develop, refine and implement project data collection systems that will provide accurate and timely data, including quantitative and qualitative data.
- 7.3. Contribute to the wider review and development of existing programme information management systems to ensure an integrated approach to project management.
- 7.4. Draft reports summarising status on issues, appraising outcomes, and provide progress reports for HHRP Board, and Trust Committee meetings.
- 7.5. Collate as required, qualitative and quantitative information and lead appropriate analysis to assist in the development of robust business cases.
- 7.6. Analyse, interpret and present data to highlight issues, risks and support decision making.

8. Research and Development

The post holder will:

- 8.1. Support the development of an innovation strategy including research and development to identify, develop and promote best practice.

- 8.2. Highlight, promote and report innovative approaches to service delivery, particularly their impact on services.
- 8.3. Test and review new concepts, models, methods, practices, products and equipment.
- 8.4. Plan, develop and evaluate methods and processes for gathering, analysing, interpreting and presenting data and information.
- 8.5. Regular horizon scanning of best practice and ways of working within the sector and within project management.
- 8.6. Provide summaries of recent publications to share with internal and external colleagues where relevant.

9. Leadership

The post holder will:

- 9.1. Acting as the lead advisor to the Programme Director on programme management and delivery.
- 9.2. Working closely and collaboratively with the leaders and leadership teams from across the system, including clinical leaders and wider partners.
- 9.3. Building strong relationships through excellent engagement and involvement to influence and drive delivery.
- 9.4. Providing leadership and expert advice in programme management and strategic oversight of programme delivery across the Programme and NWAFT

10. Key Working Relationships

Programme Director

- 10.1. Provide expert advice, counsel and recommendations on programme matters, to influence structural and organisational decisions and initiatives.

Executive

- 10.2. Develop strategic relationships and provide expert programme 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 and the Programme Director.

Operations Stakeholders/Workstream and Project Leads

- 10.3. Develop strong working relationships and provide expert programme advice to impact decisions, support initiatives, clarify accountability and communicate progress.
- 10.4. Act as a conduit for effectively collating and escalating programme risks and issues.

External

- 10.5. 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
- 10.6. In all the above cases, the Head of PMO will facilitate accurate and timely information on progress, achievements, risks, and issues.
- 10.7. This information will come in the form of written and oral, formal, and informal reports.
- 10.8. Establish professional networks and relationships to maintain currency, share ideas and learnings, and collaborate on common responses to project issues.

11. Corporate/General Responsibilities

- 11.1. 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.
- 11.2. To assist in identifying opportunities which add value to the Trust's activities.
- 11.3. 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.
- 11.4. Work with other Directors to ensure that service and facility planning meets national and international innovations and good practice.
- 11.5. Develop and maintain a highly motivated team, ensuring the organisation meets its statutory, service, and financial obligations.

12. Freedom to Act

- 12.1. 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.
- 12.2. 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.