

## Job Description and Person Specification

<b>Job Title</b>	<b>Director of Lean Transformation</b>
<b>Directorate</b>	<b>Improvement</b>
<b>Department/Team</b>	<b>NHS Improvement Consultancy</b>
<b>Location</b>	<b>Flexible – Leeds/London/Taunton/Manchester with options to be based on other sites</b>
<b>Grade</b>	<b>ESM, Grade 1</b>
<b>Reports to</b>	<b>Executive Director of Improvement</b>
<b>Contractual notes</b>	<b>Permanent</b>

### **Job Summary/ Purpose**

NHS Improvement is responsible for overseeing foundation trusts, NHS trusts and independent providers. We offer the support these providers need to give patients consistently safe, high quality, compassionate care within local health systems that are financially sustainable. By holding providers to account and, where necessary, intervening, we help the NHS to meet its short-term challenges and secure its future. NHS Improvement is the operational name for the organisation that brings together Monitor, NHS Trust Development Authority, Patient Safety, the National Reporting and Learning System, the Advancing Change team and the Intensive Support Teams.

The Director of lean transformation will work with the Head of Consultancy to develop a high profile programme of work to design, develop and implement an innovative offer of lean improvement consultancy services to the NHS. The post holder will work with senior stakeholders who have experience of implementing lean to inform the initial design of the new function. The Director will recruit a small team of lean consultants and establish key strategic and operational management processes and design and codify standard methodology.

When the NHS Improvement consultancy function is operational, the postholder will manage a small team of lean consultants who will work with a cohort of NHS trusts to deliver quality improvement using lean methodology and develop trust based sustainable lean capability. The programme of work will draw on recognised industry standards, models and methodologies.

The post-holder will have advanced knowledge of lean systems, behaviours and

techniques and significant experience of designing and implementing lean strategies for organisations, a strong understanding of project management, implementation and control and a proven track record of achieving challenging programmes within tight timescales.

The role requires experience of matrix working, leading a geographically diverse team and strong communication, stakeholder engagement and organisational skills.

There will be a significant requirement to travel in this role.

### **Key Accountabilities**

- Design the NHS Improvement lean offer to cohorts of trusts including the methodology for delivery; create job descriptions and recruit Lean Transformation Consultants to the team; secure appropriate approvals as relevant and liaise with the Executive Director of Improvement, Head of Consultancy and senior stakeholders internally and externally as required, to ensure that the new offer and the lean consultancy team's focus, capabilities and operating model meets the identified needs of the NHS
- Design and implement systems and processes to ensure the success and effectiveness of the lean consultants and lean programme e.g. resource management, programme reporting, including impact and benefits realisation
- Once operational, manage the design of a bespoke offer to a cohort of NHS trusts, based on agreed criteria and in liaison with senior staff in NHS Improvement and wider NHS colleagues.
- Responsible for the line management of a team of Lead Transformation Consultants including coaching and performance management, development and succession planning and being responsible for recruitment.
- Develop and maintain effective working relationships with Chief Executive Officer's, executives and non-executives in NHS trusts.
- Provide executive coaching to staff and project sponsors in NHS trusts
- Manage the delivery of NHS Improvement's lean programme in trusts, ensuring that the team's lean expertise is deployed to maximum effect and that learning is gathered and disseminated throughout the NHS
- Provide reports on the progress of implementing the lean programme, its impact and value, to NHS Improvement Head of Consultancy, Executive Director of Improvement and Board; Secretary of State and other key stakeholders as required
- Champion the Lean programme and approach with NHS colleagues and use specialist knowledge to provide information and expert advice in relation to the programme.

- Act independently and make clear recommendations in complex scenarios and support those recommendations credibly and with authority when challenged.
- Keep abreast of evolving strategy, policy and regulatory context in the NHS and within NHS Improvement, and maintain current knowledge with regard to new analytical techniques, industry best practice in lean improvement methodologies, programme management and associated quality improvement approaches, applying this knowledge to the assignments undertaken and work across NHS Improvement and the wider NHS where relevant
- Working with the Executive Director of Improvement and Head of Consultancy, contribute to the establishment of the NHS Improvement Lean Academy, a future focus for excellence in the application of lean techniques in healthcare, acting as the technical expert, drawing on experience gained in the UK and elsewhere.

## **Role Dimensions**

### **Key Relationships (External)**

- NHS Trusts and NHS foundation Trusts
- NHS England
- Relevant national and local policy leads
- Clinical Commissioning Groups
- Department of Health
- Other key national bodies (e.g. CQC; Health Education England; Public Health England)
- Local Authorities
- Patient/Public Bodies
- Improvement initiatives/networks, UK and beyond
- Academia

### **Key Relationships (Internal)**

- Executive Director of Improvement
- NHSI Head of consultancy
- NHSI Improvement directorate
- All directorates in NHSI
- IMAS and specialist consultant suppliers
- Relevant national and local policy leads

### **Numbers and type of staff managed**

3 x Lean Transformation Consultants

### **Budget managed**

Lean improvement programme budget circa £1,614 M

<b>Person specification</b>	<b>Essential</b>	<b>Desirable</b>
<b>Qualifications</b>	<p>Educated to masters level in relevant subject or equivalent level of experience in specialist area</p> <p>Qualification in lean improvement methodology or extensive experience of the application of lean in a range of contexts</p>	<p>Other improvement methodologies; Business administration; engineering, healthcare administration or related field.</p> <p>A coaching qualification</p> <p>Member of a relevant professional body</p>
<b>Experience &amp; Knowledge</b>	<p>High level knowledge and mature understanding of lean philosophy, techniques and approaches and associated thinking</p> <p>Significant experience of leading lean implementation and understanding of the strategic and management dimensions of lean implementation</p> <p>Significant experience of lean implementation in several organisational contexts over a period of years.</p> <p>Advanced leadership and change management experience</p> <p>Knowledge and experience of designing and implementing effective and relevant performance and impact measures and integrating these with</p>	

	<p>the daily work of trusts.</p> <p>Demonstrated experience of project and programme management techniques and tools</p> <p>Significant evidence of continued professional development</p> <p>Experience and/or understanding of the NHS and wider Health Economy</p> <p>Extensive experience of delivering presentations to large groups of stakeholders in often pressured and politically sensitive environments</p> <p>Experience of managing and prioritising a large budget</p> <p>Experience of creating a new team, of working in a context of ambiguity and motivating and inspiring staff to work together to achieve a common objective.</p>	
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<p><b>Skills, Abilities and Attributes</b></p>	<p>Ability to lead lean transformation at scale across a number of organisations</p> <p>Skilled at creating sustainable lean strategies and implementation plans, aligned to organisational strategy</p> <p>Experienced in implementing and deploying lean strategy within or across organisations to achieve quality and delivery improvements</p> <p>Demonstrated ability to work with Board and senior level executives across the NHS</p> <p>High level change management, communication, coaching, mentoring and motivating skills</p> <p>Proven skills in working to support change and to build consensus and cohesive long term relationships.</p> <p>Strong external</p>	<p>Experience of leading lean transformation across a number of healthcare organisations</p>

	<p>communications skills in a politically sensitive environment and experience in handling media</p> <p>A skilled influencer who is outcome focussed</p>	
<b>Other</b>	Ability to travel regularly	

