

Job Description and Person Specification

Job Title	Regional Productivity Lead
Directorate	Operational Productivity
Department/Team	Engagement and Implementation
Location	North / South / Midlands & East / London
Grade	AfC Band 8d/Monitor 2.1 indicative
Reports to	Head of Engagement and Benefit Monitoring
Contractual notes	1 WTE

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 purpose of the Operational Productivity Directorate is to facilitate and implement Lord Carter's recommendations and drive improvements in clinical quality and efficiency and increases in productivity in area including workforce, estates and facilities management, procurement and back-office.

The post holder will support the Regional Productivity Directors and the Delivery and Implementation Directors in identifying the trusts with the greatest improvement needs and develop and track plans for subject matter experts to support these trusts make improvements.

The post holder will be responsible for ensuring that:

- 1) Work programmes (agreed by the Regional Productivity Director and the Delivery and Implementation Directors) to improve operational productivity in trusts actions are implemented
- 2) The work of subject matter experts (e.g. procurement, estates and facilities, nursing and others) is planned and tracked effectively
- 3) Information about operational productivity metrics, benchmarks and good practice is disseminated through relevant channels to trusts and NHSI staff working in the

regions

- 4) Appropriate and proactive action is taken by staff in the regions to address areas of significant underperformance against benchmarks and good practice published on the model hospital
- 5) Benefits derived from trusts addressing unwarranted variation are tracked, counted and reported in a timely manner.

Key Accountabilities

Regional accountabilities

- Lead on the identification of target trusts by coordinating and arranging key metrics and data from the Model Hospital.
- With relevant subject matter experts based within the regions (e.g. procurement, estates and facilities, nursing and others) and the model hospital team, the post holder will support the Regional Productivity Directors and the Delivery and Implementation Directors in identifying the trusts with the greatest improvement needs and develop and track plans for subject matter experts to support these trusts make improvements.
- The post holder will lead the regional programme management office and liaise with senior officials both internally and externally, with trusts and other regulators.
- The post holder will need to address specific areas of underperformance with trusts senior officials and proactively advise corrective action to improve performance.
- Form strong relationships with the regional directorates in NHSI to support a matrix approach to achieving NHSI's objectives.
- Support the Regional Productivity Directors and lead on the management of and reporting of information to relevant internal stakeholders.
- Work with provider organisations to formulate long-term strategic plans and ensure that this development is congruent with national policy and ultimately instrumental to the achievements of the programme's aim to make £5bn savings nationally by 2020-2021.
- Support the implementation of service re-configuration plans across local health economies.
- Be responsible for sharing feedback from the regions with the Head of Engagement and Benefit Monitoring so that processes and ways of working can be refined.
- Supports assessment of 'use of resources' in Trusts as required.
- Deputise for the regional productivity director when necessary.

Corporate accountabilities

- Provide the Head of Engagement and Benefit Monitoring with information reflecting the above responsibilities in an agreed format.
- Lead and report on the extent to which trusts have implemented good practice and effectively.
- Lead and report on the delivery of benefits across all trusts by consolidating the findings of regional benefits tracking and compliance managers.
- Responsible for ensuring that trusts and NHSI staff working in regional teams are aware

of the latest information published via the model hospital.

- Responsible for the establishment of a programme of regular trust engagement with the objective of discussing emerging model hospital information and performance against existing model hospital metrics and good practice.
- Lead on the development of a suite of metrics and benchmarks that will be used nationally to measure and improve operational productivity across the Cater initiatives.
- Lead on the programme to establish trust level dashboards and any future more granular iterations.
- Promote interpretation of the metrics to ensure maximum provider engagement with the tools.
- Deputise for the Head of Engagement and Benefit Monitoring when necessary.

Team and people management

- Be responsible for mentoring, motivating and developing more junior team members to ensure that they are able to deliver their responsibilities and to help them realise their full potential.
- Regularly keep abreast of research and development to drive innovation and ensure NHS Trusts benefit from best practice initiatives.
- Support the Head of Engagement and Benefit Monitoring in working with NHS Improvement, NHSE and DH colleagues to ensure plans are in place that are consistent with local and national policies and strategies.
- Work with other programme implementation leads in Operational Productivity Directorate to share information, identify where existing work can be used or adapted and avoid duplication of work.
- Work with other programme leads in the Operational Productivity Directorate to develop appropriate short, medium to long term business strategy.
- Be a full and effective contributor to team meeting and other governance forums.
- Form strong relationships with other relevant teams within NHSI, DH and other ALBs.
- Demonstrate competencies relevant e.g contributes to the strategic planning of team projects, identifying interdependencies across projects/functions, potential impacts on wider organisation, resource requirements and building in contingency and adjustments as necessary and be a role model for the NHSI's values and behaviours.

Role Dimensions

Key Relationships (External)

- NHS Trusts and NHS Foundation Trusts
- Department of Health
- NHS England

Key Relationships (Internal)

- Accountable and reports to Head of Engagement and Benefit Monitoring.
- Will need to form strong relationships with colleagues within other teams in the

Operational Productivity Directorate.	
<ul style="list-style-type: none"> Will need to form strong relationships with the regions to make sure that matrix style working is successful. 	
Numbers and types of staff managed	
2 WTE	
Budget Managed	
Responsibility for monitoring and operating within the resources allocated to them by the Head of Engagement and Benefit Monitoring. These resources will include budgets for both pay and non pay.	
Person specification	
Qualifications	
<i>Essential</i>	<i>Desirable</i>
<ul style="list-style-type: none"> Educated to masters level or equivalent level of experience of working at a similar level in large and complex operational organisations or from knowledge acquired through experience in NHS 	<ul style="list-style-type: none"> Agile
Experience & Knowledge	
<i>Essential</i>	<i>Desirable</i>
<ul style="list-style-type: none"> Experience in the delivery of complex programmes, incorporating multiple inputs and stakeholders, management of fluctuating workflow and associated resource management Demonstrated expertise in Programme Management at a senior level and evidence of continued professional development in Programme Management Experience of leading and managing teams to be successful and motivated Experience of working with very senior stakeholders Experience of working with multiple organisations with sometimes opposing objectives to gain consensus Strong analytical skills and capability and evidence that these have been used to drive change Experience of working in public sector spending environment and in identifying efficiency opportunities using data Strong organisational skills with the ability to plan and prioritise own workload with competing priorities Proven management experience including significant experience of <ul style="list-style-type: none"> staff management at senior level Financial management and control Performance management 	<ul style="list-style-type: none"> Experience and understanding of the health economy Experience in NHS

<ul style="list-style-type: none"> • Evidence of leading complex service transformation • Proven experience of building partnerships and alliances with both internal and external stakeholders to the organisation • A track record of leading and delivering sustainable and measureable change coupled with the ability to engage others in delivering these results • Evidence of successful delivery of significant cost improvement programmes • Experience of working with multiple organisation with something opposing objectives to gain consensus • Strong analytical skills and capability and evidence that these have been used to drive change • Strong organisational skills with the ability to plan and prioritise own workload with competing priorities 	
Skills, Abilities and Attributes	
<i>Essential</i>	<i>Desirable</i>
<ul style="list-style-type: none"> • An excellent communicator, both in person and in writing, with the ability to present advice and information in a clear and logical way • Proven ability to influence audiences and hold difficult conversations with senior stakeholders • Advanced knowledge of efficiency techniques including benchmarking data • Good understanding of the Carter Report and priorities for NHS efficiency • Established relationship building and stakeholder management (Senior / Board Level) • Excellent leadership, influencing, motivational, negotiating and communication skills at all levels in particular with senior internal and external stakeholders. • Strong problem-solving skills • Ability to analyse highly complex issues where material is conflicting and drawn from multiple sources. • Demonstrated capability to act upon incomplete information, using experience to make inferences and decision making. • Ability to provide high quality reports and deliver within challenging deadlines. • Excellent analytical skills • Effective delegating skills • Ability to effectively plan, think strategically and 	

<p>analyse and resolve complex problems in a multi-disciplinary environment.</p> <ul style="list-style-type: none"> • Ability to work on own initiative and organise own workload with minimal supervision working to tight and often changing timescales • Ability to demonstrate a sound understanding of health and social care policy • Strong problem-solving skills • Balance of strategic and operational management • Ability to provide advice to sector on complex issues and behave as ambassador for the promotion of efficient and productive management of services in relation to high quality patient care • Ability to demonstrate delivery of significant organisation change in challenging environments that are consistent with organisational values • Advance knowledge of IT systems and computer literate • Excellent presentation skills and project management skills • Ability to provide high quality reports • Ability to effectively plan, think strategically and analyse and resolve complex problems in a multi-disciplinary environment • Ability to make decisions autonomously when required, often in the absence of complete information and working to tight deadline 	
Other	
<i>Essential</i>	
<ul style="list-style-type: none"> • Self-motivated and result driven • Ability to make decisions and manage emergency • A team player and able to work collaboratively • Committed to improving patient care and productivity 	