

Job Description and Person Specification

Job Title	Senior Delivery and Improvement Lead
Directorate	South Region
Department/Team	Delivery and Improvement Team
Location	Regionally Based
Grade	2.1 / Band 8d
Reports to	Head of Delivery and Improvement
Contractual notes	

Job Summary/Purpose

The Senior Delivery and Improvement Manager will operate as the primary relationship manager for a cohort of FTs and NHS Trusts. They will be the primary point of contact and support for these Trusts – providing advice, guidance and challenge to drive continuous improvement. The post holder will hold healthcare providers to account for delivery, and coordinate specialist advice in areas such as quality, finance, clinical quality, governance and workforce.

In addition to the relationship management role for the cohort of Trusts and FTs, the post holder will undertake a strategic role, leading on a specific priority for the team. This could include planning, performance, transactions, reconfiguration, efficiency or partnerships, depending on the needs of the providers.

Key Accountabilities

- Responsible for leading and managing the day-to-day relationships with allocated FTs and NHS Trusts.
- Act as the primary contact point with Chief Executives and Executive Directors for the portfolio of FT and NHS Trusts on general delivery and improvement matters, providing guidance and support.
- Ensure robust delivery of regulatory processes with early identification and escalation of actual or non-compliance with the conditions of the license for the Foundation Trusts within their portfolio.
- Ensure effective leadership and coherent strategic frameworks are in place to deliver specific portfolio topics and that agreed activities are effectively delivered.
- Responsible for developing deep knowledge of strategy, people, operations, financial and quality performance of FTs and NHS Trusts within their portfolio and the local health economy in which they operate.

- Responsible for producing high quality analysis, diagnosis and outputs to support the proposed regulatory and development approach to support informed decision making within the Regional Leadership Team and at NHSI Board.
- Represent the NHSI and its interests at national/public meetings/events as required, acting independently, decisively and effectively in sensitive and political situations. At times this involves delivering difficult messages and contentious information to high level audiences potentially in a hostile environment.
- Lead, in an integrated way, with all colleagues, the appropriate interventions to support provider organisations using designated leads and Subject Matter Experts.
- Develop business skills and infrastructure for all NHS providers to become successful sustainable business entities.
- Performance manage and support organisations that are failing to meet national standards to become successful entities, identifying where more support is needed and facilitating that support to improve the performance of local health systems.
- Responsible for identifying and acquiring additional information outside of the regular monitoring process to support the proposed regulatory approach, including the decision to launch an investigation. Secure alternative organisational form or models for trusts which are not viable in their own right.
- Support the implementation of service re-configuration plans across local health economies.
- Monitor progress against action plans and provide reports to the NHSI Regional Executive Team and giving feedback to Trust Executives to enable organisational development.
- Performance manage providers in their portfolio to ensure that national strategies, policies, standards and targets are implemented effectively and efficiently and continue to meet the terms of authorisation (FTs only).
- Working with NHSI and DH colleagues, ensure that plans are in place that are consistent with local and national policies and strategies.
- Develop organisations and workforce by ensuring effective contributions to the creation of capacity in the NHS system, the development of providers, stimulate and support service redesign and support the development of networks spanning organisations and health and social care.
- Work with provider organisations to ensure strategic development is congruent with national policy.
- Identify and spread best practice to create world class provision.

Operational

- Accountable for developing and delivering strategy, promoting innovation and supporting operational excellence in NHSI.
- Working with highly complex data, facts and situations requiring analysis, interpretations and comparisons on a range of options and making decisions on the most appropriate approach.

Financial and Physical Resources

- Accountability and sign off for all innovation projects and initiatives.
- Develop commissioning models that ensures value for money and promote excellence.
- Act in a way that is compliant with Standing Orders and Standing Financial Instructions in the discharge of this responsibility.
- Constantly strive for value for money and greater efficiency in the use of these budgets and to ensure that they operate in recurrent financial balance year on year.

Staff Management

- Transfers expertise and knowledge as appropriate, regarding innovation issues throughout the team and also externally to Directors and providers
- To forge positive working relationships, in order to support an effective matrix approach to achieve NHS objectives.
- To work in a matrix management style and to foster close working relationships with other managers within the organisation.
- To manage, motivate and develop staff within the team to ensure that they are able to deliver the new responsibilities of the NHSI.
- To recruit as necessary and performance manage a Service or Directorate that delivers a range of tasks within a matrix structure in a new and challenging environment.

Information Management

- Responsible for the development, management and maintenance of systems and frameworks across the organisation.
- Partners with the Information and Business Intelligence team to ensure that information management needs are met in order to enable effective education planning and monitoring of Quality.

Research and Development

- Develops an innovation strategy including research and development to identify, develop and promote best practice.
- Drawing from experience and expertise in other fields and industries, ensure NHSI benefits from recent innovations
- Highlight, promote and report innovative approaches relevant to the directorate

Planning and Organisation

- Accountable for developing and owning the operational strategy and working with the team to ensure that this is incorporated into the NHSI plan.
- Develops plan for the delivery of the role's responsibilities including identifying interdependencies, managing risks, modelling the potential impacts on the wider organisation, determining resource requirements and building in contingency where necessary.
- Contributes to the NHSI strategic planning process and delivery of priorities and manages consequential adjustments to activities responsible for as required.

Policy and Service Development

- Working collaboratively to develop a faculty of champions and leaders.
- Promote the adoption of innovative strategies and techniques.
- Responsible for proposing and drafting changes, implementation and interpretation to policies, guidelines and service level agreements (SLA's) which may impact.
- Proposes changes to own function and making recommendations Sector wide.

Role Dimensions

Key Relationships (External and Internal)

- The post holder will be required to build and maintain good working relationships with a broad range of external stakeholders on a range of business sensitive issues.
- Lead as the expert; integrating systems and managing effective working relationships with the appropriate stakeholders.
- Drive and challenge each key working relationship to innovate with drive reform

to achieve agreed objectives

- Provide and receive highly complex, sensitive and contentious information, including presenting information about projects and dependencies to a wide range of internal and external stakeholders in formal settings.
- Manage potentially aggressive and/or antagonistic situations with staff and stakeholders within change programmes for successful outcomes.
- Deal with complex and conflicting subject matter problems or in day to day work load in workshops, meetings, one on one communications and other events, comprising various parts of the business.
- Nurtures key relationships with senior and high profile individuals and responsible for the maintenance of networks.
- Link with managers and members of other initiatives to address inter-dependencies and ensure alignment.
- Employ effective communication, negotiation and influencing skills to enable an effective change management with stakeholders at all levels (including senior management) who may hold differing and contentious views.
- Represent NHS Improvement in sensitive and political situations, delivering difficult messages where required to high-level audiences.
- Effective stakeholder management across different departments and at all levels, maintaining relationships with key and high profile stakeholders, such as key strategic regional and national policy makers.
- Ensure optimum engagement, securing appropriate buy in, support and understanding

Numbers and types of staff managed

- Delivery and Improvement Manager

Budget Managed

Person Specification

Factors	Description	Essential	Desirable
Knowledge, Training and Experience	Educated to masters level or equivalent level of experience of working at a senior level in	√	

	<p>specialist area.</p> <p>Extensive knowledge of specialist areas, acquired through post graduate diploma or equivalent experience or training plus further specialist knowledge or experience to master's level equivalent</p> <p>Evidence of post qualifying and continuing professional development</p> <p>Must have an understanding of the background to and aims of current healthcare policy and appreciate the implications on this engagement</p> <p>Should have an appreciation of the relationship between other stakeholders</p> <p>Member of relevant professional body</p>	<p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p>	
Communication Skills	<p>Highly developed communication skills with the ability to communicate on highly complex matters and difficult situations</p> <p>Ability to provide and receive, convey and present highly complex, sensitive and/or contentious information to large groups, responding openly to questions to ensure full understanding and engagement</p> <p>Ability to communicate with clinical, academic and all levels of staff effectively</p>	<p>√</p> <p>√</p> <p>√</p>	
Analytical	<p>High level analytical skills and the ability to draw qualitative and quantitative data from a wide range of sources and present in a clear concise manner</p>	<p>√</p>	

	<p>Ability to analyse numerical and written data, assess options and draw appropriate conclusions</p> <p>High level critical thinking skills</p> <p>Ability to develop, maintain and monitor information systems to support innovation initiatives</p> <p>Demonstrates sound judgement in the absence of clear guidelines or precedent, seeking advice as necessary from more senior management when appropriate</p>	<p>√</p> <p>√</p> <p>√</p> <p>√</p>	
Planning Skills	Leadership, vision, strategic thinking and planning with highly developed political skills	√	
Management Skills	Ability to demonstrate a high level of expertise in providing senior leadership	√	
Physical Skills	Working knowledge of Microsoft Office with intermediate keyboard skills.	√	
Autonomy	<p>Ability to work on own initiative and organise workload, allocating work as necessary, working to tight and often changing deadlines.</p> <p>Ability to make decisions autonomously, when required, on difficult issues</p>	<p>√</p> <p>√</p>	
Equality and Diversity	Will consider the most effective way to promote equality of opportunity and good working relationships in employment and service delivery and has the ability to take actions which support and promote this agenda	√	
Financial and Physical Resources	Previously responsible for a budget, involved in budget setting and working knowledge of	√	

	financial processes		
Other	Determination, perseverance, and resilience	√	
	Flexibility, and the ability to handle a rapidly changing and ambiguous environment	√	