

DIRECTORATE OF THE CHIEF EXECUTIVE

JOB DESCRIPTION

POST	Director of Strategic Development
PAY BAND	Very Senior Manager
RESPONSIBLE TO	Chief Executive
ACCOUNTABLE TO	Chief Executive
BASE	To be agreed

ABOUT US

The Northern Lincolnshire and Goole (NLaG) NHS Foundation Trust is on an improvement journey with a strong focus on delivering quality care to our population of around 440,000 people. We provide a comprehensive range of secondary care services from 3 main centres, Grimsby, Goole and Scunthorpe as well as community services in North Lincolnshire.

We pride ourselves on being a friendly and caring place to work where we aim to combine our patient first approach with innovation and creativity against a backdrop of holistic team working, as encapsulated in our vision and values – Committed to Caring for you and Kindness, Courage, Respect.

ABOUT THE POST

As a non-voting member of the Trust's Board of Directors, this role will lead on the organisation's strategic development, the Humber Acute Services Review (HASR) and the development of major capital business cases for the Trust as informed by the NHS Long Term Plan. The core principles for the Director of Strategic Development (DSD) are to ensure that NLaG's clinical services:

- Provide high quality services and experience for patients
- Remain fit for purpose over time;
- Develop to meet the changing requirements of patients and commissioners;
- Meet or exceed the expectations of patients;
- Are sustainable, from a workforce, productivity, efficiency, and affordability perspective within the agreed resources.

As a core member of the Executive Team, the post holder will work with Board colleagues, and in a collaborative and constructive manner with Hull University Teaching Trust (HUTH), the four Humber CCGs, other stakeholders and the HCV Health Care Alliance (HCV HCA) as well as with a range of clinically led groups, all medical, nursing, midwifery and AHP staff within the Foundation Trust and non-clinical supporting/enabling functions, to ensure the benefits to patients and staff are realised. In addition to professional ability, an engaging, innovative and collaborative approach will be crucial in making this role a success.

The post reports to the Chief Executive Officer and will be responsible for providing high level management and co-ordination at the strategic levels. The post holder is accountable for leading and driving progress in identified areas of responsibility and within the parameters of established national and local priorities.

DUTIES AND RESPONSIBILITIES OF THE POST HOLDER

CORPORATE RESPONSIBILITIES

1. To be a non-voting member of the Trust's Board of Directors and Executive Team, and to carry a corporate responsibility for the Foundation Trust's performance.
2. To play a full and active role as a Board member and a member of the Executive Team, contributing actively to Board Assurance processes via its committees, corporate reports and Board intelligence, and to develop excellent working relationships with all Board members.
3. To drive the strategic development of the Trust's services in accordance with local health needs, business development, education and research priorities.
4. To be a role model for effective leadership in the Trust, driving a positive "can-do, patient first" culture and actively promoting kindness, respect, courage, participation in total team working and its contribution to delivering forward thinking healthcare services.
5. To ensure that all activity and service objectives are effectively met in compliance with the Trust's Standing Orders and SFIs, scheme of delegated authority and legislation.
6. Along with other Directors, to ensure all Trust policies and procedures are adhered to and where necessary direct changes to support the operation of the Trust.
7. To work with senior colleagues to proactively promote the Trust within the wider community, building sustainable relationships with key partners.
8. To brief the Council of Governors in any matters relating to the Trust or specific to the post holders portfolio.
9. To play a full and active role in the overall management of the Trust.
10. To adhere to the standards laid down in the NHS Code of Conduct for managers and, at all times, to act in a manner that reflects and promotes the values of the Trust.
11. To represent the Trust at regional, national, and international level.
12. To participate in the personal development review process.
13. To participate with the Director on-call Gold rota.
14. To support the statutory duties of the Chief Executive.
15. To be proactive in developing the reputation of the organisation, and participating in the delivery of safe, high quality sustainable services
16. To be responsible for the development and wellbeing of the strategy and planning team

STRATEGIC RESPONSIBILITIES

1. To be responsible for Trust strategy and strategic framework (including supporting strategies); this will also include the development of those strategies, their revision, implementation and dissemination to staff and stakeholders
2. With CEO and Medical Director, to act as Trust lead on the HASR, including close collaboration with HUTH, the four Humber CCGs, other stakeholders and the HCV Health Care Alliance (HCV

HCA). This will include playing a pivotal role in the development of the review, a leadership role in engagement with the public and staff, a leadership role in engagement with key stages of the process including Clinical Senate, Scrutiny committees, Gateway Review, possible public consultation, staff consultation. Subsequently, should the review be approved, to take the lead with Executive colleagues on its implementation.

3. To lead in developing Place based models in the two key catchment areas of the Trust - this will include close collaboration with the Executive colleagues in the Trust and with partners across North Lincolnshire (NL) and North East Lincolnshire CCG's.
4. To support the CEO in ensuring the Trust plays a full role in the development of the HCV Integrated Care System and Place based integrated care partnerships.
5. To be responsible for developing major business cases for the Trust through to Treasury approval, including capital already nominally allocated under Wave 4, and in collaboration with HUTH, the development of business cases of major capital investment across the Humber associated with the HASR (up to approx. £400m).
6. To develop and manage a Major Capital Projects team for the Trust. This may involve some shared posts with HUTH and also linked management with other Executive Directors for certain posts, eg finance, workforce planning, information.
7. To be the Executive lead for the Trust's capital programme, collaborating closely for relevant sub-programmes with key Executive Directors, including the Director of Estates and Facilities, Director of Finance, Medical Director and Chief Information Officer.
8. To be the Trust lead on all tenders for new business, ensuring proper processes are in place for the Trust to decide whether or not to tender for new or replacement work, and ensuring the highest standard of tender is submitted when the Trust does decide to bid.
9. With the Chief Operating Officer, Medical Director and Chief Nurse, to take the lead on large scale transformation projects across the Trust, HUTH and HCV HCA.

LEADERSHIP AND ADVICE

1. To be a transformational leader – one who can drive a step change in the Trust's approach to the reconfiguration of clinical services.
2. To be a visible champion and high-profile leader across the HCV HCA and within regional forums, ensuring the Trust is aware of and adopting proven innovations as well as adding to these for regional partners.
3. To inspire confidence and ambition amongst the health and care workforce in their appetite to innovate and adopt best practice based on clear benefits for patients and staff that are reinforced through effective feedback and continuous improvement approaches.
4. To ensure our systems (corporate and clinical) function effectively within the available resource.
5. To provide effective leadership and support to the teams responsible for delivery within the remit of the Director's portfolio.
6. To ensure a programme of development and improvement is available for staff to increase their knowledge, experience and competence in developing leaders for the future.

COMMUNICATIONS AND RELATIONSHIPS

1. To establish positive partnerships with organisations that can further our aims, both from within and outside the NHS.
2. To communicate and collaborate in a way that engages people in the clinical transformation we need to achieve and which is in line with our Trust values.

There may also be a requirement to undertake other similar duties as part of this post in order to provide a quality service. These will be consistent with the level of responsibilities outlined above.

This job description may be reviewed from time to time in light of developments and may be amended in consultation with the post holder.

Personal Responsibilities

Whilst the Trust recognises that specific responsibilities fall upon management, it is also the duty of all employees to accept personal responsibility for the practical application of the general policies and procedures of the Trust. You should familiarise yourself with them, and ensure that you understand and adhere them.

You should, in particular, bear in mind the Trust's policies on Health and Safety, Fire Procedures and Equal Opportunities. These are available on the Human Resources section of the Intranet.

This job description is not intended to be an exhaustive or exclusive list of duties but is intended to provide an indication of the range of duties that may be undertaken. The postholder will be required to undertake various other duties that are implicit in the smooth running of the services and in accordance with service developments working on own initiative.

Northern Lincolnshire and Goole NHS Foundation Trust reserves the right to modify the job description (in accordance with the grade of the post) and any modifications will be made by mutual consent wherever possible.

The post holder will be subject to a system of Performance Review and Career Development. An individual development plan will be agreed to assist the post holder's personal growth to the benefit of the individual and the Organisation as part of the post holder's annual appraisal.

OUR VALUES



Our values have been created in partnership with our most valuable asset – our employees. Our values set out a clear statement of our purpose and ambition which is to provide the very best in patient care, all of the time. We recognise that without the shared values driven responsibility that each and every person in our teams have, we could not provide excellent services to the patients that we care for. Crucially we recognise that looking towards the future, we must continue to create a culture that enables and drives our collective values and behaviours as an absolute fundamental foundation for both our staff and the patients that we serve.

ADDITIONAL INFORMATION PERTINENT TO ALL STAFF

Health and safety - Healthcare associated infection

Healthcare workers have an overriding duty of care to patients and are expected to comply fully with best practice standards. You have a responsibility to comply with Trust policies for personal and patient safety and for prevention of healthcare-associated infection (HCAI); this includes a requirement for rigorous and consistent compliance with Trust policies for hand hygiene including the 'bare below the elbows' approach, use of personal protective equipment and safe disposal of sharps. Knowledge, skills and behaviour in the workplace should reflect this; at annual appraisal you will be asked about the application of practical measures known to be effective in reducing HCAI. The Trust has the responsibility of ensuring that adequate resources are available for you to discharge your responsibilities.

Safeguarding

The Trust has in place both a Safeguarding Children Policy and a Safeguarding Adults Policy in line with national legislation.

The Safeguarding Policies place a duty upon every employee who has contact with children, families and adults in their everyday work to safeguard and promote their welfare. In the event that you have concerns

about possible harm to any child or adult you should seek advice and support from the Trust Safeguarding team or in their absence contact your line manager or your Assistant Divisional Director. Out of hours contact should be made with the on-call manager through switchboard.

The Trust has nominated Safeguarding Leads who act as contact points for support and advice if concerns are raised about a child or adults welfare. These individuals can be reached through switchboard during office hours by asking for the Named Professionals for Safeguarding Children or Adults respectively.

The policies and procedures described below are located on the intranet and internet site and you should ensure you are aware of, understand and comply with these. In addition the Trust will publicise and raise awareness of its arrangements and provide appropriate resources and training.

Confidentiality

All information, both written and computer based, relating to patients' diagnosis and treatment, and the personal details of staff and patients, is strictly confidential. The Northern Lincolnshire and Goole NHS Foundation Trust and its employees have a binding legal obligation not to disclose such information to any unauthorised person(s). this duty of confidence is given legal effect by reference to the Data Protection Act 1998 and the 'right to privacy' under the Human Rights Act 1998. It applies to any information which is processed by the Trust (i.e. stored, retained, maintained as a record, amended or utilised for the Trust's purposes as an NHS Hospital), from which a living person is capable of being identified. Individuals must observe a 'need to know' principle. No member of staff may seek out any information that they do not need to undertake their duties. This applies to clinical or other personal information of any third party.

Equality impact assessment

The Foundation Trust aims to design and implement services, policies and measures that meet the diverse needs of our service, population and workforce, ensuring that none are placed at a disadvantage over others. We therefore aim to ensure that in both employment and the delivery of services no individual is discriminated against by reason of their gender, gender reassignment, race, disability, age, sexual orientation, religion or religious/philosophical belief, marital status or civil partnership.

DIRECTORATE OF THE CHIEF EXECUTIVE

PERSON SPECIFICATION

POST TITLE: Director of Strategic Development

ATTRIBUTES	ESSENTIAL	DESIRABLE	HOW IDENTIFIED
Physical	<ul style="list-style-type: none"> The ability to travel between the Trust sites and across the HCV HCP where services are delivered or other activities take place. 		
Further Education & Professional/Statutory Qualifications	<ul style="list-style-type: none"> Educated to Master's degree or equivalent professional level experience 	<ul style="list-style-type: none"> Member of a relevant professional body. 	Application / Interview/ Assessment
Experience Required	<ul style="list-style-type: none"> Demonstrable, relevant experience of a senior role in a complex health care organisation or system Demonstrable experience of contract negotiation and contract management A demonstrable ability to design, lead and achieve rapid change, development of organisational-wide strategies Sound understanding of the current NHS environment, the healthcare market and their impact upon the acute trusts with NLAG's characteristics. Experience of leading and delivering large scale change management projects Demonstrable experience of large scale capital development 	<ul style="list-style-type: none"> Experience of bid preparation in response to Invitations to Tender Experience of marketing healthcare services to both patients and commissioners. Experience of utilising consumer research to adapt, reconfigure and modify services and/or products whilst achieving organisational objectives Experience of commissioning major service developments, including the introduction of new service lines. Experience of large scale change management across organisations Experience of business case development to NHSI/E standards in accordance with HM 	Application / Interview/ Assessment
Specialist Knowledge	<ul style="list-style-type: none"> Experience of multi-agency planning and service delivery and project management 	<ul style="list-style-type: none"> Experience of a research and development approach to clinical and non-clinical issues and use of audit-based evaluation 	Application / Interview/ Assessment

ATTRIBUTES	ESSENTIAL	DESIRABLE	HOW IDENTIFIED
	<ul style="list-style-type: none"> Governance involving multiple disciplinary partners/professions Analytical skills, literacy and numeracy and an ability to use information Demonstrable negotiating, influencing, motivational and persuasion skills 	techniques	
Disposition/Attitude	<ul style="list-style-type: none"> Effective, credible leader, and team player ensuring full transparency within the team, so team members are able to meet and deliver priorities set and agreed by Trust Board High level of skills and experience working with clinicians Patience, tact and diplomacy, credibility with clinical and managerial colleagues both within the Trust and within primary care/other sectors. Experience of working successfully and achieving deadlines/objectives whilst under pressure of time and resources Ability to deal with uncertainty and ambiguity and to influence team members in the contemporary NHS environment Ability to work with people with a variety 		Interview
Other Factors	<ul style="list-style-type: none"> Commitment to personal, professional and managerial development of self and others 		Interview

Kindness · Courage · Respect