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| **JOB DESCRIPTION AND PERSON SPECIFICATION FOR** | **Business Change and Benefits Manager** |
| **AGENDA FOR CHANGE BAND** | 8b |
| **HOURS AND DURATION** | As specified in the job advertisement and the Contract of Employment |
| **AGENDA FOR CHANGE REFERENCE NUMBER** | (reference No) |
| **DBS LEVEL** | None Required |
| **REPORTS TO** | LLR ShCR Programme Manager |
| **ACCOUNTABLE TO** | LLR ShCR Programme Manager |
| **LOCATION** | The post holder will initially be based at the location specified in the job advertisement and the Contract of Employment. However, the Trust reserves the right, with consultation, to relocate post holders to any base within the Trust in line with service requirements. |
| **JOB SUMMARY** | |
| The Business Change and Benefits Manager will:   1. Lead the business change and benefits management for the LLR ShCR which consists of multiple, complex and interconnected projects across UHL, LPT, Primary Care, EMAS, DHU, 3 x Local Authorities, Community Pharmacy, Care Homes and Hospice care. 2. Have specialist knowledge of ICS organisation service provisions and their interconnectivity of MDT working across organisations. 3. This role is to be responsible for co-ordinating a programme of activities and resources comprising of research and discovery, delivery projects, change activities and embedding new skills and ways of working in coordination with the service. 4. Communicating highly complex information to a range of stakeholders including the public, tailoring the content to stakeholders with a high level of interpersonal and communication skills, particularly with emotive or contentious subjects. 5. Facilitate ICS partner services in the establishment of IT driven process change plans and accompanying benefits frameworks advising key stakeholders on the activities/changes required to drive benefits. 6. Identification, quantification, analysis, planning, tracking, realisation and optimisation of planned and emergent benefits. 7. Articulating to partners and stakeholders the strategy for the LLR Shared Care Record across the ICS, supporting the ICS IM&T senior responsible officer and LLR ShCR Programme Manager in embedding the vision for digital enablement. 8. Work closely with the Interweave partnership (6 ICS regions) and suppliers to assist in product development and design. Ensure consistent product embedding and continued benefits realisation, sharing learning with partners. 9. Collecting, processing and interpreting raw qualitative and quantitative data, to identify trends and correlations to influence strategy and operations and the ability to communicate insights effectively to technical and non technical stakeholders. 10. To develop and manage the business change of the LLR ShCR with supporting training and change functions to the localised services, co-ordinating the service delivered by the specialist teams as well as external suppliers. 11. Ensure that embedding and exploitation for benefits realisation activities take place after the Shared care record is in place.   Support localised project staff to ensure that their skills are efficiently used and that the LLR ShCR is embedded in BAU. | |

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| **MAIN DUTIES AND RESPONSIBILITIES:** |
| Key responsibilities will include:   * Accountable for establishing the approach and guidance for organisational change management for the LLR ShCR programme and ensuring this is implemented. * Planning and delivering specific change activities, including localised training activities. * Identifying risks and issues that relate specifically to the ability of the organisation to adopt changed ways of working. * Ensure that programme changes are valid and relevant to the service and that they are ready to adopt the changes. * Ensure that appropriate reporting and governance is maintained in relation to business change and benefits. * Engage key stakeholders with highly effective communication and negotiation techniques. * End user research experience studies and system design to meet the needs of ICS organisations and key LLR strategic priorities alongside the Interweave Partnership**.**   **Planning & Organising**   * Planning and monitoring all benefits realisation for the programme. * Keep patient interest at the centre of all planned activities. * Ensure transition is planned and will align with the required benefits realisation. * Forecasting service enablement and product development aligned to high level benefits release and ICS strategic priorities.   **Business Change**   * Service workflow research and development, responsible for coordinating and implementing surveys, audits and workshops to identify areas of dysfunction and patient experience across multiple organisations. * Business intelligence to define current state and facilitate discussions and advise colleagues as to how best practice might be adopted in the future target operating model. * Document processes and decisions as they are agreed and oversee their delivery. * Provide sufficient and appropriate operational resources to support business change design, ensuring that benefits are realistic for the organisation to achieve. * Responsible for the management of the LLR ShCR training function across all ICS organisations. Including resources, materials, delivery, embedding and redesign according to product development. Tailoring as required for multidisciplinary training and liaising with organisations and services for delivery. * To provide challenge to project groups on benefits plan acting as a catalyst for change, ensuring that solutions and outcomes are based upon recognised best practice and innovation * To be responsible for the design of business change, delivering streams of work by identifying resources from localised project teams, including training needs. * Ensure operational functions are adequately prepared and ready for change. * Operate intelligently in a highly political and sensitive environment. * Ensure that changes are implemented into operational areas and maintained into BAU. * Identify potential barriers to change or success and through engagement, negotiation and influence remove issues before the programme is impacted or escalate to appropriate level. * Capture learning throughout tranches and ensure new knowledge is shared. * Responsible for training and support team workload and allocation.   **Benefits**   * Developing and communicate effective approaches to benefits realisation * The benefits and dis-benefits of the programme are documented, tracked and managed. * Capture benefits baseline and manage measuring the benefits to ensure effectiveness of implementation. * Manage benefits map and benefits profile, update them as necessary to ensure benefits and dis-benefits are captured, monitored and measurable. * Ensure stakeholders are engaged and that there is two-way communication about the outcomes of benefit. * Focus assurance on the risks affecting outcomes of benefit overtime. * Ensure outcomes of benefit are embedded in line with intermediate landing points. * Ensure benefits are realistic for the organisation to achieve.   **Policy & Service Development**   * Contributes to and ensures compliance with corporate policies across multiple LLR ICS organisations. * Ensures all onboarding services are compliant with IG requirements including Information Sharing Agreements, Data Processing Agreements, Data privacy Impact Assessments and Privacy Notices and the core documents are updated and reviewed periodically with organisational IG leads. * Assist in updates to localised standard operating procedures |
| **COMMUNICATION AND WORKING RELATIONSHIPS** |
| * To act as a point of escalation for localised service project managers * Highlight business change risks, ensuring mitigating action is taken or escalated appropriately. * Translating best practice into usable implementation guidance to a wide range of internal and external stakeholders. * Engage key stakeholders in the implementation of LLR ShCR into services. * Liaise with the Technical lead to ensure that technical plans are in place in order to enable the identified change. * Work closely with IG leads to ensure that businesses changes introduced are in accordance with Privacy and Information Governance requirements. * To act as lead business change and benefits representative for the programme boards and provide updates on progress. * Support the programme manager in providing decision ready information for governance boards. * Provide sufficient and appropriate operational resources to the programme for knowledge, learning and information for knowledge sharing and reflection. * Regularly soliciting feedback from internal and external stakeholders. * Assist communications lead in creation of public facing communication materials. * Requirement of sitting for long periods due to the nature of meetings and calls via MS Teams and working on IT devices. * Requirement of prolonged concentration when analysing data or testing new developments. Requirement to use Visual display unit equipment continuously on most days. * Occasional exposure to distressing or emotional circumstances when establishing end user requirements, speaking to the public, working on reducing serious incidents or risks.   Establish and maintain collaborative working relationships with:   * ICS colleagues, Senior Managers and wider colleagues * Local system stakeholders including healthcare providers and local authorities * Interweave Partnership (6 ICS regions) * NHSE and connected collaboration groups * Other Clinical Commissioning Groups; NHS England / Improvement; Commissioning Support Unit * Governing Body Members (clinical, managerial and lay) * Executive Team * GP Portfolio leads * Primary Care Network Clinical Directors * Member GP practices and other practice staff * STP / ICS stakeholders including Health and Wellbeing Board members * Patients, carers and communities * Local professional committees (LMC, LPC, LOC, LDC) * Voluntary Groups * Other local and national organisations as required, including Regulatory Bodies. |
| **ENVIRONMENTAL FACTORS**   1. Physical Effort   1.1 Requirement of sitting for long periods due to the nature of meetings and calls via MS Teams and working on IT devices. Requirement to use Visual display unit equipment continuously on most days.   1. Mental Effort   2.1 Requirement of prolonged concentration when analysing data or testing new developments.   1. Emotional Effort   3.1 Occasional exposure to distressing or emotional circumstances when establishing end user requirements, speaking to the public, working on reducing serious incidents or risks.   1. Working Conditions    1. Home based working, ensuring working location is DSE compliant.    2. Occasional location based work, with variance of conditions. |
| The job description is not exhaustive and will be reviewed in the light of changing needs and organisational development. Any changes will be discussed with the post holder who may be required to carry out the duties appropriate to the grade and scope of the post. |

**OUR LEADERSHIP BEHAVIOURS: IT STARTS WITH ME**

Our leadership behaviours framework set the standards of expectation we aspire to in our daily work. Meeting these standards and developing the capability to exceed them, will not only ensure that we continue to improve and respond flexibly to changing needs as an organisation, but will also help our staff to fulfil their potential, both in terms of personal achievement and career advancement.

The behaviours we expect to see at LPT are:



## ADDITIONAL INFORMATION

## The NHS is in a period of continuing change due to developments and rationalisation of services. This will lead to a modification of structures and job descriptions. The post holder will be expected to co-operate with changes, subject to consultation, at any time throughout the duration of their contract.

## MOBILITY

## The person specification for the role will detail the mobility requirements of the post.

## However, employees may be required to work at any of the other sites within the organisation subject to consultation.

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| POLICIES AND PROCEDURES All staff should comply with the Trust’s Policies and Procedures. It is the employee’s responsibility to ensure that they are aware of the relevant Policies and Procedures for their area of work. Key Policies and Procedures will be explained as part of local induction arrangements |
| **SAFEGUARDING CHILDREN AND ADULTS**  The Trust takes the issues of Safeguarding Children and Adults, and addressing domestic violence very seriously. All employees have a responsibility to support the Trust in its duties by adhering to all relevant national and local policies, procedures, practice guidance and professional codes; promptly reporting any concerns to the appropriate authority in line with safeguarding policy and guidance; attending mandatory training on Safeguarding children and adults; being familiar with individual and the Trust’s requirements under relevant legislation. |
| **MENTAL CAPACITY ACT**  All clinical staff will be aware of their responsibilities under the Mental capacity Act and will ensure that assessment for Deprivation of Liberty Safeguards is in place for any patient that is deemed to lack capacity to consent to their care and treatment. |
| **MAKING EVERY CONTACT COUNT** All staff are positively encouraged to contribute to improving health for themselves, their patients, service users and colleagues. This happens when, in everyday contact, the opportunity is taken to raise the subject of choosing better health by stopping smoking, reducing alcohol intake, eating more healthily and becoming more active. The Trust’s Making Every Contact Count programme has further information. |
| **HEALTH AND SAFETY**  It is the duty of all employees of the Trust to ensure that a safe working environment and safe working practices are maintained at all times. Any specific duties you are required to fulfil as part of the job you are employed to undertake will be detailed as part of your job description.  All employees must comply with the duties imposed on them by the Health and Safety at Work Act 1974, i.e.   * To take responsibility for the Health and Safety of themselves and of other persons who may be affected by their acts or omissions at work. * To co-operate with their employer as far as is necessary to meet the requirement of the legislation. * Not to intentionally or recklessly interfere with or misuse anything provided in the interest of health and safety or welfare   These duties apply to all staff whenever and wherever they are engaged on Trust business. |
| DATA PROTECTION In line with national legislation, and the Trust’s policies, you must process all personal data fairly and lawfully and in a transparent way, for the specific, explicit and legitimate purpose(s) it was obtained and not disclosed in any way incompatible with such purpose(s) or to any unauthorised persons or organisations, unless a lawful exemption applies.  The post holder must be familiar with and comply with the all Trust Policies on Data Protection, Confidentiality and Information Security and requests for personal information.  The post holder must be familiar with and comply with the General Data Protection Regulation and Data Protection Act 2018.  Personal Data must be:   * Processed lawfully, fairly and in a transparent manner * Collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes * Adequate, relevant and limited to what is necessary * Accurate and where necessary, kept up-to-date * Kept in a form which permits identification of data subjects for no longer that is necessary for the purposes which it is processed * Processed in manner that ensures appropriate security, including protection against unauthorised or unlawful processing and accidental loss, destruction or damage |
| **CONFIDENTIALITY**  The Trust attaches the greatest importance to patient confidentiality and to the confidentiality of personal health data, personal data and other data held and processed by the Trust.  All data should be treated as confidential and should only be disclosed on a need-to-know basis.  Some data may be especially sensitive and is the subject of a specific organisation policy, including information relating to the diagnosis, treatment and/or care of patients and service users, as well as individual staff records.  Under no circumstances should any data be divulged or passed on to any third party who is not specifically authorised to receive such data.  In addition, staff must not access personal information unless authorised to do so as part of their role.  Due to the importance that the organisation attaches to confidentiality, disciplinary action will be considered for any breach of confidentiality.  All members of staff are expected to comply with national legislation and local policy in respect of confidentiality and data protection.  With the increased use of information technology and e-communications, staff should also be aware that safe guards are in place to protect the privacy of individuals when using these mechanism, both inside and outside of work. This includes the use of social media i.e. Facebook, Twitter, Snapchat etc. Where privacy is breached disciplinary action will be considered.  All employees should be mindful of the seven Caldicott principles when dealing with person identifiable information.   1. Justify the purposes of using confidential information 2. Only use it when absolutely necessary 3. Use the minimum that is required 4. Access should be on a strict need to know basis 5. Everyone must understand his or her responsibilities 6. Understand and comply with the law 7. The duty to share information can be as important as the duty to protect patient confidentiality   If there is any doubt whether or not someone has legitimate access to information, always check before you disclose. |
| EQUALITY AND DIVERSITY We aim to design and provide services and employment practices that meet the diverse needs of our service users and staff, ensuring that none are placed at a disadvantage over others. You will be expected to take into account the provisions of the Equality Act 2010 to advancing equal opportunity. You must to act in your role to ensure that no one receives less favourable treatment due to their protected characteristics i.e. age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (gender) or sexual orientation.  In carrying out its functions, you must have due regard to the different needs of different protected equality groups in their area. |
| **INFECTION CONTROL**  All employees have a responsibility to protect from infection themselves and other people, whether they be patients, other staff or visitors, as well as making all reasonable effort to reduce or prevent the risk of infection in their working environment. All staff have a duty to make themselves familiar with and comply with Infection Prevention and Control Policies and Procedures, carry out duties required by legislation such as the Health and social care Act 2008 (updated 2015) (and subsequent legislation), and to attend mandatory training relating to infection prevention and control. |
| **COUNTER FRAUD**  Staff are expected to report any incidences of potential fraud to the Counter Fraud Helpline on 0800 028 40 60. |
| SMOKING AT WORK The Trust has a “Smoke Free Policy”, which applies to:   * All persons present in or on any of the Trust grounds and premises * All persons travelling in Trust owned vehicles (including lease cars) whilst on official business. * Privately owned vehicles parked on Trust grounds or when transporting Service Users, Visitors on official Trust business. * When wearing an NHS uniform. |
| **ELECTRONIC ROSTERING**  ‘Our Electronic Rostering system is key to ensuring staff are in the right place with the right skills at the right time, to ensure we carry out this responsibility effectively; all LPT staff must adhere to the rostering standards and guidelines set out in the Electronic Rostering Policy, pertaining to their role’. |

| **Person Specification**  **Selection Criteria**: | **3. Essential/**  **Minimum**  **1. Desirable** | **Stage measured at. You must demonstrate the required criteria at all stages indicated** | | | |
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| **Appli-cation form** | **Intervi-ew** | **Test** | **Prese-ntation** |
| Demonstrates a commitment to the Trust’s Values **1.1** Compassion  **1.2** Trust  **1.3** Respect  **1.4** Integrity | 3  3  3  3 |  | x  x  x  x |  |  |
| **Qualifications (Equivalent qualifications will be considered where their equivalency can be demonstrated)**  **2.1** Educated to Masters level in relevant subject or equivalent level of experience of working at a similar level in specialist area.  **2.2** Evidence of Professional Qualification, e.g. PRINCE2, Agile PM. Benefits realisation  **2.3** Have a high degree of IT content or equivalent skills or experience in NHS IM&T  **2.4** Evidence of data collection, analysis and communication experience.  **2.5** Further specialist qualification or significant experience in specialist area such as business change, benefits management, project management.  **2.6** Management Benefits Practitioner  **2.7** Software MSc | 3  3  3  3  1  1  1 | X  X  X  X  X  X  x |  |  |  |
| Knowledge and Skills **3.1** Knowledge of Shared Care Record projects within Health and Care so that shared learning can be used to shape a successful project.  **3.2** Understanding of Connecting Care Record capabilities, and evolving data and interoperability standards and tools to support product development and adoption.  **3.3** Have specialist knowledge of ICS organisation service provisions and their interconnectivity of MDT working across organisations.  **3.4** Lead on business intelligence and business change within a health or care environment.  **3.5** Experience of managing large scale, highly complex, highly sensitive and contentious business change projects.  **3.6** Significant experience in partnership working with senior stakeholders within a project or programme.  **3.7** Application of Risk Management within an IT environment in relation to business change and benefits.  **3.8** Comprehensive knowledge of project management principles, techniques and tools such as PRINCE2, Microsoft Project, Visio  **3.9** Experience working within a political environment including experience of working on the public sector.  **3.10** Large scale IM&T business change or implementation across multi-site or multi-organisation.  **3.11** Benefits mapping, tracking and realisation.  **3.12** At least 2 years’ experience with working with other local agencies eg LLR, GEM, LHIS and Social Services  **3.13** Knowledge of NHS ICS organisation and Trust processes, policies and stakeholders (such as Internal Audit, HR and IG).  **3.14** Experience of Information Governance policies and assurance documentation  **3.15** Experience of working in an operational health or care environment  **3.16** Experience of working in one or more ICS organisation.  **3.17** Understanding of Confidentiality & Data Protection Act | 3  3  3  3  3  3  3  3  3  3  3  3  3  3  1  1  1 | X  X  X  X  X  X  X  X  X  X  X  X  X  X  X  X  X | X  X  X  X  X  X  X  X  X  X  X  X  X  X  X  X  X |  | X  X |
| **Experience (both work and ‘life’ related)**  **4.1** Should have an appreciation and/or experience of the relationships between the local ICS partners  **4.2** Application of user experience and user centred design techniques to support adoption and benefits achievable.  **4.3** The ability to concentrate in a busy environment, decision making and facilitation skills of the highest order.  **4.4** Highly developed analytical skills including the ability to interrogate quantitative and qualitative data sources.  **4.5** Must have an excellent knowledge of change management techniques through practical application.  **4.6** Able to prioritise competing demands amongst a rapidly changing agenda.  **4.7** Ability to exercise good judgement, maintain discretion and use initiative  **4.8** Must have an excellent knowledge of the Health and/or Care Service including clinical portfolio of products and systems.  **4.9** Able to work with and engage a range of stakeholders in varied settings and able to adapt their content, delivery and style to the audience.  **4.10** Demonstrated evidence of planning and delivering business change implementations on time  **4.11** Experience of successfully engaging with clinicians/care staff and identifying their needs.  **4.12** Excellent Communicator with good presentation skills  **4.13** Problem solving capabilities of a high order as this role will have to deal with multiple project resource allocations and contentious influencing issues.  **4.14** Advanced keyboard skills and IT application use. Highly experienced in MS Team and connected applications, Microsoft office specialist and online workshop facilitation experience. | 3  3  3  3  3  3  3  3  3  3  3  3  3  3 | X  X  X  X  X  X  X  X  X  X  X  X  X  X | X  X  X  X  X  X  X  X  X  X  X  X  X  X |  | X  X  X |
| **Personal Attributes**  **5.1** Ability to identify risks, anticipate issues and create solutions in either project or service delivery.  **5.2** Ability to understand a range of complex information quickly and make decisions, particularly where opinions are divided or where there is no obvious solution.  **5.3** Strong stakeholder engagement and relationship management skills.  **5.4** Ability to maintain positive relationships with Senior stakeholders at Director level.  **5.5** Ability to use informed persuasion to influence others.  **5.6** Works well with others, learns from the contribution of others.  **5.7** Build strong working relationships across the organisation and with external stakeholders.  **5.8** Commitment to equality of opportunity, focussed on removing barriers to full participation.  **5.9** Fosters good working relationships and values diversity and difference.  **5.10** Understands the importance of diversity and inclusion in delivering our role in the health and care system | 3  3  3  3  3  3  3  3  3  3  3 | X  X  X  X  X  X  X  X  X  X  X | X  X  X  X  X  X  X  X  X  X  X |  |  |
| Standard Requirements Commitment to Equality & Valuing Diversity Principles  Understanding of Confidentiality & Data Protection  Understanding of the service users of the Trust (which could include lived experience of conditions the Trust deals with or of receiving services relevant to those the Trust provides) | 3  3  3 | X  X  X | X  X  X |  |  |
| **Mobility**  Car driver / owner or reasonable alternative due to travel required across LLR and other locations as required. | 3 | You must demonstrate how you would meet the stated mobility requirement on your application form | | | |