

Job Description

Name:
Job Title: Head of Elective Care Commissioning
Reports to: Assistant Director of Commissioning
Band: 8C
Last updated: October 2009

Job Purpose

The Head of Elective Care Commissioning is an important leadership role within Eastern & Coastal Kent PCT. They will be responsible for the commissioning and improvement of all elective services across Eastern & Coastal Kent PCT to meet the needs of the local population.

The post holder is responsible for managing a team of senior lead commissioners / lead commissioners. They will define the overall strategy for elective care, and ensure it is then delivered through the relevant senior lead commissioners / lead commissioners. Their responsibility will include understanding new policy and ensuring it is acted on accordingly within the team.

They will be responsible for overall budget setting and activity planning for this significant area of commissioning.

In addition, they will support the Assistant Director of Commissioning in the delivery of the commissioning agenda and embedding world class commissioning into the ways of working. This will include providing input into the development of the Strategic Commissioning Plan, delivering the operating plan, recommending areas for investment and delivering continued and sustained improvement in commissioning.

The post holder will be responsible for leading and co-ordinating all activities across the commissioning cycle from understanding the needs of the local population to ensuring that the appropriate level of services are delivered. They will be accountable for the commissioning and performance of all elective care services, ensuring delivery of the PCT's strategic objectives, including local and national priorities, sustaining 18 weeks, achieving access targets, tackling health inequalities and improving health outcomes.

They will develop a network of professionals including clinicians, providers and partners that can be leveraged in the pursuit of improved services for the patients and public. They will establish integrated commissioning arrangements with social services taking forward an integrated commissioning strategy. They will identify, establish and maintain key relationships and links with PBC cluster leads, to understand local needs, to establish key relationships with all relevant stakeholders and gain influence in implementing service changes. The post holder will ensure appropriate involvement of patients and the public in the development of services through feedback from the users of the service throughout the cycle, ensuring that services commissioned offer the patient the best outcomes.

In addition the post holder will be expected to contribute to the Senior Managers on call rota.

Key responsibilities (in line with the commissioning cycle)

The Head of Elective Care Services will lead, coordinate and set direction across the end-to-end commissioning cycle and this will include:

Health Needs

- Commission public health to conduct full health needs assessment when required, and gather an understanding of patient and public needs; work with Public Health to analyse the outcomes and findings;
- Identify, establish and maintain those key relationships and links with PBC cluster leads, to understand local needs from each locality;
- Gain an understanding of the likely future demand of services;
- Identify national guidance, frameworks, best practice and interpret impact on commissioning area.

Current Service Review

- Understanding and reviewing current service provision across the local health and social care community, considering the full range of services from prevention through to treatment;
- Establish current levels of service performance;
- Establish shortfalls and inequalities in provision across localities;
- Identify and address risks or issues to current provision;
- Carry out patient and public surveys as appropriate.

Priorities

- Assess what actions need to be undertaken to address any shortfall in the provision of services across Eastern and Coastal Kent against health needs assessment, and make a prioritised set of recommendations;
- Define and regularly review the strategic objectives, priorities and outcomes for services (including both preventative and treatment measures) and ensure alignment to the PCT strategic objectives and the Local Area Agreement (LAA);
- Engage stakeholders including PPI in agreeing the priorities for the service.

Design Service

- Identify the required expertise across the health and social care community, and establish and manage whole systems working group;
- Design a robust future model of care that address the needs of local communities including equality of access and care closer to home, engaging relevant stakeholders and PPI;
- Identify and define care pathways engaging relevant stakeholders and PPI;
- Identify new services that need to be developed and develop relevant and robust service specifications that include relevant standards, policies and guidelines, and patient outcomes;
- Articulate associated benefits and outcomes, identify metrics, establish baseline and mechanisms for tracking and evaluating benefits of service model;
- Develop detailed activity projections;
- Understand the implications of future service model on all enablers including IM&T, workforce, estates, etc.

Shape structure of supply

- Actively participate in the selection of the most appropriate provider to meet the commissioning requirements stated within service specification, specifically working with provider development team to identify and approve willing providers, and working with contracting and procurement team to implement robust approach to tendering, development of service contracts and de-commissioning as appropriate.

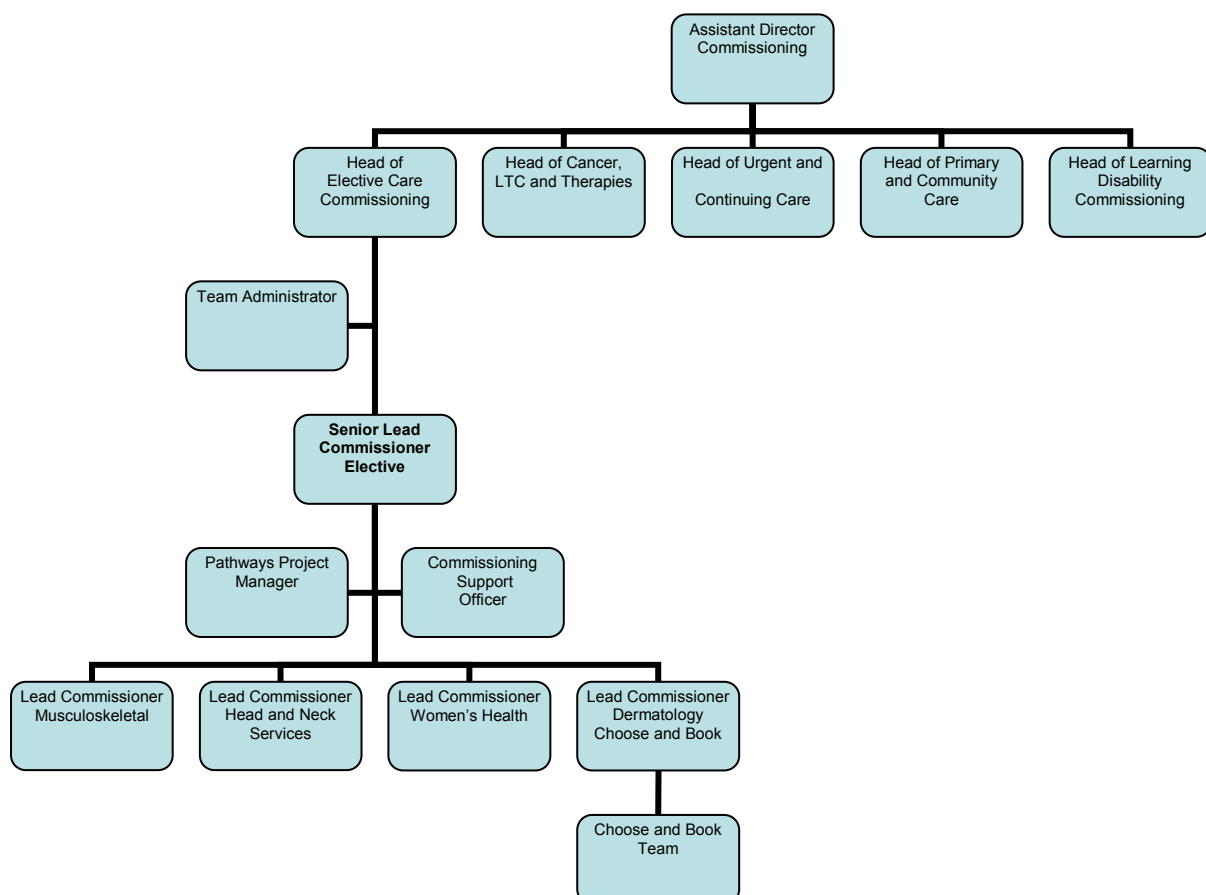
Communication and transition management

- Define and manage the implementation plan;
- Plan and manage communications of changes in services to all stakeholders, including patients and practitioners, with support of communications team;
- Manage the transition process through any period of change.

Performance

- Work with the performance and contracting and procurement teams to manage and monitor day to day performance of all services, ensuring adherence to agreed SLAs / contracts;
- Track and understand referral trends and establish level of adherence to agreed pathways;
- Liaise with Acute Contracting team for Kent and Medway to establish performance concerns and future commissioning actions;
- Establish a scorecard approach across a basket of measures including, performance quality and value for money for local and national target measures;
- Periodically commission citizen engagement team to evaluate services with patients and clinicians;
- Manage delivery of investment case, benefits realisation and tracking of costs.

1. Organisational Chart:



2. Communication and Relationship Skills

The Head of Elective Care Services will have proven ability to lead and manage a large team.

The post holder requires excellent communication and project management skills and will be able to present highly complex, sensitive and often contentious information where there are potential barriers to acceptance. The post holder will also possess the ability to understand and present complex information and recommendations to non-technical individuals in order to facilitate informed debate and decision making.

They will have the ability to persuade Assistant Directors and Directors of the importance of investment / business cases, to negotiate with and motivate on project delivery, including linking in with other initiatives and Heads of Commissioning; they will have the ability to make formal presentations to large groups.

The Head of Elective Care Services will develop a network of professionals including clinicians, providers and partners that can be leveraged in the pursuit of improved services for the patients and public. They will identify, establish and maintain key relationships and links with PBC cluster leads, to understand local needs, to establish key relationships with all relevant stakeholders and gain influence in implementing service changes. The post holder will ensure appropriate involvement of patients and the public in the development of services through feedback from the users of the service throughout the cycle.

The post holder will be expected to maintain close and effective personal working relationships at the highest levels including with Executive Directors, the Strategic Health Authority, Department of Health and the HOSC. They will work closely with all organisations across Eastern and Coastal Kent.

3. Knowledge, Training and Experience

Highly developed specialist knowledge underpinned by at least three years relevant proven experience in a commissioning role at a senior management level with ability to understand and manipulate highly complex issues in order to deliver successful outcomes; an in depth knowledge of public sector commissioning.

Ability to develop a deep understanding of the current service provision across the local health economy and performance of existing pathways considering the full range of services from prevention through to treatment for their respective commissioning area.

Proven successful experience of performance managing services and delivering corporate objectives.

Major organisational and change management experience.

Knowledge of a range of specific project areas, acquired through post graduate diploma or equivalent experience or training, plus further specialist project management knowledge or experience to master's level equivalent.

Facilitate the development and on-going maintenance of robust information systems and analytical tools that enables continued evaluation of outcomes and anticipated benefits.

Experience of developing and leading teams.

Proven ability to set, manage and control budgets.

4. Analytical and Judgement Skills

Ability to understand, analyse and interpret highly complex facts, business plans and strategies in relation to performance targets and strategic objectives, and incorporate such information into the commissioning of services and driving the improvement of PCT performance. This includes the ability to analyse health needs assessment information, investigate and analyse the evidence base for assessing the clinical and cost effectiveness of current services, establish current spend on services and monitor and manage performance of contracts and targets.

Will be required to understand and analyse information presented by several senior lead commissioners / lead commissioners on different services, manage inter-relationships and inter-dependencies and set direction accordingly.

Ongoing, proactive monitoring and assertive management of an action plan, with particular responsibility for identifying and managing risk, resolving any issues and initiating corrective action where necessary in order to successfully deliver objectives. In addition, to initiate any extra activities and other management interventions wherever gaps are identified or issues arise.

Develop and maintain a risk register for their overall commissioning responsibility and where necessary to co-ordinate the identification of solutions to reduce any risk to a minimum, and ensure appropriate risks are incorporated into the corporate risk register.

Ability to respond and act accordingly to Serious Untoward Incidences (SUIs) and complaints.

5. Planning and Organisational Skills

Plan and organise a broad range of complex activities; develop long term strategic plans and business plans which may impact across the organisation, and oversee plans/strategies of several senior lead commissioner / lead commissioner areas, and identify and manage the relevant interrelationships between them.

Accountable for developing a 3-5yr plan for transforming services across the Eastern and Coastal Kent local health and social care economy.

Plan and manage delivery of an implementation plan, and oversee the delivery of several senior lead commissioner / lead commissioner areas.

Ability to chair / facilitate stakeholder meetings and discussions (including Service Improvement Groups) in order to deliver required outcomes.

Maintain quality assurance and overall integrity of the commissioning area, focusing inwardly on internal consistency and outwardly on its coherence with other initiatives.

Where appropriate, ensure there is efficient allocation of common resource and skill within their and several other commissioning areas. In addition, facilitate appointment of individuals to delivery teams as necessary.

Provide support, coaching and help to develop the capability of senior lead commissioners.

Prepare and present reports, briefings and presentations as appropriate.

6. Physical Skills

Proficient in the use of information technology and IT systems.

Requirement to regularly drive between meetings / organisations as part of routine responsibilities.

7. Responsibility for Patient/Client Care

The Head of Commissioning aims to improve patient outcomes, safety and experience through the commissioning and continual improvement of services across Eastern and Coastal Kent.

8. Responsibilities for Policy and Service Development Implementation

Ability to define how the service development of their broad areas of responsibility will impact strategically on the organisation.

Develops services and specialist programmes that impact across the organisation/sector, including the definition and delivery of new models of care, pathways, and service specifications.

In developing effective solutions and pathways to deliver objectives, ensure thorough assessment is undertaken around impact, risk and resource implications.

Ensure rollout/delivery of any agreed new service or model of care is appropriately planned, agreed and undertaken in a systematic, safe and effective way. Also ensure roll-out of any new model of care is on-time and to the appropriate levels of quality, in accordance with implementation plan and agreed governance structure.

Ensure a robust communication strategy and plan is developed and maintained, thereby facilitating widespread (and appropriate) involvement across all stakeholders.

Ensure alignment with key national objectives and policies, such as the NHS White Paper 'Our health, our care, our say'.

9. Responsibilities for Financial and Physical Resources

Responsible for budget setting for a major area of commissioning, and aware of your services financial impact on overall PCT budget and actively look to improve performance effectiveness and efficiencies through LDP planning process and day to day management and understanding of your services.

Make prioritised recommendations for the service in the form of a commissioning plan proposal which should include detailed cost / benefit analysis and early budgetary indications.

Manage investment case, the benefits realisation and tracking of costs.

10. Responsibilities for Human Resources (HR)

Responsible for line managing and developing a team of several senior lead commissioners / lead commissioners within the commissioning organisation of the PCT to deliver specific activities and outcomes across the commissioning cycle, including public health for needs assessment, provider development for identifying and approving providers.

Facilitate appointment of individuals to senior lead commissioner / lead commissioner roles and project delivery teams as necessary.

11. Responsibilities for Information Resources

Provide performance evaluation reports for information and decision-making purposes.

Provide progress reporting for delivery, investment and tracking costs.

Prepare and present reports, briefings and presentations as necessary.

Responsible for the effective management of relevant information records.

12. Responsibilities for Research and Development; (R&D)

Responsible for carrying out monthly and quarterly audits / performance monitoring on all relevant aspects of their services, ensuring that findings are reported to the appropriate governance group and that any recommendations / improvements are implemented.

13. Freedom to Act

Ability to interpret latest national guidance, best practice, national initiatives to inform and influence their commissioning activities.

Take action based on own interpretation of existing service provision across the local health economy and performance of existing pathways considering the full range of services from prevention through to treatment for their respective commissioning area.

14. Physical Effort

The post holder will need the physical resilience to cope with a number of working environments in different settings across Eastern & Coastal Kent, the South East Coast SHA area and be prepared to work remotely.

There will be a requirement for a combination of sitting, standing and walking with little requirement for physical effort – there may be a requirement to exert light physical effort for short periods.

15. Mental Effort

Frequent requirement for concentration, including checking documents, analysing statistics, and managing conflicting priorities.

Work pattern unpredictable. The workload is likely to require working to tight deadlines, and will frequently require prolonged bouts of intense concentration, with unplanned interruptions.

The post holder will be required to manage detailed discussions and meetings and confidently explain outcomes to others. In addition, discussions will often be complex and contentious and potentially open to significant barriers to acceptance, which will require significant (tactful) negotiation effort by the post-holder.

The post holder is also required to attend various high level meetings and will be required to answer/explain issues on behalf of the service. They will also be expected to present technical / complex information and recommendations to 'lay' individuals in order to facilitate informed debate and decision making.

16 Emotional Effort

Frequent exposure to emotional or distressing circumstances. Being robust and resilient to the work challenges and managing a wide range of competing priorities. Ability to impart unwelcome news to stakeholders e.g. where performance targets have not been met.

17. Working Conditions

The post holder will be required to drive to meetings on a frequent basis.

Exposure to unpleasant conditions will be rare.

18. Equality and Diversity

Implementing the Trust's Equality and Diversity policy and related procedures is a condition of service for all employees and is included in all employees' job description and appraisal.

19. Corporate Accountabilities

Equality and Diversity

Implementing the organisation's Equality and Diversity policy and related procedures is a condition of service for all employees and is included in everyone's job description and appraisal

Standards of Business Conduct

The post-holder will be required to comply with the Trust's Standing Orders and Standing Financial Instructions, and at all times deal honestly with the Trust, with colleagues and all those who have dealings with the Trust, including patients, relatives and suppliers.

Risk Management

The post-holder will ensure compliance with the Trust's risk management policies and procedures. These describe the Trust's commitment to risk management, the recognition that our aim is to protect patients, staff and visitors from harm, and stress that all staff have a responsibility to minimise risk.

Governance Standards

Comply with the relevant governance standards applicable to the Trust as communicated to the post-holder from time to time.

Confidentiality

To respect the confidence of patients, clients and their carers relating to their condition, their family and their financial and other circumstances and not to disclose any such information to others who are not authorised to have it, either within or outside the Trust. To abide by the Trust's Code of Conduct and Caldicott requirements in confidentiality at all times.

Records Management

To maintain Trust and patient records (both paper and electronic) in accordance with Trust policies to facilitate clinical care and effective administration.

Freedom of Information

To provide advice and assistance to all persons who propose to make, or have made requests for information, and to ensure all requests for information are managed appropriately in accordance with Trust Freedom of Information procedures.

Data Protection

To comply with Trust Policies and the Data Protection Act in all respects, with particular relevance to the protection and use of patient information.

Security

To comply with Trust policies to ensure there is a safe and secure environment that protects patients, staff and visitors and their property, and the physical assets and the information of the organisation.

Infection Control

The post holder will be accountable, with the rest of the Senior Management Team, for the achievement of Trust objectives for infection prevention and control.

Job Description Agreement**Job Holder's Name:****Job Holder's Signature:****Date:****Line Manager's Name and Title:****Line Manager's Signature:****Date:**

Person Specification

Post: Head of Elective Care Commissioning

	ESSENTIAL	DESIRABLE
QUALIFICATIONS	<p>Masters qualification in Business Planning or Financial Planning,</p> <p>OR equivalent level of relevant experience, with evidence of post graduate training.</p> <p>Demonstrable evidence of management qualification.</p>	
EXPERIENCE	<p>Minimum of 5 years experience in an organization at Executive or Deputy/next level.</p> <p>Exposure and involvement to corporate agenda.</p> <p>Experience of strategic planning.</p> <p>Experience of budgetary control.</p> <p>Previous experience of managing a unit or function including effective organization, planning and monitoring or delivery.</p> <p>Experience of commissioning.</p> <p>Experience of working with multidisciplinary teams in changing and developing services.</p> <p>Experienced and successful manager of staff in a range of roles / disciplines.</p> <p>Proven experience of working collaboratively with stakeholders to achieve service improvement.</p> <p>Demonstrable experience of both strategic thinking and implementation strategy.</p> <p>Experience of leading change,</p>	<p>NHS commissioning experience</p> <p>Experience of developing networks internal and external to the organisation.</p> <p>Proven ability to work with and influence clinicians (or equivalent professionals).</p> <p>Working with interest groups.</p>

	<p>facilitating a positive attitude towards service improvement amongst all parties.</p> <p>Experience of project management.</p> <p>Experience of analyzing financial trends within a Directorate of a large organization – leading to financial improvement.</p>	
KNOWLEDGE	<p>Excellent understanding of key national and local drivers that affect health and social care.</p> <p>Excellent financial awareness and knowledge of business planning cycles and systematic approaches.</p> <p>In depth theoretical knowledge of contracting systems and procedures.</p> <p>Proven advanced theoretical knowledge of complex service change, major policy implementation and project management.</p> <p>Excellent understanding of the use of information to drive up performance.</p>	
SKILLS & ABILITIES	<p>A good communicator, with high credibility with senior managers.</p> <p>Ability to communicate and work effectively with the wide range of people from different backgrounds.</p> <p>Excellent negotiating skills.</p> <p>A track record of being able to effect change.</p> <p>Able to prioritise workload and delegate effectively.</p> <p>Well developed range of</p>	<p>High credibility with clinicians.</p> <p>Able to engage confidently and credibility with senior and front-line clinical staff.</p>

	<p>persuasion and influencing skills.</p> <p>Car driver.</p> <p>Ability to rise to a range of challenges</p> <p>Ability to embrace diversity</p> <p>The ability to analyse and consider complex information, generating meaningful discussion regarding innovation and new ways of working.</p> <p>Ability to focus on improving performance</p> <p>Sets clear performance expectations against directorate goals.</p>	
<p>PERSONAL ATTRIBUTES</p>	<p>Demonstrates enthusiasm.</p> <p>Shows drive and commitment.</p> <p>Resilient, able to balance competing priorities.</p> <p>Commitment to the values of the NHS.</p> <p>An excellent team leader, who demonstrates the willingness to work across and within teams,</p> <p>Knows own strengths in providing leadership that makes a difference to patients and users.</p> <p>Resilience</p> <p>Understands local and national culture and climate in terms of health service provision.</p>	

<p>Person Specification Agreement</p>
<p>Job Holder's Name:</p>

Job Holder's Signature:

Date:

Line Manager's Name and Title:

Line Manager's Signature:

Date:

NHS KSF OUTLINE FOR A POST

Title of Post: Head of Elective Care Commissioning

NHS KSF DIMENSIONS	Needed for post?	Level for post				Notes
		1	2	3	4	
CORE DIMENSIONS – relates to all NHS posts						
1 Communication	Y			F		
2 Personal and people development	Y			F		
3 Health, safety and security	Y		F			
4 Service improvement	Y			F		
5 Quality	Y		F			
6 Equality and diversity	Y		F			
SPECIFIC DIMENSIONS						

INFORMATION AND KNOWLEDGE						
I1K2 Information collection and analysis	Y		F			
GENERAL						
G2 Development and innovation				F		
G3 Procurement and commissioning				F		
G4 Financial Management			F			
G5 Services and project management				F		
G6 People management			F			
G7 Capacity and capability				F		