

## **JOB DESCRIPTION**

<b>Job Title</b>	Medical Workforce Development and Change Leadership Manager
<b>Responsible to:</b>	Chief Medical Officer
<b>Accountable to:</b>	Chief Medical Officer
<b>Salary:</b>	Band 8b (pending banding)
<b>Hours:</b>	Full time (37.5 hours)

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### **Job Summary**

The post holders role encompasses key support across the Trust to all grades of medical staff and aiding change projects across all staff where agreed.

The post holder will lead, co-ordinate and manage significant change projects across the trust with a specific remit for medical staff. The initial area of focus will be the development and implementation of revalidation. They will develop the linkage of medical leadership and development programmes to meet the corporate requirements of the Trust e.g. patient safety initiatives, complaint trends etc and the seamless transition of this from training into career post. The post holder will also map, redesign (where appropriate) and implement local and national programmes for medical leadership and development. The post holder will work to ensure that doctors in training programmes are “blended” with medical leadership program.

Key relationships will be established as advised by the Chief Medical Officer and HR Director within the Trust and externally.

### **Managerial Responsibilities**

The post holder will have responsibility and Trust lead for the relevant change, performance and management processes, systems and performance communication to the Trust related to revalidation and medical leadership development in the initial phase. This includes interpretation, prioritising, planning, monitoring and measuring internal and external targets and reporting variances against these.

Develop links and stakeholder relationships with Trust Clinicians, educationalists and managers within the health economy to develop long term vision for revalidation and medical leadership development.

To integrate into existing and where necessary to develop robust clinical governance frameworks to support the cross organisational boundaries which are part of delivering medical leadership programs which ensure the trust meets corporate requirements.

Develop and maintain robust appraisal systems and monitoring to ensure long term deliverability of revalidation.

To ensure clinical stewardship shapes the service redesign required to provide robust revalidation and medical leadership development programs.

Responsible and accountable for leading the business change element of the service redesign.

To lead a collaboration of stakeholders (with patients if appropriate) to devise strategic local plans for service improvement in line with the needs of users and staff. These plans will result in a change to the services provided to patients.

To lead on the development of local policy across a range of stakeholders within a defined subject area and to influence its adoption across the organisational departments and services.

To lead on the development and implementation of research and audit activities to measure service change, clinical outcomes and sustainability involving complex data collection and analysis.

To represent the Trust externally at senior level meetings within the health economy often acting as Trust lead and sole representative at these meetings. This may involve working to a clear brief from the Chief Medical Officer and occasional the post holder has some autonomy to negotiate on behalf of the Trust.

### **Performance & Financial Management**

To develop and maintain performance management systems and to be responsible for data flows assisting in identification and delivery of performance improvement and cost reduction programmes.

To lead and develop management reviews of relevant targets and implement plans for achieving relevant targets.

Highlighting and providing early warning of adverse performance variances escalating promptly to Chief Medical Officer as required.

To contribute to the definition of financial resources required to achieve all the relevant target objectives as part of the budget setting process by controlling expenditure within the agreed budget.

To manage all resources including the annual budget, capacity and activity planning as related to the post holders role and agreed with the Chief Medical Officer and take action avoid budget overspends.

In conjunction with the Chief Medical Officer, undertakes budget forecasting, planning and monitoring.

Identifies resource requirements for service developments and agrees these with the Chief Medical Officer.

Ensures that financial and procurement procedures are implemented.

### **Governance & Service Improvement**

Responsible for leading the devising and implementation of a robust evidence based strategy for revalidation, specific change and medical leadership development programs. This will involve working with multiple stakeholders to ensure consistent information collection and process mapping. This will include changing workforce toolkits and implementation of a local best value plan.

To be familiar with the appropriate policies and strategies and lead the development and implementation of the Trusts own plans.

Analysis of highly complex data and then presenting recommendations to a range of professional audiences, which may include patients and the public e.g. Governors.

To write appropriate business cases and reports to be submitted to the Board and or Executive including data and financial analysis and detailed explanations supporting changes in service provision etc.

To write appropriate policies to enable change and ensure implementation of these policies.

### **Role responsibilities**

To support the Chief Medical Officer in the leadership and talent development of the medical workforce, promoting good practice, revalidation and implementing annual; performance reviews, inline with Trust policy.

To lead and co-ordinate the production of an annual medical workforce leadership and development plan for services realising the capabilities and contributions of the staff.

### **Other**

Post holder will participate in the Major Incident procedure in support of the development and leadership requirements for medical staff likely to be involved in major incident activity.

### **POLICIES AND PROCEDURES**

The post is subject to the policies, practices, procedures and conditions of service determined by the Trust.

### **Medical Questionnaire**

The appointment is subject to the completion of a satisfactory medical questionnaire which may involve a medical examination. You may also be required to undergo medical examinations in the future and/or at intervals stipulated by the Trust.

### **Equality of Opportunity and Diversity**

The Trust operates an Equality of Opportunity and Diversity Policy and welcomes all persons without regard to age, ethnic or national origin, gender or sexual orientation, religion, lifestyle, presenting illness, marital or parental status or disability. It aims to

ensure that no job applicant, employee or former employee suffers direct unlawful or unfair discrimination, or is disadvantaged by any conditions or requirements which cannot be justified.

### **Confidentiality**

The post holder has a responsibility to comply with the Data Protection Act 1998 and Code of Practice on Confidentiality and Data Protection. Any matters of a confidential nature, including information relating to the diagnosis and treatment of patients, individual staff records and details of contract prices and terms, must under no circumstances be divulged to any unauthorised person or persons. Breaches of confidence will result in disciplinary action which may result in dismissal. Regardless of any disciplinary action taken, a breach of confidence may also result in a civil action for damages.

### **Information Security**

You are expected to safeguard the confidentiality, integrity and availability of data, whether in computerised or manual systems or storage. Trust policies and statutory regulations should be adhered to.

### **Health and Safety at Work Act**

The post holder is required to take responsible care for the health and safety of him/herself and other persons who may be affected by his/her acts or omissions at work. The post holder is also required to co-operate with the Trust to ensure that statutory and departmental safety regulations are adhered to.

### **Fire**

The post holder is required to comply with agreed fire procedures, taking the appropriate action if the fire alarm sounds, and to attend relevant training programmes as required.

### **Control of Infection**

The Trust has designated the prevention and control of infection and the full implementation of the Health Act (2006) as a core component in the organisation's clinical governance, managing risk and patient safety programmes. In consequence, all employees are expected to:-

- i) Follow consistently high standards of infection control practice, especially with reference to hand decontamination, adherence to dress/ uniform code, and for clinical staff, aseptic technique
- ii) Be aware of and follow all Trust infection control guidelines and procedures relevant to their work.
- iii) Participate in mandatory training and annual updates

### **Smoking**

The Royal Berkshire NHS Foundation Trust has a *Smoke Free* policy. Smoking is not permitted in any of the Trust's properties or in Trust grounds.

This job description should be regarded as a guide to the planned duties and responsibilities of the post. The description is not exhaustive and will be subject to periodic review in association with the post holder.

### **Contractual Working Arrangements**

This post is offered on a permanent full time bases.

## PERSON SPECIFICATION

**Job Title:** Medical Workforce Development and Change Leadership Manager

**Completed by:** Dr Jonathan Fielden (CMO)

**Date:** **October 2009**

Short listing and selection of applicants for the above position **must** be made against the attributes listed below. It is **essential** that the attributes required for this position are not discriminatory.

	<b>Essential</b>	<b>Desirable</b>
Experience	<p>Minimum of 5 years experience at senior management level gained in either operational or service development.</p> <p>Minimum of 3 years demonstratable experience of working in complex change environments with multiple stakeholders and securing their engagement resulting in a successful project.</p> <p>In-depth experience of staff management, either as a line manager or in an advisory/management role. Experience sufficient to advise and support line managers on dealing with the full range of staffing issues likely to be encountered in a large and complex organisation</p> <p>Experience of leading on, or providing the service management expertise to, organisational change projects</p> <p>Experience of managing auditable information flows of strategic significance</p> <p>Demonstrate track record of achievement in operational management</p> <p>Demonstrate track record of achievement in service management</p> <p>Demonstrate success in implementing change management programmes</p> <p>Demonstrate success working to service level and performance targets</p>	

<p>Education/ Qualifications</p>	<p>Degree or equivalent through experience with a Masters, post graduate or Management qualification</p> <p>Evidence of on going professional development</p> <p>Evidence of management training courses</p>	<p>Practitioner Prince 2 Project Management qualification or equivalent.</p>
<p>Skills, Knowledge &amp; Competencies</p>	<p>Effectively to manage, coach and develop teams</p> <p>Empathise with and build mutually positive working relationships with a variety of personality types</p> <p>Ability to bring out the best in people and to synthesise something positive from divergent viewpoints, in conflicting situations.</p> <p>Excellent organisational and leadership skills</p> <p>Excellent written and oral communication skills with the ability to communicate effectively at all levels</p> <p>Well developed analytical and problem solving skills including the ability to think beyond boundaries, the ability to consider different approaches and solutions</p> <p>Data manipulation skills with the ability to interpret, consolidate, classify and present trends and significances from data</p> <p>Excellent negotiation skills</p> <p>Excellent computer literacy skills</p> <p>Excellent people management skills including: -</p> <ul style="list-style-type: none"> <li>○ The ability to empower &amp; inspire others</li> <li>○ The ability to motivate others</li> <li>○ The ability to set and meet clear objectives and to delegate</li> </ul>	<p>A good working knowledge of the NHS locally and of the issues currently driving the service modernisation together with organisational and political sensitivity.</p>

	<p>Ability to develop and maintain communication, both verbally and in writing, to all levels of staff about complex and difficult matters and in sometimes difficult situations.</p> <p>Ability to develop and maintain networks of relationships that facilitate the achievement of individual and team objectives</p> <p>Ability to advise on both informal and formal approaches to resolving individual performance, conduct and grievance issues, based on sound knowledge</p> <p>Ability to apply influencing and negotiation skills necessary to achieve successful outcomes, e.g. when working with directors, senior managers and staff representatives</p> <p>Ability to identify key issues and problems in a situation and to plan a logical sequence of actions appropriate to achieve objectives</p> <p>Ability, knowledge and skill to manage the employee relations aspects of change situations and projects</p> <p>Ability to prepare written reports/proposals on service management topics and to make presentations to Directors and senior managers</p> <p>Ability to develop personal performance based on an accurate understanding of existing levels of skills and knowledge</p> <p>Ability to interrogate and apply routine information from computerised and paper-based Trust systems</p> <p>Ability to make decisive decisions when dealing with risk</p> <p>Excellent knowledge of Data Protection and Confidentiality acts</p>	
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