NHS LOTHIAN
POST: STRATEGIC PROGRAMME MANAGER – WAITING TIMES GOVERNANCE
PERSON SPECIFICATION

In order to be shortlisted you must demonstrate you meet all the essential criteria and as much of the desirable as possible. When a large volume of applications are received for a vacancy and most applicants meet the essential criteria then the desirable criteria is used to produce the shortlist.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Essential</th>
<th>Desirable</th>
<th>How Assessed</th>
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<tr>
<td>Personal Traits</td>
<td>Motivated</td>
<td>Bachelors Degree or Equivalent</td>
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<td>Enthusiastic</td>
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<td>Dedicated</td>
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<td>Ambitious</td>
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<td>Qualifications and Training</td>
<td>Relevant healthcare management experience</td>
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<td>Experience and Knowledge</td>
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<td>Skills and/or Abilities</td>
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<td>Analytical</td>
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<td>Mature report writing skill</td>
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<td>Good communication skills</td>
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<td>Good Time management skills</td>
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<td>Truth to power</td>
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<td>Specific Job Requirements</td>
<td>Ability to write formal board level papers</td>
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<td>Analytical capability</td>
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Key – How Assessed
A = Application form
I = Interview
C = Copies of certificates
T = Test or exercise
P = Presentation
R = References
JOB DESCRIPTION

1. JOB IDENTIFICATION

<table>
<thead>
<tr>
<th>Job Title:</th>
<th>Strategic Programme Manager – Waiting Times Governance</th>
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<tbody>
<tr>
<td>Responsible to:</td>
<td>Associate Director – Information Services</td>
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<tr>
<td>Department(s):</td>
<td>Strategic Planning</td>
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<tr>
<td>Directorate:</td>
<td>Strategic Planning, Performance Reporting and Information</td>
</tr>
<tr>
<td>Operating Division:</td>
<td>Information Services</td>
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<td>Job Reference:</td>
<td></td>
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<tr>
<td>No of Job Holders:</td>
<td>1 WTE</td>
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<td>Last Update:</td>
<td>21 April 2015</td>
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2. JOB PURPOSE

Responsible for the strategic and operational development, implementation and ongoing management of the Waiting Times Governance and External Commissioning arrangements for elective waiting list management.

To lead the development and implementation of sustainable governance arrangements for elective waiting list management across NHS Lothian in line with national guidelines and the NHS Lothian local access policy.

3. DIMENSIONS

This is a key role which has the responsibility to ensure appropriate Governance arrangements are in place which will enable NHS Lothian to meet the legally binding Waiting Times Guarantees.

**Staffing Responsibilities:**
The postholder will have direct line management responsibility of the Waiting Times Training & Support post. Additionally, the postholder will have responsibility for directing the workload of individuals in Waiting List Offices across Lothian.
4. ORGANISATIONAL POSITION

The Directorate is responsible for Strategic Planning, Performance Reporting and Information.

**Strategic Planning:**
The Directorate develops strategic healthcare plans to meet the needs of all the people of Lothian and beyond. This includes meeting specific targets, co-ordinating and supporting service modernisation in Lothian and the provision of services which promote equitable access.
for all members of the community. This involves working in partnership with operational teams, other NHS Boards, Local Authorities, Government, and the third sector.

**Performance Reporting**
The Directorate has an explicit lead for performance management through reports to the Board, JMT and other committees. As well as this the Directorate also leads on the annual accountability review, mid-year review and the development and monitoring of the Local Delivery Plan.

**Information**
Lothian Information Services analyse and interpret data from a variety of sources, ranging from information requests to dedicated resources for long-term projects to meet NHS Lothian's information requirements for business service delivery and governance reporting.

The eHealth Department supplies a wide range of services supporting health records, infrastructure development and support, system administration, information security, data protection, eHealth training, IT procurement, programmes and projects within NHS Lothian. More generally the Department is responsible for supporting the development and ensuring the implementation of eHealth strategy to support the achievement of NHS Lothian’s objectives.

The services seek to establish the demand for and facilitate the introduction of effective Information Management and Technology (IM&T) which enhances and supports clinical and business service delivery within NHS Lothian.

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**6. KEY RESULT AREAS**

**Waiting Times Governance**
Responsible for the continuing development and implementation of governance arrangements and procedures for elective waiting list management in NHS Lothian in line with national guidelines and the NHS Lothian local access policy in order to ensure that patients are treated fairly and equitably and within treatment time guarantees.

Provide guidance, leadership and support to clinical and non-clinical staff in the identification of emerging issues in relation to waiting times governance and to work with key staff to resolve issues and improve performance.

Support all relevant services and departments in NHS Lothian, but primarily in the Acute Services Division to ensure that staff involved in elective waiting list management work within agreed governance requirements.

Establish a model of monitoring and reporting systems to ensure that waiting times governance procedures are being adhered to by all staff and an escalation pathway when deviation from the expected practice occurs.

**Operational Management**
Lead and manage the Waiting Times Governance team within the Strategic Planning...
Direc
torate to facilitate and support the delivery of agreed standards of care including line
management responsibility, performance review, recruitment, disciplinary and grievance,
management of attendance, promoting a culture of (from the Dignity at Work policy) for the
defined team

Ensure the implementation of staff and corporate governance policies and procedures making
sure service management teams meet their governance and legal obligations and work within
NHS Lothian policies and procedures and national guidance.

Responsible for interpretation, development and implementation of relevant policies to support
service development and ensure compliance with Waiting Times Legislation.

With the service management teams, ensure the development of a culture of waiting times
governance, which supports continual improvement of services and critical review of progress
against guidance.

Compile reports, briefing papers and correspondence for Access, Performance and Governance
and Acute Hospitals committee and other Board Committees on behalf of the Associate Director
of Information Services.

Prepare and present papers as required in order to inform senior management, service
management and system users on data quality issues.

Research and Development

Research and be aware of developments in waiting times standards, targets and legislation in
NHS Scotland to update waiting list management governance arrangements, including Standard
Operating Procedures, in light of all changes.

Responsible for the continuing development and implementation of standard operating
procedures (SOPs) for elective waiting list management, both for services using Trak and for
those who use other patient administration systems. This is in line with national guidelines and
the NHS Lothian local access policy in order to ensure that patients are treated fairly and
equitably and within treatment time guarantees.

To be aware of developments in waiting times standards, targets and legislation in NHS
Scotland and to update and amend Standard Operating Procedures in light of all changes.

Responsible for the development and implementation of monitoring and reporting systems to
ensure that the SOPs are being adhered to by all staff and an escalation pathway when
deviation from the expected practice occurs.

Supervise the transfer of guidance and legislation to appropriate, up to date and fit for purpose
SOP training plans and programmes, taking account of all new standards as they are agreed.

To develop knowledge and provide expertise to clinical and non-clinical staff on Standard
Operating Procedures.
Responsible for the day to day management of the SOP mail box and the development of FAQs for all staff who use the SOPs.

Contribute, as part of the multidisciplinary team, to the development, implementation and maintenance of policies, procedures, standards and protocols of the Directorate and Division to ensure adherence to, and delivery of the highest level of patient care at all times.

Develop the role by using best practice and continuously improve own knowledge.

Develop, provide and support appropriate multi-disciplinary education and training programmes to promote a wider understanding of waiting list management in NHS Lothian.

Ensure that the ongoing personal development needs and professional education and research are identified and met.

Work with regional groups, where appropriate, to benchmark services and implement best practice across NHS Lothian/Scotland.

Responsible for deploying effective communication strategies to ensure engagement of all stakeholders to achieve project goals and outcomes.

To recognise and manage any emerging significant risk resulting from the project, programme or action plan and to initiate the relevant responses.

To analyse waiting times governance performance data from a range of sources to identify, quantify and present this data to support improvement. To communicate these to teams in a supportive but challenging way which will lead to commitment to resolve issues and improve performance.

7a. EQUIPMENT AND MACHINERY

The postholder will be required to use the following equipment in the course of their work:

PCs, Laptops and projectors – for audio/visual presentations during meetings

Computer/printer – for use of software applications, communication etc.

7b. SYSTEMS

Email and other MS Office applications – to support programme management/development work and project monitoring/reporting.

Intranet/Internet – for accessing information sources to support project implementation.

Software – TrakCare, Software of Excellence (Dentistry), Tableau, Business Objects
### 8. ASSIGNMENT AND REVIEW OF WORK

The postholder is accountable to the Associate Director, Information Services with whom objectives will be agreed and performance reviewed. Work is reviewed annually through the Personal Development Planning & Review system.

The post is highly self-directed with lead responsibility for achieving agreed objectives. Significant interaction with other individuals in Waiting List Offices and Operational Management Teams will influence and determine both required tasks and prioritisation on a day-to-day basis.

### 9. DECISIONS AND JUDGEMENTS

Analyse and interpret complex data and information to make appropriate evaluations and judgements on required courses of action. This will often be within a highly emotive and challenging environment due to the subject matter being managed and personnel involved.

National guidance, overall organisational principles and broad organisational policies guide the postholder to establish the way in which they should be interpreted and applied in order to develop areas of work to achieve objectives.

As lead the postholder will determine and apply the systems and processes to effect implementation and management of change in designated areas.

Identify key parameters for areas of work and set required targets and indicators.

Using information from risk assessments making informed decisions to manage/eliminate any associated risk.

The postholder is required to use judgement when preparing reports and papers on key areas of work.

Post holder will be required to work closely with Associate Director, Information Services to manage competing priorities for their time.

### 10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

To influence change at all levels without having direct management responsibility for service delivery. This includes working in a facilitative capacity to establish processes in-line with national and local waiting times guidance and take corrective action where necessary.

Managing the expectations and resulting workload of the different service area objectives.
Prioritisation and achievement of deadlines within the extensive and varied agenda of the role.

Requirement to anticipate, identify and provide solutions to a variety of complex waiting times governance issues.

Overcoming barriers to co-operation and understanding through application of highly developed motivational and persuasive skills.

Challenging executives and other senior managers in their approach, robustness and performance against plans.

Dealing with the complexities of competing priorities within work streams and within the wider corporate structure. In order to secure resource, support and implementation of changes.

Autonomously managing concurrent initiatives/developments and delivering results within agreed timescales.

Working within a demand-led service which is liable to be unpredictable, causing the postholder to move from one task to another at short notice.

Imparting performance management information to stakeholders where performance targets have not been met.

11. COMMUNICATIONS AND RELATIONSHIPS

The postholder is required to demonstrate advanced interpersonal, communication and negotiation skills to facilitate effective engagement of key stakeholders to facilitate achievement of objectives.

Required to prepare reports and papers and deliver formal presentations on objectives, progress and outcomes to diverse groups of staff across NHS Lothian, with the ability to respond to any questions that may arise.

Internal

- General Managers, Clinical Directors, Chief Nurses, Service Managers through briefings/presentations and attendance at routine Senior Management Team Meetings.
- Programme Boards/Corporate Steering Groups/service area working groups to discuss and agree appropriate action in progressing work streams within projects.
- Participation in a range of meetings within the Division including communication with General Managers and representatives from Employee Relations, Finance, Clinical Staff and other support services. These can be on a 1:1 basis or where appropriate attendance at service/departmental meetings.
- Communications department to promote project activities and disseminate information to
staff using appropriate avenues/vehicles.
- Waiting Times staff and other system users to ensure compliance with all appropriate guidance.
- Analytical Services Team to ensure delivery of timely and appropriate data/reports.

External

- Externally, there is contact with senior staff in partner organisations, such as Scottish Government and other Health Boards. These contacts are concerned with progressing projects, giving advice and networking to share learning and experience to avoid duplication in effort and maximise effectiveness of work plans.
- Collaboration with other Health Boards and public service areas in order to maximise any potential shared benefits.
- Attendance at patient/public involvement forums to provide further information on service changes.

12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB

Physical Skills

- Standard keyboard skills for producing reports and project plans.

Physical Effort

- Transferring equipment required for presentations/training sessions across sites.

Mental

- The postholder's workload is unpredictable although some programme elements will have specific targets and milestones set in advance.

- There will be interruptions from staff/managers across the service seeking advice/guidance. When responding to demands from the wide range of staff from all levels across the organisation either during meetings, during training courses or by phone, the postholder must be able to recall, contextualise, and apply as appropriate, strategic and organisational policy/procedures or good practice.

- There is a frequent requirement for concentration when preparing, planning and reviewing guidance for staff, briefing and meeting papers. Workload will often involve reviewing complex data analysis to interpret results, identify problems and develop solutions.

Emotional

- The postholder is occasionally required to facilitate potentially emotive meetings or training
events where there are direct challenges to the postholder due to the nature of the programme.
- The postholder must demonstrate their ability to respond to these various emotions in a diplomatic, empathetic way.
- The postholder must also regularly communicate with staff to ensure changes in practice are fully implemented. This must be done in a sensitive and diplomatic manner.

Environmental

- Open plan office environment.
- Required to work across sites and adapt to models of space utilisation that include hot-desking, seasonal arrangements and business continuity contingencies in both office and clinical areas.

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<tr>
<th>13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB</th>
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<tr>
<td>Qualifications</td>
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<tr>
<td>The postholder is expected to be educated to degree level with a master’s degree in a business related subject or equivalent experience.</td>
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<td>Project management qualification, e.g. Prince 2 or equivalent experience.</td>
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<td>Experience</td>
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<td>The postholder is required to demonstrate experience of having worked at a senior level in a complex public sector organisation with wide-ranging knowledge and understanding of NHS Scotland and NHS structures, systems and services.</td>
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<td>Significant experience managing corporate change and service improvement projects.</td>
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<td>Knowledge of NHS Strategic Plan and relevant corporate programme frameworks.</td>
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<td>Strong project management skills.</td>
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<td>Knowledge of service improvement tools and techniques, including LEAN methodology.</td>
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<td>Knowledge and experience of working with clinical and administrative teams to implement service changes.</td>
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<td>Qualities/Skills/Aptitudes</td>
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<td>Strong interpersonal skills, effective organiser and effective communicator with ability to present information logically in both written and oral form, computer literate, ability to negotiate and coherently argue a case for change.</td>
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Strong leadership skills with ability to motivate and empower staff and develop good working relationships at all levels.

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<tr>
<th>14. JOB DESCRIPTION AGREEMENT</th>
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<td>A separate job description will need to be signed off by each jobholder to whom the job description applies.</td>
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<th>Job Holder’s Signature:</th>
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<tr>
<td>Head of Department Signature:</td>
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