

JOB DESCRIPTION

JOB TITLE:	Programme Director, Neurosciences, King's Health Partners (KHP)
GRADE:	Senior Management (Band 9)
RESPONSIBLE TO:	Neurosciences Institute Director and CAG Leaders
ACCOUNTABLE TO:	
KEY RELATIONSHIPS:	Executive Director KHP Chief Executives (KCFHT, GSTFT and SLAM) Chief Operating Officers (KCFHT, GSTFT and SLAM) KHP Neurosciences Leadership (KCFHT, GSTFT and SLAM) Neurosciences Clinical Academic Group Research and Development lead KHP Neurosciences Clinical Academic Group Training and Development Lead KHP
HOURS PER WEEK:	Actual hours as required to fulfil the requirements of the role
CONTRACT:	Permanent

Overview:

King's Health Partners

King's Health Partners, one of six Academic Health Sciences Centres (AHSC) in England, brings together three of the country's largest NHS foundation trusts, Guy's and St Thomas', King's College Hospital and South London and Maudsley, with a world-class university, King's College London.

Our partnership has over 36,000 staff and more than 25,000 students. Together, we provide 4.2million patient contacts each year and have an annual turnover of £3.2billion. Our university partner, King's College London, is ranked in the top 20 universities of the world and having a world-class university at the heart of our partnership means we are able to attract the best clinicians and scientists from across the globe to deliver research, education and clinical services.

The breadth of our collaboration, coupled with our strength in mental and physical health and the rich diversity of the population we serve, mean we are uniquely placed to lead innovation in clinical practice and improve outcomes for our patients.

Our reach as an AHSC enables us to provide system leadership across the healthcare economy of south east London and beyond.

In April 2014 the Department of Health renewed our accreditation. As a result we have developed a five year plan that will see us work with partners locally to transform the care our local population receives, integrating services across mental, physical and social care, and using research evidence and informatics to improve outcomes.

For the next five years we have decided to focus on seven key areas – cancer, cardiac, child health, dental, diabetes and obesity, mental health and neurosciences, and transplantation and regenerative medicine. These areas reflect our current strengths, but have also been chosen because we believe our partnership is among the best placed internationally to drive better understanding and improved treatments in these fields. We will drive innovation through informatics, integrated healthcare and value-based care systems.

The essential foundations of our partnership are our Clinical Academic Groups (CAGs). These bring together clinical services, research and education across our four partner organisations. Our CAGs are supported and led by a King's Health Partners Executive and also an Operational Executive, which includes operational executive leaders from across the partnership to drive real change in service and CAG delivery.

The work of KHP is overseen by the KHP Board and the KHP Executive Board which include all partner chairs and chief executives and non-executive directors from science and governance.

Institute Model

The NHS and University sectors are facing unprecedented pressure and it is our mission to ensure a compelling clinical academic offer, enhanced outcomes and experience for our patients, staff and students as we move forward. Our commitment is to three thriving Foundation Trusts and a world leading university, with three major acute sites (Guy's, King's, St Thomas') and a mental health site (SLAM) where clinical service and academic excellence are assured, and long term financial sustainability is a must.

We have clinical academic strength in Neurosciences care and science and this presents a unique opportunity for global strength from the heart of KHP.

Neurosciences Challenges

Neurosciences span the three Trusts and University.

The majority of our clinical service is based at KCH but there is an important Neurology and Neurophysiology service at GStT and Neuropsychiatry and Neuroimaging based within SLAM. We provide tertiary Neurosciences services to SE London, Kent and part of East Sussex, with several national services and Hyper Acute Stroke and Neurorehabilitation to SE London. KHP hosts two UK leading Hyper Acute Stroke Units (Denmark Hill and the Princess Royal Farnborough)

A key asset is the recently opened Wohl Institute at Denmark Hill. 85% of researchers within this unique beacon facility work in basic Neurosciences. This basic science strength

provides a strong platform for translational medicine and collaboration with health services research and care.

KHP Neuroscience has many areas of demonstrable excellence. The KCL academic strategy envisions our research spanning the entire translational spectrum.

We have an exceptionally strong neuroscience education portfolio and have an opportunity to be a system leader in the education and training of clinical staff from across many disciplines.

Our major challenge in the complex journey ahead is to transform our clinical pathways and outcomes. Whilst we have excellent services and delivery there remains a considerable operational challenge to secure the right capacity, capital investment, staff recruitment and cadre of managerial leadership to ensure we achieve our goals.

Our NHS services have excellent outcomes and high patient satisfaction and some are the best in the UK. This is an encouraging platform from which to build even higher standards despite the challenging situation.

From an academic perspective, our neuroscience in KCL is one of only two areas of KCL biomedical activity that can justifiably claim to be in the world top 20. Despite this, KHP Neuroscience is currently fragmented and underachieving. There are many examples of this. To take three, Stroke, EEG and Neuroimaging- were all the services and infrastructure across the three Trusts and KCL to be integrated, we would be within the top 10 in the world.

KHP Neuroscience has lacked a cohesive all-encompassing forward strategy connecting the tripartite mission and fully calibrating the clinical capacity and patient flow needs to help the service differentiate in a competitive clinical environment. This has resulted in missed opportunities and an overall impact that is less than the sum of its parts.

The case to create a KHP Neurosciences Institute is, in our view, irresistibly compelling. We have scale and excellence in the NHS and university. Recent developments and investments provide a unique once-in-a-generation opportunity and an impetus to launch the KHP Neurosciences Institute.

Our vision

- The leading centre in the world for experimental medicine research in neurological disorders, building on assets already in place, through maximising activity in the CRF, optimising opportunity for hyper acute research and developing key tertiary services that feed research.
- The leading centre in the UK, and amongst the world's best, in Neurorehabilitation. The need is very substantial and the opportunity very clear, but we start from a very low level of inadequate provision.
- The leading centre in the UK, and amongst the world's best, in clinical Neuroimaging and clinical EEG.
- Globally leading in elements of our large-volume clinical services where we either have global excellence now (e.g. stroke, headache), or are emerging at the global level (e.g. epilepsy, Parkinson's), or have obvious opportunity to develop (e.g. neuro trauma, neuro-oncology).
- Recognised global leaders in smaller-volume tertiary services that are already at that level (e.g. motor neuron disease, neurofibromatosis, neuro muscular respiratory failure) or could reach it (e.g. functional neurosurgery).

The Programme Director will

- Take responsibility for developing the strategic direction and the case for change document, leadership and management of the KHP Neurosciences Institute programme and its health economic benefits.
- Compete the strategic case within 3 months and develop a delivery and engagement plan for the next 9 months
- Build a and oversee a delivery plan for the Clinical Academic Group: Work with the CAG to develop more detail around building a unified model of working towards a One team approach
- Identify cross-organisational improvements and transformation plans resulting from One Team working and the move towards an Institute strategic model.
- Develop more detail across the tripartite mission for the strategic direction and benefits realisation for the Institute, , including identifying opportunities for improvement in the interim period that enable early progress and are visible to the 3 NHS Foundation Trusts and the College
- Engage and manage robust relationships and communications with key internal and external stakeholders and strategic partners throughout the end-to-end process.
- Work with local operational and strategy teams to scope the opportunities for robust business cases targeted for strategic investment to free key bottle necks in services to support priority areas.
- Drive linkages between Haematology and Cardiovascular Institute plans and other science developments on the Denmark Hill site.
- Develop detailed implementation and resources plans to ensure successful delivery of the preferred option.

This is a rare opportunity for the post holder to influence Neurosciences care, to drive transformational health system change across KHP partners, stakeholders and teams enabling a constant focus on our AHSC mission, demonstrating delivery of actual and real benefits across the clinical, education and research settings.

Kings College Hospital NHS Foundation Trust

King's College Hospital NHS Foundation Trust is one of the UK's largest and busiest teaching hospitals with a turnover of nearly £1 billion, 1.5 million patient contacts a year and more than 11,500 staff based across 5 main sites in South East London. The Trust provides a full range of local hospital services across its different sites, and specialist services from King's College Hospital (KCH) sites at Denmark Hill in Camberwell and at the Princess Royal University Hospital (PRUH) site in Bromley.

With the acquisition of the PRUH and Orpington Hospitals in October 2013, the Trust increased in size and importance, now caring for patients in the boroughs of Bromley and Bexley in addition to Lambeth, Southwark and Lewisham.

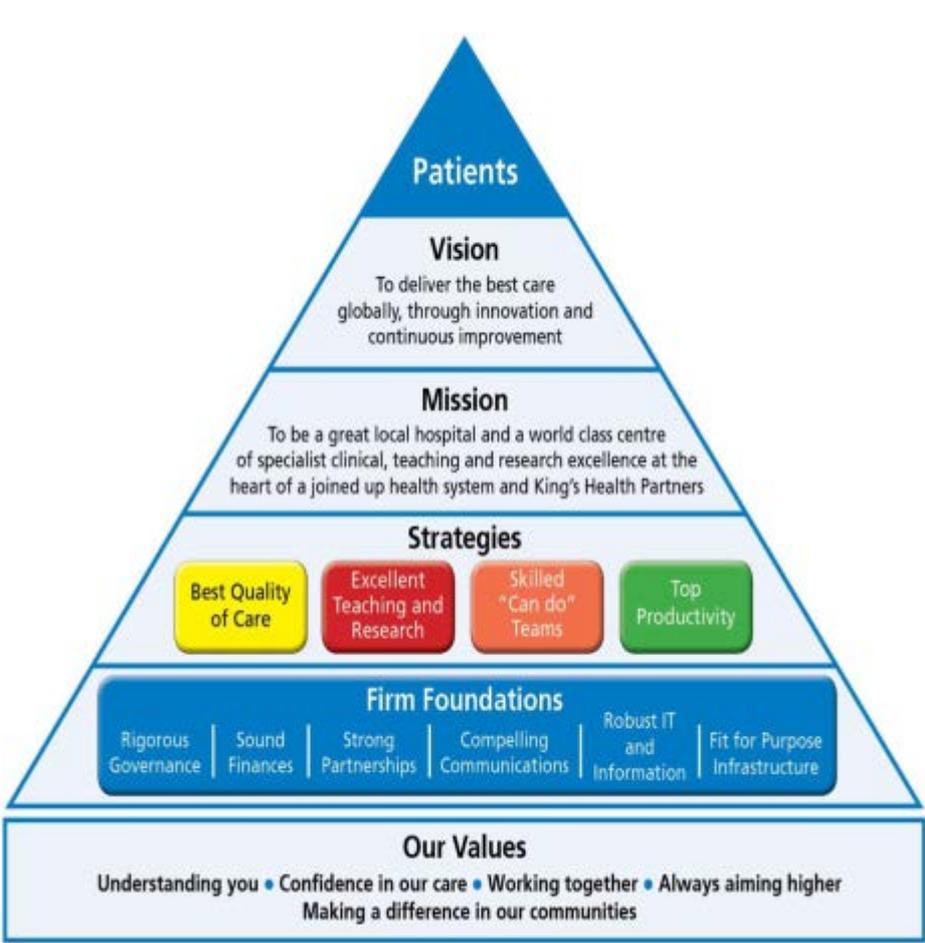
Many services, such as Trauma and Neurosurgery, are delivered on a regional basis, whilst people from throughout the UK and beyond come to us for our world renowned specialist

services such as Liver and Foetal Medicine. Already one of only 4 major trauma centres in London, King’s became the largest provider of stroke services with Hyper Acute Stroke Units based on both acute hospital sites in Kent and London. An elective orthopaedic centre was established in 2013 at Orpington Hospital, and this has already grown to become the second largest orthopaedic centre in London.

King’s specialist services include some world renowned departments. The Liver Department has the largest transplant centre in Europe, and is celebrated for its innovative practice, the development of split liver transplants, as an example. In foetal medicine, the Harris Birthright Centre under Professor Kypros Nicolaides has led the world in the development of foetal scanning and surgery. King’s has two “A” rated hyper acute stroke centres, and the centre at King’s Denmark Hill was rated as the best in the country in a recent Royal College of Physicians national study. The Hospital also provides innovative cardiac, neurosurgery and haemato-oncolgy departments, and the largest Bone Marrow transplant centre in Europe.

A new strategy

Below is an illustration of King’s strategic aims, incorporating its articulated values, mission and vision into specific deliverables.



JOB SUMMARY AND DIMENSIONS

The Programme Director is responsible for leading the strategic development of the Institute of Neurosciences and the CAG across KHP to:

- Deliver KHP Neurosciences strategy and ensure that coherent and sustainable plans are developed and delivered effectively across South London and Kent.
- Support the effective delivery of the Neurosciences Clinical Academic Group (CAG) tripartite mission and vision
- Drive cross-organisational improvements and transformation, delivering improved patient care, experience, quality, productivity, efficiencies and releasing savings across KHP
- Ensure programme leadership and delivery, partnership and stakeholder working and robust internal and external relationships and communications
- Deliver a CAG outcomes book for Neurosciences by December 2017

The Programme Director is a full member of the Neurosciences CAG Executive Board and is responsible for providing regular key reports on the Cardiovascular Programme progress.

The Programme Director is directly responsible for a highly skilled and professional team (FTEs to be confirmed) and a direct service budget (to be confirmed).

The Programme Director is a regular presenter at the KHP Boards and Chief Executives' Action Group.

The Programme Director has a complex leadership and influencing role, in linking KHP partners, South-East London providers, Academic partners and commissioners to effectively drive the Neurosciences agenda forward

The Programme Director will be required to make a significant contribution to KHP corporate agendas.

KEY COMMUNICATIONS AND WORKING RELATIONSHIPS

Internal	External
KHP CEO and Board Executive Directors – COO, Strategy, CNO, CMO, Workforce, Finance, Estates,	Chief Executives, Medical Directors, Neurosciences Leads, across London Hospitals
Director of Research & Development KHP	Other service providers in the South London health economy including primary care, community services, charity and private providers
Director of Training and Development KHP	NHS England and Service Commissioners across South London and London wide
KHP patients, carers and their families KHP Clinical Directors	Charities/ providers focused on Neurosciences

KHP General Managers & Divisional or Heads of Nursing/Professional Leads	Academic Partners
KHP Senior Clinicians/Chief Nurse/Service Managers	Training and Development Partners
Head of Neurosciences Division KCL	

Mental Health Lead	Strategic networks and clinical senates
KHP Fundraising Team	AHSN (South London Health Innovation Network)
KHP Directors of IM&T	NHS Improving Quality
KHP Commercial Directors	Institute for Healthcare Improvement
King's Improvement Science	Health Advisory Board

KEY ACCOUNTABILITIES

- To develop, drive and deliver the tripartite Neurosciences Strategy including clinical, R&D and T&D developments. To support the effective integration of neurosciences clinical and research activities and effectively contribute on behalf of neurosciences to any KHP agendas
- To plan and implement models of care for Neurosciences Clinical Services in line with KHP's neurosciences strategy
- To support the delivery of the Neurosciences R&D Strategy
- To support the refinement and delivery of the Neurosciences T&D Strategy
- To ensure the needs of neurosciences services are communicated to and reflected in business cases for the development of any KHP site, and in the estates strategy more generally.
- To develop plans for service distribution in line with the neurosciences strategy and the vision for service reorganisation in outer South-East London and South London as appropriate. To drive system change and redesign across services and pathways as appropriate
- To further lead work to develop the 'business model' for KHP neurosciences services; this will enable the operating costs of the models of care to be met in the future. To promote organisational efficiency, demonstrate cost effectiveness and embed a culture of value for money and return on investment
- To lead and deliver a CAG outcomes book for Neurosciences and ensure that this is updated in accordance with agreed schedules for CAG outcome books
- To report to the Neurosciences CAG Executive Committee, KHP Performance Council and Trust Boards and Charity Trustees as required
- Support and develop clinical and academic leadership and engagement to ensure effective and sustainable new models of care
- To develop and maintain key strategic relationships for example BRC, key charities, King's Fund

- To be the advocate ensuring patients and the local population are at the centre of all developments and KHP patients have a voice throughout all of their care
- To build on and further develop collaborative relationships with key partners in the larger health economy to ensure service designs are meeting the needs of the groups they are designed to serve
- To be a catalyst in the integration of physical and mental integration in the design and delivery of KHP neurosciences offerings
- To provide the management, governance and transformation expertise in any international partnerships
- Ensure that all learning is spread and shared locally, nationally and internationally
- Act as an ambassador to maintain the high profile of the programme, and partner organisations nationally
- To manage the Neurosciences Programme Team
- To hold the budgets for implementation and account to the Trust, the Charity and other investors, as appropriate, for their use. To effectively manage budgets and ensure appropriate devolution of resources. Procure and contract services as appropriate ensuring correct procedures are adhered to and monitoring is in place

This describes only the principal duties and responsibilities of the post holder. There are many other responsibilities implicit in these tasks, including the need to be mobile and work flexibly.

Overall Accountability

The post holder must be self-guiding and self motivated. They will use their own discretion in order to manage the balance of time allocated between KHP partner activities and to prioritise projects so as to ensure that the dependencies upon other stakeholders, including practicing clinicians, are not adversely affected and that deadlines are met. The post holder is required to follow Trust policies and procedures, which are regularly updated including:

General

The post holder has a general duty of care for their own health, safety and wellbeing and that of work colleagues, visitors and patients within the hospital, in addition to any specific risk management or clinical governance accountabilities associated with this post.

To observe the rules, policies, procedures and standards of King's College Hospital NHS Foundation Trust together with all relevant statutory and professional obligations.

To observe and maintain strict confidentiality of personal information relating to patients and staff, in accordance with local policy and Information Governance guidance and regulations.

To be responsible, with management support, for their own personal development and to actively contribute to the development of colleagues.

This job description is intended as a guide to the general scope of duties and is not intended to be definitive or restrictive. It is expected that some of the duties will change over time and this description will be subject to review in consultation with the post holder.

All employees must hold an 'nhs.net' email account which will be the Trust's formal route for email communication. You are therefore required to check this regularly and to deal with such communication promptly.

Infection Control Statement

The post holder has an important responsibility for and contribution to make to infection control and must be familiar with the infection control and hygiene requirements of this role.

These requirements are set out in the National Code of Practice on Infection Control and in local policies and procedures which will be made clear during your induction and subsequent refresher training. These standards must be strictly complied with at all times.

Review of this Job Description

This job description is intended as an outline of the general areas of activity and will be amended in the light of the changing needs of the organisation. To be reviewed in conjunction with the post holder.

PERSON SPECIFICATION

JOB TITLE: Programme Director Cardiovascular KHP

	ESSENTIAL	DESIRABLE
Qualifications/ Education	<p>Educated to Master's Degree level or equivalent</p> <p>Evidence of continuing professional and managerial development.</p>	<p>Has conducted extensive and high level research on a relevant subject, preferably at PhD / Doctorate level</p> <p>A clinical qualification and background</p>
Knowledge & Experience	<p>Able to demonstrate success at the most senior level leading complex, contentious, ambiguous and high profile transformational change in a large organisation and across organisations, preferably within the NHS and / or academic environment</p> <p>Outstanding reputation as a senior leader with a proven track record of working at a strategic level producing high quality results in the management and leadership of service improvement and transformation in a large complex organisation</p> <p>High level of managerial competency, including ability to manage and lead in a complex and contentious dynamic professional environment</p> <p>Has relevant senior management experience in a variety of health and/or social care settings with evidence of effective partnership working</p> <p>Significant experience in building organisational capabilities, establishing a clear strategic vision and direction and translating this into successful outcomes including senior clinical and academic leadership and engagement</p> <p>Working knowledge of the UK health and social care sector, including NHS Foundation Trusts, encompassing an understanding of the operating environments of whole care pathway</p> <p>Demonstrable expertise in the tools and techniques of healthcare improvement and proven extensive experience in implementing transformational change in complex environments using these techniques</p>	<p>Has regional / national / international standing</p> <p>Has experience of working as a Board member in more than one setting / type of Board arrangement.</p> <p>Has experience of working in joint board arrangements</p> <p>Has filled chairing roles in partnership settings.</p> <p>Has operated in a partnership/joint role across organisational boundaries</p>

	<p>Experience in a responsible director / senior management position in a complex operational environment implementing change and redesign across organisational boundaries and sectors</p> <p>Evidence of personal contribution in delivering vision/strategy in a multi-organisational setting through transformative projects and making an impact</p> <p>Evidence of autonomous decision-making with appropriate reference for advice and authority (e.g. from expert sources) in and outside the organisation</p> <p>Experience of working in a highly political environment, in which national and local imperatives are potentially in conflict and addressing different stakeholders appropriately</p> <p>A confident and demonstrable track record in using quantitative, qualitative and financial and other relevant information to inform delivery planning and in monitoring performance</p> <p>Evidence of achievement of leading change through people and influence and securing high performance by effective collaborative partnership working and empowering others</p> <p>Sophisticated understanding of equality issues and how they affect different sections of the community</p> <p>Evidence of successful management of multiple stakeholders with competing interests</p> <p>Demonstrate an ability to plan a change project strategically utilising NHS policies as levers for change</p>	
<p>Skills & Abilities</p>	<p>Ability to successfully analyse complex issues and situations, provide logical decisions, and reconcile competing interests, providing practical and creative solutions to problems through collaborative working</p> <p>Ability to think and plan strategically, tactically and creatively, and to prioritise work programmes in the face of competing demands, including an evidenced approach to robust programme management skills</p> <p>A strong sense of personal and team accountability coupled to a clear understanding of the boundaries around delegated authority and robust performance management</p> <p>Ability to collaborate constructively with internal and external partners to create the conditions for successful partnership working</p> <p>Ability to be intellectually flexible and to look beyond</p>	

	<p>existing structures, ways of working, boundaries and organisations to produce more effective and innovative service delivery and partnerships</p> <p>Demonstrates high calibre leadership, negotiating and influencing skills which command personal support and commitment from others and secure the necessary support to deliver results and impact</p> <p>Proven experience of highly effective written and verbal communication at the highest levels, including public speaking and preparation of complex written reports (local, national and international)</p> <p>Evidence of outstanding inter-personal skills, with a demonstrable ability to engage positively with individuals from junior to very senior levels and to deliver solutions in conflict situations</p> <p>Evidence of personal achievement of results through strong leadership and implementation strategies</p> <p>Exceptionally high level of political awareness and sensitivity, with the ability to understand the wider interest groups and stakeholders within the Trust, and to work sensitively to overcome their differing positions and interests</p> <p>Intellectual flexibility, including the ability to understand both operational detail and wider strategic environment and to articulate these to others.</p> <p>The ability to cope with ambiguity and perform and deliver through uncertainty where necessary</p> <p>Financial awareness and business acumen, and a demonstrable ability to effectively manage large and complex budgets; including budget setting and monitoring</p> <p>Innovation and vision, including an ability to build organisational capabilities, establishing a clear strategic vision and direction and translating this into successful outcomes</p> <p>Skilled in cross-health economy analysis of trends and situations and an ability to deliver applicable change solutions</p>	
<p>Personal Style and Behaviour</p>	<p>High level of work organisation, self-motivation, drive for performance and improvement, and flexibility in approach and attitude</p> <p>Evidence of a strong sense of commitment to openness, honesty, inclusiveness and personal integrity</p> <p>Demonstrates both professional and personal</p>	

	<p>credibility and is recognised and respected as a leader in their field</p> <p>Evidence of holding strong public service values and being deeply motivated to improve services and make a real difference to the health status of patients, clients and the public</p> <p>Evidence of understanding of own strengths and limitations and self-impact on others</p> <p>Evidence of self-belief and the confidence, resilience and energy to overcome obstacles to achieve the best outcomes for service improvements</p> <p>Evidence of political astuteness and the ability to drive for and deliver results in complex environments where organisational and personal agendas are not always aligned</p> <p>Evidence of the drive to network for information with a background in searching for and bringing to the organisation best practice and innovation from outside and beyond the UK</p> <p>Evidence of skill and effectiveness as a member of a team at senior level, contributing especially to team building and leadership</p> <p>Evidence of the ability to constructively challenge (upwards, downwards, horizontally across structures and organisations) and encourage even the most resistant cynic to think of lateral solutions</p> <p>Acts as a role model, standard setter, coach and motivator and able to challenge the status quo</p> <p>Articulate, self-motivated, committed, inspiring and enthusiastic</p> <p>Highly results orientated; with a strong drive to deliver and have an impact</p>	
<p>Physical Requirements</p>	<p>The energy, stamina and drive commensurate with working at Director level in a large and complex context with a diverse portfolio, as, evidenced by health record and attitude to work.</p> <p>Ability to carry out the physical requirements of the post, with any reasonable adjustment being made under the DDA.</p>	