

WORCESTERSHIRE CLINICAL COMMISSIONING GROUPS

JOB DESCRIPTION

Job Title:	Primary Care Commissioning Manager (GPFV)
Directorate:	Primary Care
Band:	Agenda for Change Band 8a
Salary:	£40,028 - £48,034
Responsible to:	Head of Primary Care
Accountable to:	Director – Primary Care
Responsible for:	Provide both operational and contract management support for primary care commissioning and responsible for the development and delivery of the Primary Care programme of projects which contribute to the delivery of the County's Sustainability & Transformation Partnership, including priorities within the CCGs operational, transformation and QIPP plans.
Location:	The post holder will be required to work flexibly at a range of CCG offices and administrative bases throughout the county.

1. **Job Summary**

As a Primary Care Commissioning Manager (GPFV), the post holder will work as part of a dynamic team in delivering an effective service supporting clinicians, managers and staff across the economy to shape and deliver the Primary Care and General Practice Forward View agenda. Leading teams and projects to support a variety of work streams which achieve the programme's objectives.

The post-holder will also play a key role in reviewing primary care providers' performance against contracts, ensuring adherence to contractual standards to improve outcomes for the Worcestershire CCGs population.

The role will contribute to driving primary care development as well as value for money in planning, commissioning and service delivery.

The role supports the overarching Primary Care Work Programme/STP, leading the redesign of services in priority areas, improving outcomes for patients and delivering improved value for money and efficiencies

The post holder will exhibit solid project and programme management capabilities, leading projects on behalf of the Worcestershire CCGs, working

closely with identified clinical/managerial leads from across the Health and Social Care Economy, to develop clinical pathways and services.

The post holder will apply an organised approach to project management, with key focus on the delivery of outputs against an agreed timeframe.

The post holder will report on progress on an on-going basis, via relevant CCG governing bodies, Primary Care Commissioning Committee, Sustainability and Transformation Partnership and multi-agency committees;

Work with the CCGs and NHSE in discharging the delegated commissioning responsibilities for primary care, including providing both operational and contract management support in line with the GMS and other Primary Care contracting models.

The post-holder will play a key role in reviewing primary care providers' performance against contracts, ensuring adherence to contractual standards to improve outcomes for the Worcestershire CCGs population.

The role will require the development of clinical policies, protocols and procedures to support the safe introduction of new skills and new practice;

The post holder will demonstrate an understanding of the STP Principles and a capability to develop and lead work in accordance with such principles.

The role is designed to build a combination of subject matter expertise and technical skills to develop a strong emphasis on delivery; the job description and person specification are an outline of the tasks, responsibilities and outcomes required of the role. The post holder will carry out any other duties as may reasonably be required by the Director of Primary Care;

The job description and person specification may be reviewed on an ongoing basis in accordance with the changing needs of the Team and the Organisation.

2. Key Job Specific Responsibilities

Delivering High Standards

- To provide high quality programme management for the projects allocated as part of the post holder's portfolio
- To model a collaborative and influencing style of working and embedding this approach across the Team and the organisation.
- To develop a capability to support the development, improvement and reduction in variability of the care provided by general practices.

Promoting equality and reducing inequalities

- To uphold organisational policies and principles on the promotion of equality

- To create an inclusive working environment where diversity is valued, everyone can contribute, and everyday action ensures we deliver our duty to uphold and promote equality.

Working with others

- The post holder will be required to build and maintain constructive relationships with a broad range of key internal and external stakeholders
- Lead and develop task and finish project groups with key stakeholders and experts to identify new ways of working, implement and monitor delivery.
- To work in partnership with others as part of cross directorate/teams to deliver successful outcomes
- Participate in relevant internal and external working groups/projects and initiatives to provide information and analytical advice and expertise.
- Present information and explain highly complex issues to a wide range of internal and external stakeholders
- To co-ordinate activities of other stakeholders or colleagues in raising the awareness of the primary care work programme objectives with specific reference to the communication of directorate and corporate activities.
- Lead on improving practice nurse and administration education for all primary medical services.

Using insight and evidence for improvement

- Show linkages between programme activities to proactively identify risks to programme and develop plans to mitigate.
- Lead the development of care pathways which are effective and person centred and use innovative approaches to facilitate service improvement and integrated delivery, identifying opportunities for efficiencies.
- Be familiar with emerging evidence on practice in health and social care and ensure this information is well communicated and implanted across Worcestershire.
- Provide expertise and leadership in translating relevant national, regional and local policy initiatives associated with developing, transforming and improving local services across all providers of health, social care and third sector services.

- Provide leadership in supporting practices to realise operating efficiencies to meet a transformation agenda.

Developing an excellent organisation

- To support the values and behaviours of the CCGs.
- To work in partnership with others and as part of cross directorate/ teams to deliver successful outcomes.

Enabling patient and public involvement

- Develop mechanisms to ensure effective patient, carer and public engagement with the planning and development of services.

3. Key Working Relationships

Operate effectively in a flexible and demanding environment and proactively engage with Patients, GPs, Constituent practices, NHS staff, Hospital Consultants and other key stakeholders working on a variety of topics;

Communicate and work closely with the GPs and Practice Managers from all practices within Worcestershire and also representatives of the Local Medical Committee (LMC).

Provide and receive highly complex, sensitive and contentious information, presenting information, to a wide range of stakeholders in a formal setting;

Committed to working and engaging constructively with internal and external stakeholders on a range of business sensitive issues;

Nurtures key relationships and maintains networks internally and externally, including national networks;

Close liaison with the Communications and Stakeholder team on public relations and marketing activities;

Link with managers and members of the Joint Management Team and other CCGs, to address inter-dependencies and ensure alignment, where appropriate;

Support collaborative working;

Apply a structured change management approach and methodology for the impact of any change.

Deputise for the Director of Primary Care and Head of Primary Care, as required.

4 Key Functional Responsibilities

4.1 Operational

To oversee team members to deliver the requirements listed above; engage and liaise with key stakeholders, in particular:

- To lead the delivery of day to day activities and projects.
- To manage workloads and drive delivery of a range of business initiatives and projects, as directed.
- To support the identification and sharing of best practice in employee engagement.
- To operate in a highly political and sensitive environment.
- Demonstrate and constantly improve value for money, ensuring delivering agreed benefits.
- Support practices to strengthen their ability to deliver high quality care.
- Work with practices, on an individual and group basis, to identify improvements, developments and reduce variability of care for all aspects of clinical and business performance.
- Address both individual and area wide practices issues relating to primary medical care to cultivate a vibrant and innovative cohort of practices.

4.2 Project Management

Lead on the delivery of project plans, allocating tasks as appropriate, identifying risks, issues and dependencies, considering best practice and current options and ultimately making decisions in the best interest of the project and patients.

Develop a comprehensive and cohesive change management plan which is consistent with the overall project timetable, meets the strategic direction of the team and minimises unnecessary disruption to service delivery, stakeholders involved in the process and is operationally sound.

To ensure that there are clear aims, objectives and outcome measures identified for each programme and project, maintaining the documentation to reflect/monitor progress and resources.

Ensure all service change is assessed inline with the required EQIAs

To analyse data/information to support changes in clinical pathways.

To monitor and report the progress of each project making sure that remedial action is taken whenever timescales and milestones are not met.

To provide reports to the Primary Care Commissioning Committee, Governing Bodies, and various sub committees, as required.

To ensure that for each project the Workforce requirements, including the need to develop or review clinical skills and policies are identified and addressed.

Monitor budgets to ensure they are consistent with pre-determined limits, liaising with Contracting and Finance colleagues where appropriate

Pro-actively manage stakeholders, respond to and resolve conflict between different stakeholders as required through facilitation or other appropriate mechanisms.

Be responsible for a high standard of work supporting the delivery of projects on time, to quality standards and in a cost effective manner. Maintain all appropriate project documentation and associated plans, using regular team meetings to monitor progress and resources.

Ensure the flexibility of the project if required to meet conflicting/changing requirements.

Responsible for the planning and organisation of numerous events/meetings. Ensuring communication tools are used to their maximum value for circulating the minutes, agenda and presentations in a timely manner.

Demonstrate effective stakeholder management across different departments and at all levels.

Support other project managers as and when required.

Advocate the Programme at senior and executive levels and ensure active engagement and sponsorship locally and across the County's CCGs.

Ensure that the projects maintain business focus, have clear authority and that the context, including risks, is actively managed in alignment with the strategic priorities of CCGs.

4.3 Financial and Physical Resources

Act in a way that is compliant with Standing Orders and Standing Financial Instructions in the discharge of budget management responsibilities.

Budget holder for assigned team, budget setting with the Director of Primary Care. Responsible for ensuring adherence to the allocated budget, on-going monitoring of expenditure against budget and ensuring the appropriate documentation is available for scrutiny.

Identify products, equipment, services and facilities for assigned activities, achieving stakeholder buy-in as required. Placing orders and signing invoices, keeping mindful of budget limitations.

Development and delivery of QIPP requirements linked to Programme area responsibilities.

Responsible for making recommendations, providing advice and able to prepare strategic reports/briefings as required.

4.4 Staff Management

May be required to deputise for the Director of Primary Care or Head of Primary Care.

Support the recruitment and management of team staff in conjunction with the Director of Primary Care and Head of Primary Care.

Responsible for undertaking appraisals and personal development including progressing any disciplinary or capability issues, as required.

Forge close positive working relationships, in order to support an effective matrix approach to achieve NHS objectives.

To support, motivate and develop staff within the team to ensure that they are able to deliver the new responsibilities of the NHS strategy.

Managing third parties (such as consultants/interims) to ensure deliverables are met in a timely manner and within budget.

Delivery of training / seminars to ensure staff/Practices/Stakeholders are aware of new services and care pathways.

4.5 Information Management

Drafting reports summarising status on issues, appraising outcomes, and providing progress reports as required.

Collate as required, qualitative and quantitative information and lead appropriate analysis to develop robust business cases and contribute to project 'products'.

Analyse, interpret and present data to highlight issues, risks and support decision making.

4.6 Policy and Service Development

Responsible for proposing and drafting changes, implementation and interpretation to policies, guidelines and service specifications, which may impact service delivery;

Proposes changes to own function making recommendations which ensure optimum team performance is maintained;

Maintain a good knowledge of emerging policies from a range of national agencies. This will assist in the thinking and definition of the strategy discussions for the key stakeholders.

4.7 Research and Development

Ensure that new skills and new practice identified through service redesign or quality improvement is based on sound evidence or research;

Plan, develop and evaluate methods and processes for gathering, analysing, interpreting and presenting data and information used to inform and influence change;

Deliver projects to comply with key performance indicators;

Co-ordinating Research & Development initiatives, delegating as appropriate.

4.8 Planning and Organisation

Contribute to the strategic planning of Primary Care Work Programme/STP, identifying interdependencies across projects/functions, potential impacts on wider organisation, resource requirements and building in contingency and adjustments, as necessary.

Contribute to the development of performance and governance strategies and the development and implementation of improvement programmes, in accordance with the CCG's priorities.

Contribute to short, medium and long term business plans, achieving quality outcomes.

Person Specification

Supporting Evidence

In the supporting evidence of your application form, you must demonstrate your experiences by giving specific examples for the criteria within the person specification.

Factors	Description	Essential	Desirable	Assessment
Qualifications	Educated to masters level or equivalent level of experience of working at a senior level in specialist area.	√		A/I
	Extensive knowledge of specialist areas, acquired through post graduate diploma or equivalent experience or training plus further specialist knowledge or experience to master's level equivalent.	√		A/I
	Evidence of post qualifying and continuing professional development.	√		A/I
Knowledge, Training and Experience	Must have an understanding of the background to and aims of current healthcare policy in Worcestershire and appreciate the implications of this on engagement.	√		A/I
	Should have an appreciation of the relationship between the Department of Health, the Strategic Health Authority and individual provider and commissioning organisations.	√		A/I
	Extensive experience of Primary Care Services and developing pathways across community and hospital services, including experience of Quality improvement methodology.	√		A/I
	Extensive experience of managing a high performing, multi-professional team.	√		A/I
	Continued commitment to improve skills and ability in new areas of work.	√		A/I

Communication Skills	<p>Must be able to provide and receive highly complex, sensitive or contentious information; negotiate with senior stakeholders on difficult and controversial issues, and present complex and sensitive information to large and influential groups.</p> <p>Negotiate on difficult and controversial issues including performance and change.</p> <p>The ability to represent all Worcestershire CCG member practices and communicate to all stakeholders, at every level.</p> <p>The ability to build and sustain effective, respectful, relationships with people at every level.</p>	<p>√</p> <p>√</p> <p>√</p> <p>√</p>		<p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p>
Analytical	<p>Problem solving skills and ability to respond to sudden unexpected demands.</p> <p>Ability to analyse complex facts and situations and develop a range of options.</p> <p>Takes decisions on difficult and contentious issues where there may be a number of courses of action.</p> <p>Strategic thinking – ability to anticipate and resolve problems before they arise</p> <p>Able to think conceptually, recognising assumptions, interpreting and evaluating arguments and deducing inferences.</p>	<p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p>		<p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p>
Planning Skills	<p>Demonstrated capability to plan over short, medium and long-term timeframes and adjust plans and resource requirements accordingly</p> <p>Comprehensive experience of project principles techniques and tools such as Prince 2 and Managing Successful Projects.</p>	<p>√</p>	<p>√</p>	<p>A/I</p> <p>A/I</p>

Management Skills	Must be able to prioritise own work effectively and be able to direct activities of others. Experience of managing and motivating a team and reviewing performance of the individuals.	√		A/I
Autonomy Freedom to Act	Must be able to use initiative to decide relevant actions and make recommendations to the Head of Primary Care, with the aim of improving deliverables and compliance to policies.	√		A/I
	Ability to make decisions autonomously, when required, on difficult issues, working to tight and often changing timescales	√		A/I
	Experience of identifying and interpreting National policy. Experience of researching best practice (globally, private and public sector), interpreting its relevance and processes/practices which could be implemented successfully to achieve system reform (advising on policy implementation)	√		A/I
Values and Behaviour	Commitment to and focused on quality, promotes high standards in all they do.	√		A/I
	Consistently thinks about how their work can help and support clinicians and frontline staff deliver better outcomes for patients.	√		A/I
	Consistently looks to improve what they do, looks for successful tried and tested ways of working and also seeks out innovation.	√		A/I
Physical Skills	Working knowledge of Microsoft Office with intermediate keyboard skills.	√		A/I
Equality and Diversity	Needs to have a thorough understanding of and commitment to equality of opportunity and good working relationships both in terms of day-to-day working practices, but also in relation to management systems for Worcestershire.	√		A/I

Financial and Physical Resources	Previously responsible for a budget, involved in budget setting and working knowledge of financial processes.	√		A/I
Other	Used to working in a busy environment	√		A/I
	Adaptability, flexibility and ability to cope with uncertainty and change	√		A/I
	Willing to engage with and learn from peers, other professionals and colleagues in the desire to provide or support the most appropriate interventions	√		A/I
	Professional calm and efficient manner	√		A/I
	Effective organiser, influencer and networker	√		A/I
	Demonstrates a strong desire to improve performance and make a difference by focusing on goals.	√		A/I
	Completer/Finisher	√		A/I
<p>*Assessment will take place with reference to the following information</p> <p>A=Application form I=Interview T=Test C=Certificate</p>				