

Job Description

Job Title	Planned Care Manager
Corporate Function	Planned Care Team (Interface) Strategy, Commissioning & Integration Directorate
Band	8A
Responsible to	Senior Manager Planned Care
Accountable to	Director of Urgent, Emergency & Planned Care
Hours	Full-time (37.5 hours per week)
Location	Base County Hall, Preston or Innovation Centre Lancaster Organisational agile working policy will apply with role involving a mixture of home working and travel across L&SC
Budgetary responsibility	In-line with organisational financial delegations
Manages	
Direct reports	Planned Care Support Partners
Indirect reports	Planned Care Support Officer, Planned Care Project Administrator

Purpose and remit

The Lancashire and South Cumbria Integrated Care Board (ICB) was formally established as a new statutory body on 1 July 2022, replacing the eight clinical commissioning groups across Lancashire and South Cumbria. Lancashire and South Cumbria ICB is a highly complex organisation serving a population of over 1.8 million people.

Our role is to join up health and care services, improve people's health and wellbeing, and to make sure everyone has the same access to services and gets the same outcomes from treatment. We also oversee how money is spent and make sure health services work well and are of high quality.

The role of the Planned Care Manager is part of the planned care team that covers delivery and partner interface across place and system levels. The focus of this role will be to support system-wide transformation and system wide delivery, including, but not limited to:

- Pathway redesign for planned care priority programmes
- Provider interface
- Referral optimisation and patient choice
- Independent sector utilisation strategy

This role will contribute to the delivery of the wider planned care team's functions, which include:

- Lead on the development and delivery of priority programmes and oversee associated delivery plans in relation to these programmes.

- Undertake and lead provider review meetings, working closely with contracts, performance and business intelligence teams to monitor activity plans and cost, and oversee effective management of these commissioned services
- Review and develop governance arrangements in relation to planned care business
- Ensure, where appropriate, a standardised approach to planned care pathways to address unwarranted variation, improve outcomes and deliver better value for money.

Delivery:

- Lead, or significantly support, system-wide transformational programmes that directly relate to planned care, for example procurements, pathway redesign and contract or providers reviews, and contribute to other local and national programmes relating to planned care services.
- Work with colleagues and partners on planned care initiatives at place and coordinate local planned care pathways in line with system priorities, objectives and standards
- Develop new and innovative contracting models for planned care services that take account of new approaches, including the Provider Selection Regime.

Key responsibilities

This will be varied and will adapt over time as the ICB develops, however, the postholder is expected to take a lead managerial responsibility for a defined portfolio and fulfil the following key responsibilities which are described in detail below:-

- Planning – Contribute to both operational and strategic planning , identifying interdependencies and impact
- Project management – Lead on identified areas of work and track implementation.
- Resource Management – Deliver against objectives, evaluating all aspects.
- Stakeholder Engagement – Engage with and influence various stakeholders.
- Staff Management – Line management responsibilities, support to wider team

This job description is only an outline of the tasks, responsibilities and outcomes required of the role. The job holder will carry out any other duties as may reasonably be required by their line manager. Further, the job holder will work flexibly across multiple portfolios in the planned care function, according to business priorities and objectives and undertake tasks commensurate with the banding of the post. The job description and person specification may be reviewed on an ongoing basis in accordance with the changing needs of the organisation.

Key working relationships

The post holder will have regular contact with a wide range of staff at all levels within the ICB, with senior and other representatives of local stakeholders, as well as with patients and their representatives. Some of the key direct relationships include:

- Lancashire and South Cumbria ICB colleagues, particularly in Primary, Community, Digital, Strategy, Performance and Finance Teams
- Clinical Leaders
- Colleagues within NHSE/I
- Senior leaders across Lancashire and South Cumbria, NHS, local authorities and other third sector organisations
- Providers of Planned Care services within L&SC and beyond

Main duties and responsibilities

1. Planning & Organisation

- Contribute to the operational and strategic planning within planned care, identifying interdependencies across projects/functions, potential impacts on partner organisations, resource requirements and building in contingency and adjustments as necessary.
- Contribute to the planned care programme planning process, providing input as required, and taking a lead on specific work streams as appropriate.
- Contribute to the development of performance and governance strategies and the development and implementation of improvement programmes for planned care, in accordance with local and national priorities.
- Contribute to short, medium and long-term business plans, achieving quality outcomes.
- Undertake service reviews, interpret data intelligently to inform service change and devise service specifications to support implementation.

2. Project Management

- Lead on a range of contracts/ portfolio/project areas and be responsible for the transformation, delivery, and programme management of these.
- Lead on the development and implementation of programme and project plans for transformation initiatives within the L&SC planned care programme, clearly outlining milestones, risks, and outcome measures.
- To work alongside clinical and managerial colleagues to secure successful outcomes. Ensure that transformation project outputs are of high quality and produced on time and within budget, in line with the requirements outlined in the programme/project plan.
- To develop new pathways, processes, protocols, and policies to support change management work arising within the programme areas.
- To proactively monitor progress, issues, and risks in projects for which the post holder is lead, taking corrective and mitigating action where necessary.
- Ensure completion of all planned care and patient choice ICB, regional and national returns as required.

3. Resources

- Secure quality, safe and robust services, which provide value for money for the local population and promote integration. Support the ICB in the delivery of a balanced budget.
- Deliver against programme objectives, achieving quality outcomes, prioritising own workload and working to tight deadlines.
- To provide regular feedback and update reports on progress, issues and risks to senior stakeholders. Presenting complex information and analysis in a simple, succinct understandable way.

- To lead on evaluation, audit and develop benefit plans for planned care as required and/or outlined within the programme/project plan to produce an evidence base.
- To undertake research into policy and best practice to inform plans for planned care
- Participate in or lead relevant internal and external working groups which may be highly complex, sensitive, political, and contain contentious information with the aim of providing information and analytical advice and expertise.

4. Stakeholder Engagement

- To work closely with service providers to ensure implementation of transformation initiatives, escalating any concerns as appropriate.
- Work with and provide support to managers, clinicians, and other stakeholders to enable a whole systems approach to sharing, influencing and implementing new processes, managing conflicting priorities between stakeholders with different expectations when necessary. Embed collaborative and effective partnership working.
- Lead and manage project steering groups to enable processing changes which have wider implications on successful service-wide performance.
- To work effectively within teams, demonstrating sound leadership capabilities in managing change, specifically within projects that will have a lasting effect on clinical services and patient experience.
- Ensure teams and relevant stakeholders have effective opportunities to contribute to the development of the projects to discuss, influence and progress joint plans, facilitating collaborative working.
- To communicate effectively with others, employing skills to motivate, negotiate and influence opinions both internally and externally with our partners in primary, secondary care and other agencies.

5. Staff Management

- Provide leadership and guidance as a senior member of the team.
- Line management responsibilities of recruitment, induction, training, appraisals and progressing any disciplinary or capability issues as necessary.
- Deputise for the Senior Manager as appropriate and required.

The main duties and responsibilities described above are not exhaustive and the post holder can expect to take on other responsibilities or specific tasks as required.

Further, over time it is likely the remit and requirements of the role will evolve and the post holder will be expected to adjust their working approach and style to accommodate these. It is expected that this job description would be reviewed regularly, by agreement.

Person specification – Planned Care Manager

Experience	<ul style="list-style-type: none"> • Experience of change management techniques relevant to the public sector, e.g. NHS Improvement methodology or Lean. • Experience of managing and completing projects. Experience of creating project documentation, capturing benefits realisation. • Experience of working in an NHS or local government environment. • Experience of working within a complex multi-agency and multi-professional environment to agree manage and deliver change. • Proven leadership skills with line management experience. • Ability to operate and influence at a strategic level, influencing senior managers and clinicians. • Self-disciplined/motivated to function independently, but also able to motivate others. Manage own workload and use own initiative without close supervision. • Experience of matrix working and of resource management and allocation, including those not under direct line management control. • An understanding of the principles of value for money and an ability to challenge performance on this basis with demonstrable commitment to continuously improve outcomes and efficiency • Knowledge of the current challenges within Planned Care, including the elective care recovery programme and patient choice agenda. 	E E E E E E E D D D
Qualifications	<ul style="list-style-type: none"> • Educated to Master's degree level or equivalent demonstrable post professional registration experience. • Project Management and/or Programme Management qualification or equivalent experience. • Current driving licence and the ability to travel for works purposes 	E E E
Skills	<ul style="list-style-type: none"> • Competency in using word processing, presentation and spreadsheet software. • Effective interpersonal, written and presentational communication skills. • Ability to analyse, interpret, compare and present highly complex, sensitive issues to senior management and other senior professionals. • Ability to communicate effectively and engage in detailed discussion with all levels of staff. • Ability to communicate thoughts and ideas verbally and in writing to others in a clear, concise and understood manner. • Facilitation and negotiation skills. • Ability to manage a project team effectively. • Able to oversee, influence and direct the activities of staff, whom there may not be formal line management authority, to achieve agreed outcomes. • Ability to work with SROs to prioritise and re-prioritise, whilst ensuring delivery. Able to understand the limits of their own management competencies and wisdom to seek advice when these are reached • Able to support and, where appropriate, lead the development of long term plans for the delivery of projects, identifying risks and issues, developing mitigation strategies, establishing key milestones within an overall trajectory. • Must be able to work to agreed deadlines • Ability to critically appraise project and business plans to determine coherence and deliverability. 	E E E E E E E E E E E E E E

E = Essential D = Desirable

Effort, skills and working conditions

Physical skills	<ul style="list-style-type: none"> Office environment; Standard keyboard skills
Physical effort	<ul style="list-style-type: none"> Office environment; required to undertake typing of reports, sitting / standing to give presentations
Mental effort	<ul style="list-style-type: none"> Need to meet deadlines and deal with complex issues, high level of concentration required to produce documents on a regular basis Intellectually demanding role commensurate with pay banding The position frequently requires prolonged periods of concentration The position involves unplanned interruptions The work is unpredictable and the post holder may have to adapt to change in a short timeframe and be able to deliver outcomes
Emotional effort	<ul style="list-style-type: none"> Need to challenge assertively across all levels of both Trusts on a regular basis. Emotionally demanding role commensurate with pay banding Managing stressful situations whilst maintaining collaborative relationships. The post holder must be able to work successfully under pressure of time and resources The post holder will be required to deal with difficult and stressful situations and conflict in relation to change management.
Working conditions	<ul style="list-style-type: none"> Office environment; cross-site travel, across Lancashire and South Cumbria and beyond VDU use on a regular basis

Supplementary Duties & Responsibilities

- To ensure own actions contribute to the maintenance of a quality service provision.
- To be responsible for the self-development of skills and competencies through participation in training and development activities and to maintain up to date technical and professional knowledge relevant to the post.
- To participate in the ICB performance and development review and to undertake any identified training and development related to the post.
- To undertake statutory and mandatory training as deemed appropriate by the ICB.
- To develop and maintain effective working relationships with colleagues.
- To adhere to all ICB policies and procedures.
- The post holder shall as necessary, provide cover for and undertake duties of absent colleagues.

The post holder may be required to participate in the on-call rota, following appropriate training, which would involve weekend and/or weekday/bank holiday evening/overnight cover.

Information Governance, Data Protection & Confidentiality

All staff are expected to:

- Ensure the confidentiality and security of all information that is dealt with in the course of performing your duties in accordance with the requirements of the Data Protection Act 2018 and adhere to the principles of Caldicott;
- Be aware that breaches of ICB Information Governance procedures and codes of conduct could be regarded as gross misconduct and may result in serious disciplinary action being taken, up to and including dismissal;
- Comply with and keep up to date with the requirements of legislation such as the Freedom of Information Act 2000 and Computer Misuse Act 1990;
- Ensure that your staff maintain that the confidentiality and security of all information that is dealt with in the course of performing their duties is in accordance with the requirements of the Data Protection Act 2018 and the principles of Caldicott; and
- Ensure that your staff are aware of their obligations under legislation such as the Freedom of Information Act 2000; Computer Misuse Act 1990, and that staff are updated with any changes or additions relevant to legislation.

Health & Safety

In accordance with the Health and Safety at Work Act 1974 and other supplementary legislation, you are required to take reasonable care to avoid injury during the course of work and co-operate with the ICB and others in meeting statutory regulations.

- To comply with safety instructions and ICB policies and procedures.
- To use in a proper safe manner the equipment and facilities provided.
- To refrain from wilful misuse of or interference with anything provided in the interest of health and safety and any action which might endanger yourself and others.
- To report as soon as practical any hazards and defects to your senior manager.
- To report as soon as practical accidents and untoward incidents and to ensure that accident forms are completed.

Risk Management

You are required to contribute to the control of risk and use the incident reporting system to alert the ICB of incidents or near misses that may compromise the quality of services.

Infection Control

All staff have a duty to comply with policies and guidelines in relation to Infection Prevention and Control. You have a duty to ensure that you minimise the risk of infection and infectious diseases. This responsibility includes minimising the risk by highlighting any concerns you may have to the appropriate person as identified in the policies and guidelines and challenging inappropriate infection control and hygiene practice.

Equality & Diversity

The ICB is committed to equality and diversity and works hard to make sure all staff and service users have access to an environment that is open and free from discrimination. As an ICB we value the diversity of our staff and service users, and therefore recognise and appreciate that everyone associated with the ICB is different and so should be treated in ways that are consistent with their needs and preferences.

In support of this all staff are required to be aware of the ICB's Equality and Diversity Policy and the commitments and responsibilities the ICB has to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not

We firmly believe that it makes good business sense to have a workforce representative of the communities we serve and so encourage applications from all sections of the community.

Safeguarding Children and Adults

The ICB has a zero-tolerance approach to the abuse of children, young people and vulnerable adults. All staff must ensure they adhere to the ICBs safeguarding children and adults policy and comply with the Local Safeguarding Children and Adult Board procedures. They must be mindful of their responsibility to safeguard children and adults in any activity performed on behalf of the ICB in line with the requirements of statutory guidance and legislation. Staff must keep up to date with safeguarding knowledge and skills by undertaking mandatory safeguarding training as specified in the ICB safeguarding policies, which includes understanding and recognising the signs of abuse and knowing how to raise concerns when those signs of abuse are noticed in a person.

Codes of Conduct and Accountability

You are required to comply with codes of conduct and accountability and any relevant codes of conduct dependent on profession (e.g. N&M/NHS Managers/Allied Health Profession etc).

External Interests

Each member of the ICB's staff is responsible for ensuring that any external interest they have does not conflict with the duties of their posts and they must disclose the external interest if this is likely to occur, or if they are in doubt about a possible conflict of interest.

Notes

This is not an exhaustive list of duties and responsibilities, and the post holder may be required to undertake other duties, which fall within the grade of the job, in discussion with their manager.