

Job title: Renal Network Manager

Band: 8A

Department: Renal Department

Division: Unplanned Care



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Letter from Adam Sewell Jones, Chief Executive

Thank you for expressing an interest in working here at East and North Hertfordshire NHS Trust.

East and North Hertfordshire NHS Trust is a very special organisation. Our teams are amazing, and this was demonstrated even more so during the unprecedented challenges brought about by the Covid-19 pandemic. Our ability to be flexible and innovative in the way in which we work and deliver our services to our catchment has never been more important than it is now.

We are a large acute Trust which operates across four sites; acute services are offered at the Lister Hospital; specialist cancer services at the Mount Vernon Cancer Centre (MVCC); and non-acute services offered at the New QEII and Hertford County hospitals. We underwent an extensive £150m reconfiguration some years ago which saw all inpatient and complex services centralised at the Lister Hospital in Stevenage.

We are an organisation with a strong culture of positive values and our ambition is to provide high-quality, compassionate care to our community in all that we do, including patient experience, clinical outcomes, patient safety and financial sustainability.

We have many great people working for us doing all sorts of roles, ranging from porters to doctors, from administrators to nurses, and everything in between. But we all share one vision – we put our patients at the heart of everything we do.

We have recently partnered with the world-renowned Virginia Mason Institute in an exciting 3-year programme to create and embed a quality management system – our ENH Production System. Drawing on years of quality improvement and culture change experience, the ENH Production System will equip our teams to identify areas for improvement, make changes and measure impact – all with the patient at the centre.

If you decide to apply, you will be joining us at an incredibly exciting time as we continue on our transformation journey. I hope very much, that after reading this pack, you will want to join us on that journey.

I wish you the best of luck in your application.



Adam Sewell-Jones
Chief Executive

Benefits

As a Trust employee, you can access a range of financial and non-financial benefits to support our staff in all aspects of their life.

Wellbeing:

- Get confidential advice and support on personal, work, family and relationship issues, 24/7, from our Employee Assistance Programme
- Offers and discounts at local gyms
- In-house Health at Work service with advice line and self-referral facility for staff as well as signposting and access to other support, such as weight management clinics and physiotherapy
- On site workplace pharmacy at Lister offering a minor ailment service, flu vaccinations, travel clinic, sexual health, smoking cessation and health check services
- Opportunity to discuss ideas, problems or concerns easily and anonymously with our Speak in Confidence service

Travel:

- Save up to 30% on a new bicycle through our Cycle to Work scheme
- Reduced staff car parking costs through our Car Sharing scheme
- Discounts on local buses and trains
- Competitive rates through our car lease scheme
- Inter-site transport minibus which includes shuttle to Stevenage Railway Station

Work/Life Balance:

- Pursue different interests with the security of employment on your return from your break of 3 months to 5 years with our Career Break scheme
- Generous annual leave with additional days awarded for long service
- A variety of different types of paid and unpaid leave covering emergency and planned leave, such as special leave/ emergency leave/carers leave, through our Special Leave policy
- A Retire and Return scheme, enabling you to draw your pension whilst continuing to work for us after a short break
- Options for flexible working to provide you with a healthy work/life balance such as part time working, term time only, compressed hours (subject to service requirements), and flexible work schedules

Financial:

- Discounts on restaurants, getaways, shopping, motoring, finance through a variety of providers
- Access to the NHS Pension Scheme, providing generous benefits upon retirement, as well as a lump sum and pension for dependants

Learning and Development

- Extensive range of learning and development opportunities, including coaching, for both clinical and non-clinical topics
- Access to our Grow Together scheme, ensuring that you have meaningful, quality conversations with your manager about what matters to you and your development
- We fully encourage our staff to develop to their full potential and are supportive of secondments, acting up opportunities and all learning and development activities.

Other:

- Local and Trust wide staff award schemes where staff are nominated and recognised by their colleagues and peers for their hard work
- Assistance in relocating for some staff with our Relocation Policy

Our vision, mission, and values

Our vision is:

“To be trusted to provide consistently outstanding care and exemplary service”

Our mission is:

Providing high-quality, compassionate care for our communities

Our values are:



We value the diversity and experience of our community, colleagues and partners, creating relationships and climates that provide an opportunity to share, collaborate and grow together



We create a safe environment where we are curious of the lived experience of others, seek out best practice and are open to listening and hearing new ideas and change



We are committed to consistently delivering excellent services and continuously looking to improve through a creative workforce that feels empowered to act in service of our shared purpose

Job description

Job title:	Renal Network Manager
Band:	8A
Department:	Renal Department
Base:	East and North Hertfordshire Trust (ENHT) as host to the Renal Clinical Network – occasional travel is required throughout the region. (You may be required to work on a permanent or temporary basis elsewhere within the Trust)
Responsible to:	Divisional Director for Unplanned Care and Head of CVDR Board
Responsible for:	East of England Renal Clinical Network

Job summary:

Service and Team

East of England Clinical Networks supports health systems to improve health outcomes of their local communities by connecting commissioners, providers, professionals, patients and the public across pathways of care to share best practice and innovation, measure and benchmark quality and outcomes, and drive improvement.

We support the work to:

Enable clinical and patient engagement: informing commissioning decisions.

Define and drive quality improvement: operating across complex pathways of care.

Coordinate and support commissioners and providers: identifying and reducing unwarranted variation, improving cohesion, and ensuring sustainable services across pathways of care for staff and patients, both now and in the future.

Support the EoE assurance function.

The NHSE East of England Cardiovascular, Diabetes and Respiratory (CVDR) Networks for NHS England, East of England, brings together cardiac, stroke, respiratory diabetes and Long Covid networks. The East of England Renal Network will work alongside these other networks to ensure delivery against the specification as produced by NHS England (NHSE) which sets out clear expectations including key strategic and operational objectives and describes the required governance including lines of accountability, key stakeholders and interdependencies.

The Renal Network will be hosted by East and North Hertfordshire NHS Trust.

Principal responsibilities /competencies:

The Renal Network Manager role will provide operational and strategic management of the East of England Regional Renal network.

The post holder will provide leadership for the network team and work closely with clinical leads and the network team to ensure the delivery of effective and high-quality clinical services to patients throughout their Renal experience, including the achievement of both strategic objectives and relevant national and regional performance targets.

This will include ensuring effective engagement of patients, professionals and constituent organisations in network activities that support the delivery of national outcome ambitions in line with local needs and resources.

The post holder will ensure that there are agreed clinical pathways and mechanisms for reviewing performance across the network in all NHS Trusts in East of England in accordance with regional and National requirements and Service Specifications as set out by NHS England and the Renal Service Transformation Programme (RSTP).

The post holder will be expected to provide leadership for people management, in order to recruit and retain high quality staff, provide effective appraisal and team working and strong staff involvement in decision making within the sphere of responsibility.

The post holder will develop relationships across all partners within the East of England network ensuring the sharing of best practice. They will possess excellent communication skills and be able to work with a range of stakeholders across the system and within the NHSE CVDR networks.

The post holder will have a high degree of autonomy and authority at the service level leading on performance management, audits, business and strategic planning, working closely with Head and Deputy Head of CVDR Networks, Clinical Directors, Network team, commissioners and multi-disciplinary teams across the Network.

As part of the CVDR networks team the post holder will work as part of a dynamic team, focusing on health inequality, health equity and reducing variation to bring about improvement in the quality of care and outcomes for patients accessing specialised renal services, both now and in the future. Priorities will include:

1. Restoring referrals for treatment and reducing waits (Covid recovery)
2. Reducing variation across the pathways of care by harmonising the patient journey, using data to evidence need for change
3. Reviewing and implementation of clear, standardised pathways of care with an initial focus on:
Acute Kidney Injury (AKI)
Chronic Kidney Disease (CKD) prevention and progression
Renal Replacement Therapy (RRT) including dialysis and home therapies
Transplantation
Systems Working

The post holder will work with the network teams in embedding the 10 high impact changes identified within the renal transformation programme as the service transitions from operational response to improving and developing services.

The post holder will lead the provision of an efficient, effective and high-quality professional and well-coordinated regional renal network capable of meeting all statutory, regulatory and NHS requirements ensuring alignment with the activity of the organisation.

The post holder will define current processes, facilitate discussions and advise colleagues as to how best practice might be adopted in the definition of future processes, document those processes as they are agreed and oversee their delivery.

The post holder will support individuals and Specialised Renal Teams with the implementation of quality improvement projects/activities agreed by the Renal Network, providing leadership and co-ordination of improvement activities and quality improvement metrics. These will be aligned to the renal service specification.

A key function of the role is to update on service developments and quality improvement activities to inform future planning and development of Specialised Renal Services in line with national guidance.

A core component of the role will be to provide training, coaching, advice and guidance, relating to national and regional renal quality improvement activities to individuals / project teams, drawing on previous experience of managing quality improvement projects within clinical settings, using recognised quality improvement methodologies and approaches, including measurement for improvement. 8

As part of the NHSE CVDR networks team, the post holder will be expected to contribute to and share improvement learning, and to promote and support the adoption and spread of learning across the system, either through project teams or at national learning events. The post holder may also be required to organise meetings and support learning events as part of a specific programme of work.

Key working relationships:

Operate effectively in a flexible and demanding environment and proactively engage with key stakeholders. Work effectively with a variety of external consultancies working on other projects and programmes within other NHS directorates as required.

Communicates and provides highly complex information to a wide range of internal and external stakeholders. (Verbal, written and numerical)

Deal with resulting potentially aggressive/antagonistic situations as required.

Work and engage constructively with stakeholders on a range of business sensitive issues.

Nurture key relationships and maintain networks internally and externally.

Ensure close liaison with the Communications and Stakeholder team on public relations and marketing activities.

Apply a structured change management approach and methodology in relation to change management.

Main responsibilities:

Improving quality and outcomes

To manage the planning, delivery and assurance of the renal service transformation programme in collaboration with ICB's across East of England.

To understand, communicate and implement national policy through network activities

To support members of the network team in developing and maintain function and activities of the Network Keeping abreast of national and international best practice, ensuring this is shared and widespread adoption secured through advanced influencing skills

To foster and promote a culture of innovation, through working in collaboration with Clinical Networks, Operational Delivery Networks, Academic Health Science Networks and other academic and education structure

To support the establishment and the maintenance of robust and systematic governance arrangements for network activities

To establish and maintain highly effective communication routes in line with the needs of the diverse range of network stakeholder interests

Key Functional Responsibilities Operational

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

To support the delivery of day-to-day activities and projects

To manage team and drive delivery of a range of business initiatives and projects

To operate in a highly political and sensitive environment

Support the portfolio of initiatives in demonstrating value for money for the current spend

To monitor, interpret and quality assure progress against deliverables to NHS England that often require adjustments specifically in relation to the complex corporate business agenda, strategic objectives and the business planning process

To develop business plans and provide expert strategic and policy advice and guidance

Project Management

Lead the team in 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.

Pro-actively manage stakeholders, respond to and resolve conflict when this arises 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 the project initiation document and associated plans with regular team meetings to monitor progress and resources.

To ensure that clinical leadership is central to the delivery of the network.

To support the Network clinical leads in fostering and promoting a culture of clinical engagement and influence ensuring networks are truly clinically led.

To create and maintain network structures which support widespread multidisciplinary involvement including doctors, nurses, allied health professionals and clinical scientists.

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 NHSE.

Enabling patient and public involvement

To act as a champion for patients and their interests and involve the public and patients in the policy development and decision-making of the network.

To ensure all public and patient contact with the office is of highest professional standard.

To embed patient and public involvement within the Renal Network at all levels of decision making.

Promoting equality and reducing inequalities

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

Demonstrate effective stakeholder management.

Support other project managers as and when required.

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 NHS.

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, monitor expenditure on a regular basis.

Budget holder for assigned function/team, budget setting with the Head of Department. Responsible for ongoing 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.

Responsible for making recommendations, providing advice and able to prepare strategic reports/briefings for the Head of Department, and relevant forums.

People Management

Responsible for day-to-day work.

Responsible for recruitment.

Responsible for undertaking appraisal and personal development and managing any employee relations issues.

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

Partnership and cross boundary working

To ensure that Networks collaborate where clinical synergies and work-programmes require for the benefit of patients and improved outcomes

To engage and develop collaborations for quality improvement across whole health communities, for the realisation of equitable access to quality care and the achievement of outcomes for all patients

To work with other structures, including Academic Health Science Networks, aligning innovation, education, informatics and quality improvement

To work with national level bodies ensuring alignment of policy and service transformation for patients

Leadership for transformational change

To model a collaborative and influencing style of working, negotiating with others to achieve the best outcomes.

To manage projects and support delivery of significant programmes of transformational change within NHS England

Using insight and evidence for improvement

To ensure evidence and analytics are secured to support and inform network activities and support insight in the uses of managing any employee relations issues.

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

To support, motivate and develop people within the team.

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

Information Management

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

Collate as required, a range of 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.

Responsible for proposing and drafting changes, implementation and interpretation to policies, guidelines and service level agreements (SLA's) which may impact service.

The post holder will need to maintain a good knowledge of emerging policies from government departments.

Research and Development

Plan, develop and evaluate methods and processes for gathering, analysing, interpreting and presenting data and information these to drive quality improvement.

To promote the systematic application of the quality framework tools Such as NICE Quality Standards, Quality Accounts etc.

Developing an excellent organisation

To ensure the health, safety and wellbeing of self and others when working.

To ensure compliance with all confidentiality and governance requirements within the department.

To always adhere to the NHS Managers Code of Conduct and any other relevant professional codes of conduct.

Planning and Organisation

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

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

This job description is neither exclusive nor exhaustive and the duties and responsibilities may vary from time to time in the lights of changing circumstances and in consultation with the job holder.

Supplementary job description information:

Confidentiality

Each of us have a personal responsibility and liability under the Data Protection Act 2018 around the confidential nature of our jobs. Details of a confidential nature, including information relating to patients or staff, must not under any circumstances be divulged to any unauthorised person. Breaches in confidence will result in disciplinary action, which may result in dismissal. In exceptional circumstances this could result in a prosecution for an offence or action for civil damages under the Data Protection Act 2018.

Health and Safety

You must take reasonable care of your own health and safety and that of other people who may be affected by acts of omission at work and to ensure that statutory regulations, policies, codes or practice and department safety rules are adhered to.

Sustainable Development

We recognise the need for a sustainable development strategy that focuses on reducing carbon emissions. We do this through:

- Reducing environmental impact achieved by greener waste disposal and travel, energy and water consumption
- Being a good community role model and supporter of the local economy
- Providing excellent value for money
- In order to reduce our carbon footprint, every single one of us must play a part in ensuring we are an environmentally-responsible organisation. You recycle at home, we ask that you do the same simple things at work
- When you can, use public or inter-site transport, cycle between sites and claim for mileage
- Recycle all you can: paper, CDs, batteries – there are recycling stations throughout the Trust
- Always switch off lights, PCs and other electrical appliances when not in use
- Don't waste water

Safeguarding

You must have regard to the need to safeguard and promote the welfare of children in line with the provisions of the Children Act 2004.

You must treat all patients with dignity and respect and ensure that vulnerable adults are safeguarded from abuse and neglect within the provisions of the Hertfordshire Safeguarding Adults from Abuse Procedure.

Infection Control

You are expected to take individual responsibility to ensure working practice is safe.

Continuous Improvement

As part of our commitment to continuous improvement, we want to ensure that our culture and ways of working reflect and embed the philosophy and methodologies of our East and North Hertfordshire Production System (ENHPS). As a result, you may be invited to attend and complete relevant training and Kaizen (continuous improvement) events to support this commitment. Full attendance and completion of identified courses will be considered mandatory for this post.

Equality, Diversity and Inclusion

The organisations which make up Herts and West Essex Integrated Care System believe that fairness for people is fundamental to providing good care. We want to ensure that those who work with us and for us share this core value.

We are committed to equality, diversity and inclusion for all job applicants, staff, patients and the wider community. We are continuing to develop the strength of our inclusive approach, and creating a workforce which represents the diverse communities we serve is an important part of this.

We have agreed to:

- Work together to learn, celebrate and embrace diversity, end unfairness, discrimination and racism, and embed these changes into our everyday work
- Strive towards being an exemplar group of organisations for equality, diversity, inclusion, fairness and belonging
- Commit to value all people and promote a culture of zero tolerance to all kinds of harassment, bullying, discrimination and racism in the workplace
- Pro-actively champion national and local policies and initiatives to address health and workforce inequalities
- Work in partnership with other professional and health and care organisations to embed these principles Work in partnership with other professional, health and social care organisations, trade union and voluntary sector organisations to embed these principles

Each organisation with the Herts and West Essex Integrated Care System has agreed to include this statement on their job descriptions so that staff and job applicants are aware of this commitment. Staff are expected to be supportive of these principles and to demonstrate this in everything they do at work, regardless of their role.

You are required to always demonstrate behaviours which support our commitment to equality, diversity and inclusion, as detailed below, so that our workplaces are free from harassment and/or unlawful discrimination and where diversity is actively valued and celebrated.

Review

These guidelines are provided to assist in the performance of the contract but are not a firm condition of the contract. The job description will be reviewed as necessary to meet the needs of the service, in consultation with the post holder.

Person specification

Requirements	Essential	Desirable
<p>Qualifications / Training</p> <p>University Degree or Equivalent experience Management qualification or equivalent experience Possess a relevant professional level of experience of working at a senior level qualification, masters level, or equivalent level in Nephrology/Renal services Ongoing evidence of continuing development</p>	<p>Y Y</p>	<p>Y Y</p>
<p>Previous Experience</p> <p>Must understand the background to and aims of current healthcare policy and appreciate the implications of this on engagement. Project management experience Should have an appreciation of the relationship between the Department of Health, NHSE and individual provider and commissioning organisations Previous Network experience Knowledge of issues pertaining to Nephrology/Renal services</p>	<p>Y Y Y</p>	<p>Y Y</p>
<p>Skills</p> <p>High-level management skills, able to perform to high level in clinical/operational setting, holding services to account and ensuring effective use of NHS England resources. High-level communication in particular skills across a range of agency and professional boundaries at a national level. Problem solving skills and ability to respond to sudden unexpected demands 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>Y Y Y Y</p>	
<p>Knowledge</p> <p>Knowledge and experience of identifying and interpreting National policy Working knowledge of Microsoft Office with intermediate keyboard skills Knowledge of finance processes. Previously responsible for a budget, involved in budget setting and working Awareness of involving patient perspective in the network.</p>	<p>Y Y Y Y</p>	

Other requirements		
Must be able to prioritise own work effectively and be able to direct activities of others.	Y	
Ability to make decisions autonomously, when required, on difficult issues, working to tight and often changing timescales	Y	
Values diversity and difference, operates with integrity and openness. Needs to have a thorough understanding of and commitment to equality of opportunity.	Y	
Works across boundaries, looks for collective success, listens, involves, respects and learns from the contribution of others	Y	
Professional calm and efficient manner	Y	
Adaptability, flexibility and ability to cope with uncertainty and change	Y	
Ability to travel between sites	Y	
Experience and evidence of engagement around the equality, diversity and inclusion agenda. Able to actively support the development of a culture that recognises and promotes equality, values diversity, and actively leads by example in deploying these qualities. Understands the impact on equality, diversity and inclusion issues in all aspects of service delivery and planning	Y	
Role model our Trust values every day	Y	
Comprehensive experience of quality improvement methodologies e.g. managing successful programmes		Y