



Deputy Programme Director

Candidate Information Pack

November 2024

Welcome

Thank you for expressing an interest in this role for the Frimley Park New Hospital Programme and for taking the time to read this Candidate Pack. We are seeking an outstanding and talented individual to join our Senior Leadership team as the Deputy Programme Director.

This is a very exciting time to work for Frimley Health NHS Foundation Trust as we embark on a once-in-a-generation journey to build the new Frimley Park Hospital and transform healthcare in our local communities.

Frimley Health is one of the largest trusts in the NHS, split across three main hospitals and multiple community sites. We have a record of achievement and success with our services and digital journey that places us amongst the most ambitious trusts in the country.

Our ambition is to provide the highest quality urgent, planned, and specialised care in the most modern environment, as well as deliver first class community care. We will ensure that our hospital services are delivered from new buildings incorporating the very latest sustainability and environmental initiatives and cutting-edge digital technology.

Now that Frimley Park Hospital has been confirmed as exempt from the national review of the New Hospital Programme due to the presence of RAAC (reinforced autoclaved aerated concrete), we are continuing at pace towards building a new Frimley Park Hospital.

The road ahead is ambitious, and we have a challenging timeline. But with a talented and committed team in place, we're confident we'll rise to the challenge.

At this exciting time for the Trust, we are looking for the following individuals to join our Team and to provide clear leadership, direction, strategic planning, challenge and build the right team to take advantage of our future challenges:

- Deputy Programme Director
- Service Transformation Director
- Design & Construction Director
- Commercial Director
- Digital Director

If you would like to learn more about the programme or the roles available, please contact Brendan Davies at our recruitment partners, Hunter Healthcare, on bdavies@hunter-healthcare.com or 07585 356985.

Thank you for your interest, and if you feel you meet what we are looking for then we hope to receive your application. Frimley Health NHS Foundation Trust welcomes all applications and in particular from under-represented groups.

Yours sincerely,

Alex White

Programme Director, new Frimley Park Hospital

Caroline Hutton

Deputy Chief Executive, Frimley Health
Senior Responsible Officer for the new Frimley Park Hospital

About Us

Frimley Health NHS Foundation Trust provides NHS hospital services for around 900,000 people across Berkshire, Hampshire, Surrey and south Buckinghamshire.

Our aim is simple. We want to provide the highest quality healthcare possible to our patients.

As well as delivering excellent general hospital services to local people, we provide specialist heart attack, vascular, stroke, spinal, cystic fibrosis and plastic surgery services across a much wider area.

We have three main hospitals – Frimley Park in Frimley near Camberley, Heatherwood in Ascot and Wexham Park near Slough. Sometimes it's easier for our patients if we come closer to home so we run outpatient clinics and diagnostic services from Aldershot, Farnham, Fleet, Windsor, Maidenhead and Bracknell.

Our three **core values**, and the behaviours that support them, guide everything we do and set out what we expect of our staff in the way they treat patients, visitors, service users and each other. So whether you use our services or are just visiting or part of our team you can expect us to be Committed to Excellence, Working Together and Facing the Future.

We are also proud to host the Defence Medical Group South East at Frimley Park with military surgical, medical and nursing personnel working alongside the hospital's NHS staff providing care to patients in all specialties.

We have strong links to our communities through our 24,000 **foundation trust members** representing patients, partners and staff, making sure we stay connected to what is important to our patients and the community.



The Trust at a Glance

Every year:



we deliver
9,490
babies



we have over
270,000
emergency
department
visits



we have nearly
1,500,000
outpatient
department
visits



we make
73,000
community
services patient
contacts

Each and every day:



we conduct
260
operations



we process
1,100
GP referrals



we serve
3,892
meals



we handle
480
admissions

while we manage:



almost
1,600
beds



a turnover of
£1bn
per year



over
14,000
staff

So what you do really matters – for our patients, their families, carers and loved ones

Our Vision and Values

Vision

Our vision is to be a leader in health and well-being, delivering exceptional services for our communities.

Values

Our values convey the qualities staff feel best described Frimley Health NHS Foundation Trust. They underpin everything we do now and will do in the future, and set out what is expected from each and every member of the team in the way they treat patients, visitors and colleagues.

Our values are summarised as **Committed to Excellence, Working Together** and **Facing the Future**.

- We are committed to excellence in everything we do, striving to be one of the best acute trusts in the country
- We are working together as one team dedicated to meeting patients' needs
- We are facing the future, continuously improving our performance and adapting services to meet demand

Each value has a set of expected behaviours linked to it which highlight what the Trust expects of its staff. Here are a few examples of these behaviours:

Committed to Excellence

We expect our colleagues to:

- make safety a priority for themselves and others
- go the extra mile
- strive to achieve their goals to the highest possible quality standard

Working Together

We expect that our colleagues:

- are friendly, welcoming, courteous and caring
- act fairly and compassionately
- are open, honest and candid with others

Facing the Future

We expect our colleagues to:

- challenge poor performance in others and expect to be challenged if their own performance is poor
- change things for the better
- engage with others to improve how things are done



Our Strategic Ambitions

We developed a new Trust strategy 'Our future FHFT' covering 2020-2025 to deliver our vision and provide the health and care services our communities need in the future. We can only achieve this ambition for our population, patients and people with investment in modern, welcoming and fit for purpose environments.

We know that healthcare and the needs of our communities are changing. The demands of the future will mean that we need to do things differently. Our aim is to be at the forefront of making that change happen, as we have always done in the past.

Our thinking is rooted in providing the best care for our patients and being the best employer for our staff. We want to make things easier and we want to be as joined up as possible, working closely across our sites and services as well as with our partners in the local health and care system. Our strategy will help to guide us in our decisions and priorities.

In the development of our strategy we met with thousands of people and received hundreds of comments to tell us what is important to them, the challenges they face and their ideas to fix them. Read our full strategy [here](#).



Improving quality for patients

An outstanding trust delivering the best patient outcomes, safety and experience through a culture of **continuous quality improvement**



Supporting our people

A great place to work, **supporting our people** to be the best



Collaborating with our partners

Leading the way in **coordinating local health and care services**, with more support closer to home, enabling people to have healthier lives by being in charge of their own health and well-being



Transforming our services

Delivering excellence every day across all our services as 'One Frimley Health'



Making our money work

One of the most **efficient providers** of healthcare in the country



Advancing our digital capability

Using **technology and innovation** to provide the latest treatments and connected care for our patients

Our Hospitals

We have three hospitals across Surrey and Berkshire:

- Frimley Park Hospital (Camberley)
- Heatherwood Hospital (Ascot)
- Wexham Park Hospital (Slough)

In addition to our three main hospitals, we provide integrated community services to north east Hampshire, Farnham and Surrey Heath in partnership with Virgin Care Services. We also run outpatient clinics and diagnostic services from Aldershot, Farnham, Fleet, Windsor, Maidenhead, and Bracknell to make sure we deliver the care our patients need as close to their home as possible.

Each location is steeped in history, with historic market towns and an excellent range of attractions and places to go nearby. With beautiful surrounding countryside, idyllic natural views ideal for walking, cycling on trails and a range of excellent schools, these areas are perfect for those looking for a balance of country and city living, whilst remaining close enough to London for day trips or a night out.



→ Frimley Park

Frimley Park in Frimley near Camberley is the first hospital in the country to be rated 'Outstanding' by the Care Quality Commission. Located in Surrey, close to the Hampshire and Berkshire borders, the hospital is just a mile south of Camberley. It's also a short journey to towns like Farnborough, Aldershot and Fleet – whilst Basingstoke, Guildford and Bracknell are not too far away. It's also close to the M3 motorway, so easily accessible. The town itself has a number of shops, pubs and restaurants.



→ Heatherwood

Heatherwood in Ascot is highly valued by the local community and focuses more on diagnostics, day surgery and outpatients. Located in Berkshire, close to Bracknell, Heatherwood Hospital is less than one mile west of Ascot and three miles east of Bracknell Town Centre. Ascot is a small town that's famed for its racecourse – there are shops, cafes, pubs and restaurants.



→ Wexham Park

Wexham Park near Slough is undergoing massive investment to make sure we have the best facilities possible to deliver the best possible care. Located west of London (north of Slough). Wexham Park Hospital is around two miles north of Slough town centre. The town centre is currently being redeveloped and there are good shopping centres, restaurants and amenities including good transport links to London on either the Elizabeth line or Great Western trains.

Capital and Estates Programmes

We are incredibly excited by our ongoing capital projects to help us truly transform the way we deliver services. Our estate must enable us to provide integrated care with greater guarantees of infection prevention and control.

It must enable us to be more financially sustainable by reducing the inefficiencies of delivering critical care from old estates across sites and tackle our backlog maintenance. Ultimately, our estate is fundamental in creating a healthy, safe, and effective environment for all who use it.

Over recent years we've invested in some fantastic new facilities and services at Frimley Health, from the new emergency department at Wexham, refurbished ICUs and wards to our amazing new Heatherwood Hospital (pictured).

And we're not slowing down. We'll be working closely with the ICB to develop a new Community Diagnostic Centre in Slough.

We've also been granted planning permission for a much-needed diagnostic and clinical services building at Frimley Park, which will be built where the old medical records building was.

And we will be building a whole new Frimley Park Hospital by 2030 as part of the Government's New Hospital Programme.

- New £49m Frimley Park diagnostic and clinical services building by the end of 2024
- New £25m Slough Community Diagnostic Centre by 2025
- New £1.2bn Frimley Park Hospital by 2030



Dealing with RAAC in the Estate



→ Ensuring safety

By the end of 2024/25, we will have spent nearly £30 million on surveys, safety inspections, and remedial works alone to keep our current Frimley Park site safe. Remedial RAAC work will continue throughout the new hospital build to ensure that patients, visitors and staff remain safe. RAAC is constantly monitored, and safety works are undertaken proactively, and reactively when necessary.



→ Limiting disruption

Since 2019, we've had a significant programme of works, approaching the high-risk areas initially (ICU and theatres) to ensure they were addressed. To try and limit the disruption we only worked on two theatres at a time.



→ Continual monitoring and response

Important to remember that despite all our efforts these works only have a 10-year life span, because RAAC will always deteriorate. We are doing the best we possibly can to mitigate while this hospital remains open. There is no permanent fix.



Frimley inpatient and diagnostic facility

The new £49m inpatient, diagnostic and imaging centre at Frimley Park build is well underway and is due to open in the New Year. This will provide an additional 74 inpatient beds across a combination of single rooms and bays, and there will also be a dedicated breast care diagnostic and outpatient unit. It will also provide much needed decant space to minimise disruption for patients during the ongoing programme of RAAC remedial work.

Innovation and Achievements

Despite the national challenges, the trust has delivered many significant achievements including:

→ The 'Frimley Excellence' programme of continuous quality improvement

Putting our people at the forefront of systematic improvement, to ensure high quality care for patients.

→ Recent investment in the latest technologies and advances in medicine

The expansion of robotic surgery which will transform patient care, and innovative drugs such as those for cystic fibrosis patients.

→ Artificial Intelligence (AI)

Speeding up diagnosis and treatment for patients. The trust is recognised as a leading NHS centre of innovation for AI implementation.

→ Out-of-hospital care

Including a virtual and urgent community response (UCR) service delivering 83% admission avoidance, achieving 100% UCR two-hour response, and an average length of stay of 3.4 days compared with a LOS of 9 as an inpatient.

→ Better diagnosis and treatment for cancer patients

Provided by a one-stop prostate cancer service at Heatherwood. The trust is also developing a new service for the NHS using pain pumps that support breast cancer patients to go home on their day of surgery.

→ Cardiology community hubs

Helping patients access non-emergency heart care. FHFT cardiology consultants have provided intensive training to nine highly experienced GPs, enabling them to provide diagnostic services and preventative cardiovascular care closer to patients' homes.

→ 'HIS bundle pacing'

An advanced physiological form of cardiac pacing with potentially better long-term results, has been introduced at the trust, one of the few outside London.

→ Aquablation heat-free robotic system for urology

The trust is part of global clinical trial which is about to get NICE approval.

→ Maternity and Midwifery Advice and Support (MAMAS)

Phone-line providing 24/7 access to support for women and guidance to paramedics on the road.

→ Magnet4Europe programme

One of 11 trusts in the country entering its third year in partnership with the Cleveland Clinic Ohio, which is setting the pathway to nursing excellence.

You are our priority because you can deliver great care for our patients. We want to make sure that you love being a part of our organisation – and that you have opportunity to grow and develop within your chosen career

We have introduced new roles, such as our nursing associates, offering additional developmental opportunities. We offer leadership development training and opportunities to facilitate advancement and progression, including:

- Leadership Programmes
- Aspiring Leaders, Team Leaders, Leading Services, and Senior Leaders and Chief of Service Programmes
- Management and Leadership Development programmes
- Aspiring Clinical Leaders Programme
- Clinical Leaders Programme
- NHS HCL Model / Link with FX
- Frimley Academy 20/20 and Wavelength
- Plus over 30 other courses from mandatory and statutory training to wellbeing (such as mental health first aiders)

Job Description

Job title:	Deputy Programme Director
Pay band:	9 [Bandings should be regarded as indicative. The Trust acknowledges that the market is currently very competitive in this specific sector and is, therefore, prepared in certain circumstances to consider alternative terms.]
Department:	Chief Executive's Office
Responsible to:	Programme Director

JOB OVERVIEW

The post holder will occupy a crucial role within the project, supporting the Programme Director, running the PMO and with particular focus on specific key aspects of the project (such as the implementation of the new model of care and the development of the business cases). In particular, the post holder will undertake the following:

- Work with the Programme Director to actively maintain a detailed overview of the project, coordinate the workstreams, manage interdependencies and ensure realisation of projected benefits
- Provide a specific focus on key aspects of the project such as the production and submission of business cases, the development of the new integrated model of care or other key workstreams
- Support the management of the production of submissions and business cases to Government, together with other key stakeholders, providing expert professional knowledge to support their development and progress through Government approvals processes
- Reporting of progress to the Programme Director and project leadership groups as required.

The position requires a highly motivated individual with excellent interpersonal skills to manage and develop a diverse set of relationships with senior personnel from Government, the NHS and commercial partners. An expert facilitator, the post holder will play a key role in identifying risks and issues and operate as a skilled negotiator to drive progress towards delivery. They will be responsive to the changing needs of the health and care system. The role is crucial for creating and maintaining focus, enthusiasm and momentum.

KEY WORKING RELATIONSHIPS

- Programme Director
- Chief Executive
- Deputy Chief Executive
- Chief Financial Officer
- Other Executive Directors
- Departmental Triumvirates
- Infection Control Leads
- Estates & Facilities Leads
- Procurement Leads
- Workforce leads

The post holder will be required to manage significant external relations with the New Hospitals Team at the Department of Health, NHSE Regional Teams and ICS colleagues.

KEY TASKS & RESPONSIBILITIES

Project planning

- Help plan and design Frimley's programme of work requested by the project senior leadership, monitor overall progress and initiate actions as required in order to keep the programme on track and within agreed budgets.
- Work with colleagues to identify synergies and dependencies across projects and ensure work is not duplicated.

Stakeholder Engagement Strategy

- To develop and deliver a core stakeholder engagement strategy, with Frimley and any relevant partner Communications and Engagement experts, focusing on decision-makers in Government to gain funding approval.

- To deliver, with Frimley and relevant partner Communications and Engagement experts, high quality proposal materials for the development aimed at Government, the Treasury and regional stakeholders.
- Work with Frimley and relevant partner Communications and Engagement teams to undertake stakeholder/ service mapping and analysis to ensure that key stakeholders and patients and the public are involved in the planning and development of project.

Industry Engagement Strategy

- To develop, prioritise and deliver a commercial engagement strategy for the project, including models of potential sponsorship.
- To identify collaborative opportunities with industry, coordinating relevant working groups, which access funding sources to drive delivery and impact of the project.
- To proactively develop and deliver commercial projects aligned to the project with multinational industry partners, trade associations and Government agencies, ensuring stakeholder consultation and project delivery to time and budget.
- To build and manage key external research innovation and translational relationships relevant to the projects development as well as the wider sector.

Capital Funding Process

- Manage and lead the production of Spending Review/capital allocation submissions and business cases and where relevant oversee transition into project delivery.
- To commission and co-ordinate further health economic work where necessary to build evidence and benefits realisation case in support of the project's proposal.
- To prepare for rapid delivery of the project's development based on a comprehensive options appraisal in the event of resources becoming available.

Project Delivery

- Ensure that the project is managed within a proportionate management methodology, including:
 - Business cases based on accurate assessment of cost, benefit and risk;
 - Functional specifications and defined criteria;
 - Project plans, change management and good governance;
 - Project documents to define scope and objectives and to secure approval to proceed;
 - Issues and Risks management strategy;
 - Effective handover, closure and post-project evaluation.
- To develop productive relationships with stakeholders at all levels across partner and regional organisations; key functions include clinical and non-clinical staff, estates, finance, clinical quality, transformation, communications and engagement teams, workforce and digital teams, strategy and major projects colleagues.
- Manage communication between stakeholders relating to project delivery; use expert negotiation skills to present complex, potentially controversial information to large groups and use negotiation skills to resolve issues that may arise during project implementation.
- Ensure that programme milestones are reported in a timely and accurate manner as required to meet the requirements of the project.
- Analyse complex problems, situations and/or qualitative and quantitative data, providing interpretation and offering a range of options and recommendations to the senior leaders and other project stakeholders.
- To undertake horizon scanning and researching the current literature on improvement, transformation and translation within healthcare and other industries, so that they can be applied to the project as appropriate.

Project/Programme Governance

- Oversee project governance arrangements ensuring alignment to Frimley's and any directed partners governance structures.
- Quality assure the delivery of the project focusing on its internal consistency and its external coherence with infrastructure planning, interfaces with other project/programme and corporate, technical and specialist standards and strategic vision.
- Ensure project resources are optimally and appropriately utilised; address new requests for resource, escalating as appropriate to the Programme Director.
- Set and manage a project budget, monitoring expenditure and costs against delivered and realised benefits as the project progresses.
- Maintain projects risk register and escalate issues in a timely manner.
- Contribute to the review and development of an integrated approach of project management.

Project/Programme Oversight and Tracking

- Proactively monitor and report on progress against the plan; this will require liaising with stakeholders from across Frimley and the relevant partner, commissioning reports as well as obtaining, analysing and interpreting project updates and other key monitoring information, reviewing progress of component packages of work.
- Interpret risk and overall project status: understand, anticipate, highlight, and document project risks, issues and actions; ensure early identification and proactive mitigation/resolution where possible; ensure prompt escalation of concerns where appropriate.
- At regular intervals report the progress of the project to the Programme Director and to other relevant Frimley directors and/or partner teams.
- To prepare and present reports to appropriate committees as required, including the projects board, in support of the actions agreed.
- Manage both the dependencies and the interfaces between the project and other developments within Frimley and its relevant partner/s.

- Track and report on benefits realisation to ensure that the project is achieving its objectives.
- Manage and escalate as appropriate issues to the Programme Director.

Line Management/ Team Membership

- Be an active member of the assigned project team, building constructive relationships, coaching and inspiring other members of the team as relevant.
- Contribute to the establishment of a culture in which innovation is promoted, best practice is actively shared and adopted and value all staff recognizing and acknowledging achievement and success whilst actively addressing poor performance.
- Work closely with leaders, senior managers, clinicians and other members of the project team.
- Chair meetings to achieve outcomes as required.
- Line manage and support other staff in the project team as required.
- Ensure timely appraisal and development of staff with clear and measurable objectives as required.
- Lead the development and implementation of policies and strategies in areas of responsibility.

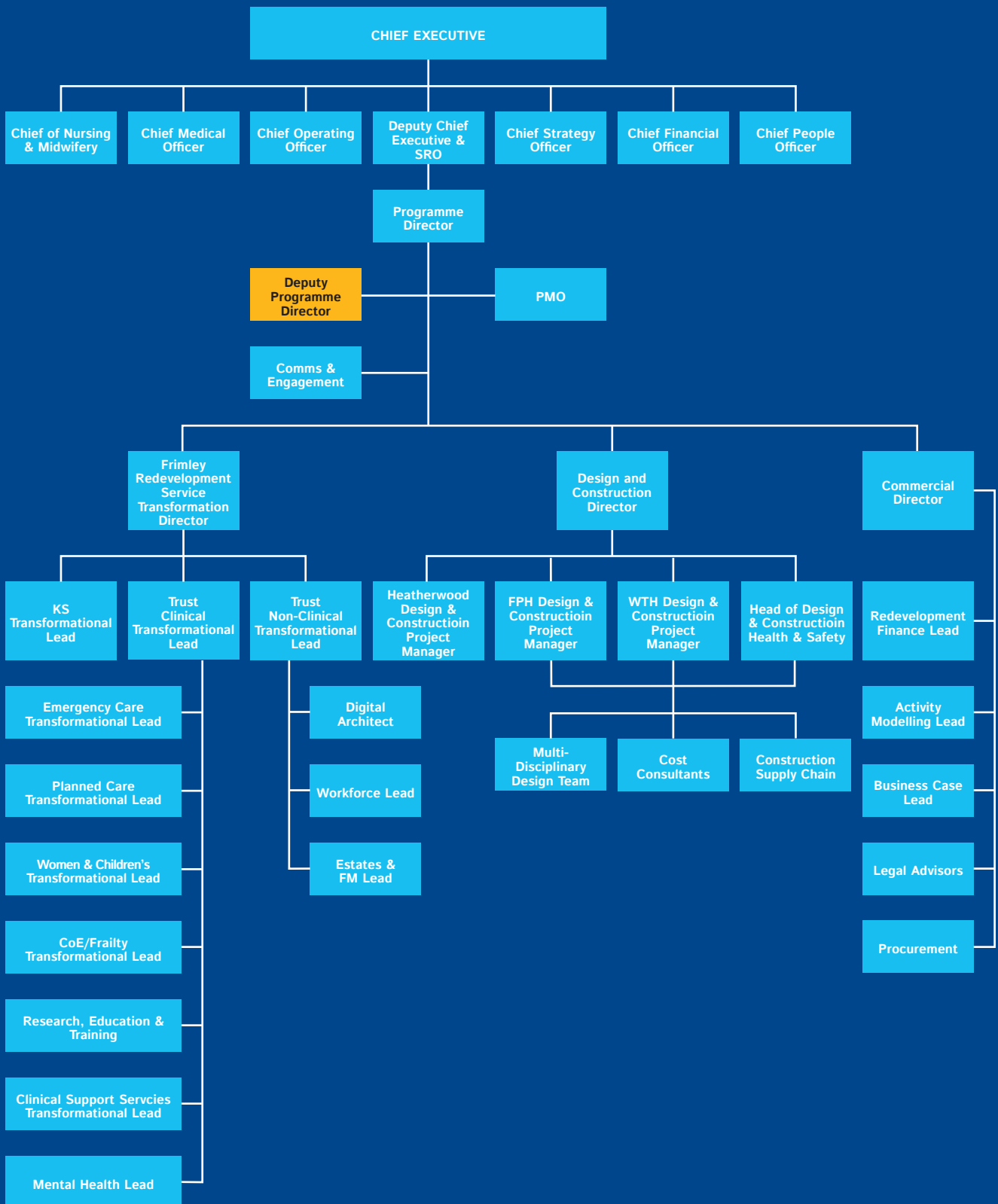
Personal Development

- Maintain own professional development and requirements to take part in appraisal process.
- Identify personal training needs and undertaking training as required.

General Responsibilities

- To represent the assigned projects development and supporting partners internally and externally, playing an active role in external forums and groups to promote collaborative working across the health and care system.
- Deputise for the Programme Director.
- The ability to understand and behave at all times, towards patients, visitors and colleagues according to the Frimley values of Committed to Excellence, Working Together, and Facing the Future.
- Ensure that project milestones are reported in a timely and accurate manner as required to meet the requirements of the project.

Organisational Chart



Person Specification

CRITERIA	Essential	Desirable
Qualifications	<ul style="list-style-type: none"> Educated to master's level or equivalent level of experience of working at a senior level in specialist area. Evidence of Project Management training Evidence of continuous professional development. 	<ul style="list-style-type: none"> Additional project management qualifications Membership of an appropriate professional body (RICS, IStructE, ICE, IEE, IMechE, RIBA, etc)
Experience	<ul style="list-style-type: none"> Demonstrable experience of working at management level within the NHS, a large research organisation, university or industry Experience of taking a strategic and analytical approach to assess areas of strength, identify competitive advantage and develop propositions that are commercially attractive Experience of identifying, initiating and maintaining project and partnership activity with industry and maximising relations with relevant parties and services (from inception to completion through to alliance management). A successful track record of preparing and supporting substantial investment funding business cases or research proposals Extensive experience of managing large scale complex programmes and projects at a senior management level using recognised methodology (e.g. Prince 2), including use of service improvement techniques, and tracking and monitoring their implementation. Experience of the identification and management of risks, issues and dependencies. Experience of benefits realisation Experience of developing performance indicators to monitor project and programme delivery. Extensive experience of change management with proven negotiating and influencing skills both internally and externally and at all levels. Evidence of leadership experience / ability to lead, motivate staff and contribute to the wider team Evidence of working with multi-disciplinary staff across diverse professional organisations to specify solutions to support the successful delivery of projects across boundaries and affecting significant change. Experience of managing project budgets; knowledge of budgeting and resource allocation Evidence of continuous personal and professional development 	<ul style="list-style-type: none"> Considerable experience of training, mentoring, coaching particularly in project and programme management

CRITERIA	Essential	Desirable
<p>Skills & Knowledge</p>	<ul style="list-style-type: none"> • Highly developed specialist knowledge • Advanced theoretical and practical knowledge of developing and implementing Capital Planning strategies and undertaking major Capital works • Should have an appreciation of the relationship between the Department of Health, NHS England/ NHS Improvement and individual provider and commissioning organisations. • Experience of delivering against competing priorities and deadlines while also directing the work of teams/individuals. • Must understand the background to and aims of current healthcare policy and appreciate the implications of this on engagement. • Demonstrate compassionate leadership. • Provide and receive highly complex, sensitive, and contentious information, negotiate with senior stakeholders on difficult and controversial issues, and present complex and sensitive information to large and influential groups. • Persuade board and senior managers of the respective merits of different options, innovation, and new market opportunities. • Negotiate on difficult and very complex and detailed issues. • Strategic thinking – ability to anticipate and resolve problems before they arise. • Problem solving skills and ability to respond to sudden unexpected demands. • Conflict resolutions skills • Knowledge of healthcare technology integration • Knowledge of the principles of the intelligent hospital and smart physical building • Knowledge of NHS standards, including Health Building Notes and Health Technical Memoranda • Knowledge of Government Soft Landings and building commissioning • Extensive knowledge of the public sector property environment, specifically NHS property and land use. 	<ul style="list-style-type: none"> • Knowledge of NHS business case processes including HM Treasury 5 case model and HM Treasury The Green Book- Central Government Guidance on Appraisal and Evaluation
<p>Values & Behaviours</p>	<ul style="list-style-type: none"> • We will expect your values and behaviours to mirror those of the Trust, available here 	

How to Apply

The closing date for applications is **8 December 2024**.

To complete this application, you will need:

- A **statement** explaining why the role interests you, how you meet the appointment criteria and what you specifically would bring to the post.
- A **Curriculum Vitae** (CV) with education and professional qualifications and a full employment history including any gaps in employment particularly covering the last three years. Please include daytime and evening telephone contact numbers and email addresses. The CV should include names and contact details of three referees. References will not be taken without your permission.
- A completed **Fit and Proper Person Monitoring Form**.

Please note that the information you provide will be treated as confidential and is for monitoring purposes only. It will not form part of the application process.

For an initial conversation about this role please contact our partners at Hunter Healthcare: Brendan Davies, on: bdavies@hunter-healthcare.com or phone: 07585 356985

[CLICK HERE TO APPLY ONLINE →](#)

KEY DATES

Application closing date	8 December 2024
Shortlisting	10 December 2024
Interviews	w/c 16 December 2024





Frimley Health

NHS Foundation Trust



Committed to excellence

Working together

Facing the future

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