NHS

PCN Digital and Transformation Lead

Example Job Description

This document provides an example job description for Systems, and/or PCNs to consider when they are recruiting staff to the ARRS post of 'Digital and Transformation Lead'.

These roles are intended to support transformation in general practice, and can be directly employed by PCNs, or commissioned as a service from other providers.

Transformation of general practice is essential to support good access to care for patients, to enable staff to work effectively, to enable at-scale delivery of care and to support the overall sustainability of general practice services.

Practices and PCNs are under significant pressure and therefore need support to successfully make changes and improvements to ways of working. The following aims to describe how that support could be provided at a PCN level.

When recruiting to this role, it should be noted that responsibility for strategic decision making around digital and IT products for general practice sits with ICBs as part of the requirements of the GPIT Operating Model. The digital aspects of this role should therefore be seen as resource to help PCNs align with ICS digital strategy, and to effectively use digital tools in support of transformation objectives and improved ways of working.

Role Summary

The post holder will work with clinical and operational teams within a Primary Care Network (PCN) to create a vision to guide service improvements, identify opportunities to make tangible positive transformation, and provide the inspiration, resource and tools to deliver changes in a collaborative way. The post holder will support this vision to be developed in alignment with ICS strategy.

The post holder will plan, coordinate and directly support delivery of transformation activity in general practice within a PCN – with a view to improving patient access, staff and patient satisfaction, and the efficiency and sustainability of general practice services.

The post holder will work closely with staff working at practice and PCN level to understand current service models, identify challenges, agree priorities for improvement and then support these to be delivered. The post holder will develop strong relationships with PCN member practices and will support the planning and delivery of improvements that will provide benefits to patients and staff.

The post holder will develop relationships with ICSs to gain agreement and support for local transformation plans and activity, and to support alignment with broader strategy, including the ICS's digital strategy. Working with relevant colleagues in the ICS, the post holder will also develop relationships with local delivery partners (such as IT service providers and other NHS organisations) to support effective delivery of transformation. The post holder will work with the ICS to request specialist IT and estates expertise required to deliver transformation plans, in line with the ICS's delegated responsibilities for GPIT and GP estates. The post holder will also work with the ICS to bring in other specialist support as required e.g. in analytics, evaluation, organisational development etc.

The post holder will help to develop strategy related to transformation and improvement, aligning this with larger scale strategy and initiatives, particularly at ICS level; but will focus their time on the planning, implementation and evaluation of practical improvements that make a difference to patients and staff in the PCN.

Business and Service improvements responsibilities

The core objective of the PCN Digital and Transformation Lead role is to support the PCN and its practices to deliver ongoing improvement to services. The role will require experience in business / service improvement with expertise in transformational change and a good understanding of general practice systems and processes, including broad familiarity with general practice digital systems and how they can be used to deliver improvement.

This expertise will be used to:

- Work alongside practices to understand current challenges to effective service delivery and identify solutions, including existing best practice within the PCN.
- Drive the planning and prioritisation of changes that will improve delivery of care and improve patient and staff experience in the practices within the PCN.
- Ensure all change is ultimately focussed on improving services for patients.
- Build relationships across the PCN to develop consensus for improvements and to ensure business and clinical staff are fully engaged throughout the process of selection, implementation and deployment of change.
- Develop and manage an overall transformation plan for the PCN, including identifying interdependencies, managing risks, considering the potential impacts on the wider organisation, and determining resource requirements.
- Link with the ICS and other partners to gain buy-in for transformation and to support alignment with broader strategy and improvement approaches.
- Provide hands-on capacity and support to practices in implementing and sustaining agreed changes.
- Support staff to identify and participate in relevant training and/or professional development opportunities that will support achievement of agreed improvements.
- Support practices and staff to effectively use existing and new technology systems and products to enable improvement.

- Use PPM and improvement techniques to focus on delivery of changes and analysis of their impacts, providing feedback to staff on both positive and negative impacts of changes made.
- Advise on innovative opportunities and support practices to maximise benefits from innovation, through the sharing of learning and best practice.
- Develop and implement mechanisms for assessing the impact of agreed changes.
- Provide feedback to PCN leadership and to member practices on progress of current initiatives, capacity for change, progress and issues so that plans can be adapted in response.

Information and data management

The post holder will need to have skills in relation to understanding and using data to drive improvement and assess impacts. These skills will be used to:

- Take a data driven approach, looking at evidence and information available to support understanding of challenges, identify possible solutions and track the impacts of changes that have been made.
- Work in partnership with the ICS to identify relevant data sets and to support standardisation in the use of measures for understanding change and improvement in general practice.
- Bring together data from a variety of sources and use information to develop insights into working practices, effectively tailoring content to meet the needs of the audience.
- Effectively present and communicate data to practices and PCN staff at all levels to increase understanding of operational challenges
- Interpret data and highlight variation to support open discussion about where variation is and is not warranted
- Help PCN and practice staff understand the limitations of particular data sets and where other information may be available to supplement understanding of issues
- Support and encourage a focus on data in understanding the effectiveness of changes made
- Seek and secure analytical resource as required to support in the PCN in developing and implementing appropriate data and information sharing mechanisms
- Use data to track and assess impact of changes made to operational processes, and to track trends and developments over time.

Communication and Engagement

With responsibility for developing and supporting delivery of transformational projects across the PCN, the post holder will require expertise in communications and engagement, and specifically in bringing people together and gaining support and buy-in to change.

This expertise will be used to:

- Build and maintain good working relationships with a broad range of internal and external stakeholders, including with the ICS.
- Initiate and participate in development of effective systems of communication and co-operation between member practices, staff, and other members of the primary care team.
- Ensure that changes are aligned with agreed clinical priorities and have ownership and engagement from clinical leaders and staff.
- Support practices to communicate changes and new processes effectively and consistently to patients.
- Identify best practice and learning from other areas that could be applicable to the local PCN and communicate this to staff.
- Make connections across the PCN to support learning between practices and sharing of best practice.
- Make connections with the ICS and other service delivery organisations to plan and deliver changes that will improve working between general practices and other primary care and non-primary care services.
- Lead or participate in relevant working groups, project groups, service meetings and other forums across the PCN (and ICS) to agree changes, share learning, discuss challenges, and resolves issues.

Policy and Service Development

With responsibility for supporting the PCN to identify and make progress with transformational change, the post holder will have expertise in understanding and interpreting national and system-wide policy developments and initiatives to local circumstances and contexts.

This expertise will be used to:

- maintain a good knowledge of key policies from the Department of Health and Social Care, NHS England and other relevant government departments and agencies, and support PCN staff to understand and interpret these locally.
- work with the local ICS to support the development of overall primary care transformation strategies, including digital transformation strategies, and their delivery.
- Support the PCN and member practices to adapt and apply specific policies and initiatives to local needs and to prioritise initiatives based on local requirements.

Person Specification

In addition to the above, the post holder should be able to demonstrate the following:

- Experience of working in general practice with a good knowledge of general practice systems, processes, and procedures.
- Experience of successfully delivering change and improvement programmes in a patient (or customer) facing environment.
- A track record of communicating and engaging with a wide range of staff and stakeholders; building excellent and trusted relationships.

- Significant experience of using programme management and improvement techniques to drive change forward, including translating strategic objectives into tangible plans for delivery and following these through to benefits realisation.
- Experience of interpreting national and/or system level policy and implementing this through local programmes of work.
- Ability to use data and insight to both drive change and to understand and adapt programmes of work while in progress to allow learning to be integrated into delivery.
- Ability to work and make decisions autonomously, and to identify and act on challenges to move delivery forward, potentially working to tight timescales
- Ability to understand, interpret and present complex and/or sensitive information.
- Ability to interpret qualitative and quantitative information from a range of sources and present it in a clear and concise way to stakeholders.
- Excellent communication skills and an ability to engage successfully with a wide range of people at all levels within an organisation
- Experience of championing diversity and inclusion and promoting actions to make improvements to the experience of diverse groups.
- An ongoing commitment to improving NHS services for the benefit of patients.