



## BUSINESS CHANGE ANALYST

### INFORMATION FOR CANDIDATES

## ABOUT THE TRUST

The Shrewsbury and Telford Hospital NHS Trust (SaTH) is the main provider of acute hospital services for around half a million people in Shropshire, Telford & Wrekin and mid Wales.

Encompassing some of the most picturesque parts of England and Wales, the Trust's catchment stretches from the Cambrian Mountains in the west, to Newport and the fringes of the Black Country in the east.

The main towns include: Bridgnorth, Ludlow, Market Drayton, Oswestry, Shrewsbury and Whitchurch (in Shropshire); Newport, Telford and Wellington (in Telford & Wrekin); and Newtown and Welshpool (in Powys) – all beautiful and unique.

Our main service locations are The Princess Royal Hospital (PRH) in Telford and The Royal Shrewsbury Hospital (RSH) in Shrewsbury which are located 20 minutes drive apart. Together they provide 99% of our activity. Both hospitals provide a wide range of acute hospital services including accident & emergency, outpatients, diagnostics, inpatient medical care and critical care.

We also provide services such as consultant-led outreach clinics at Telford, the Robert Jones and Agnes Hunt Orthopaedic Hospital, Gobowen and the Bridgnorth, Ludlow and Whitchurch Community Hospitals.

We employ more than 6,000 people, and hundreds of colleagues and students from other organisations also work in our hospitals. We benefit from around 1,000 wonderful volunteers, and our main charitable partners are the League of Friends at The Royal Shrewsbury Hospital, Friends of The Princess Royal Hospital, and the Lingen Davies Cancer Appeal which is based at The Royal Shrewsbury Hospital.



# OUR VISION AND VALUES

The Shrewsbury and Telford Hospital NHS Trust is an organisation that strives to provide high quality, safe care for our patients in an environment which our staff are proud to work in

## Our Vision:

“To provide excellent care for the communities we serve”

## Our Values:



## OUR VISION

We believe that by adhering to our Vision and working with our Values in mind we can behave in a way which will ensure the right results for the people that matter most – our patients and their families.

## OUR VALUES

Our Trust Values provide a guide for our daily lives which we are all expected to uphold, both at work and when we are representing the Trust.

Our Values were developed by staff and our patients, so they represent what is important to us within the organisation and the way we should all behave towards patients, carers, visitors, partners and each other.

You will see our Values throughout the Trust; they are not just words on a page, they represent what we are about here at SaTH. We want patients and their families to say that the care and service they receive from all of us is consistently high-quality, safe, effective, and personalised, so the feelings behind the Values shouldn't come as a surprise to anyone working in the NHS.

The reason why it is important that they are clearly written down is, so we all know what's expected, and none of us are surprised if we are asked to explain any unacceptable behaviour. Ultimately, if we follow our Values, we will provide services that are better for our patients and better for each other.

# COLLEAGUE BENEFITS

## GENERAL

27 days annual leave entitlement at joining, increasing with length of service, plus 8 bank holidays

Flexible working policies

Generous maternity pay and 2 weeks full pay paternity leave

Colleague recognition scheme and long service awards

Option to buy and sell additional annual leave

Greener travel initiative, including cycle to work scheme and lift share

Childcare information and support available, including onsite nurseries

Discounted bus passes with Arriva

## FINANCIAL

Access to various local and national discounts via various external websites

- Blue Light Card
- Health Service
- Discounts NHS

Salary sacrifice schemes for home electronics and bikes

Generous Pension scheme

Access to a financial support booklet

Pre-retirement courses

Free Will writing service

Savings and Loan schemes

## HEALTH AND WELLBEING

### PSYCHOLOGICAL SUPPORT

- Coaching
- Mental Health First
- Aiders Chaplaincy

### PHYSICAL SUPPORT

- Fast track physiotherapy service Free
- eye test vouchers

### HEALTHY LIFESTYLES AND EMOTIONAL SUPPORT

- Slimming World referral scheme Staff
- cervical screening service Long Covid support
- Access to wellbeing/rest rooms
- Menopause support including advocates, webinars, toolkits, clinics, and bi-monthly meet ups Men's
- Health - Bi-monthly forums and men's MOT
- Sleep School Wellbeing Support

Discounts with local gyms

## LEARNING AND DEVELOPMENT

### COACHING AND MENTORING

Opportunities to grow, develop and perform at your best

### LEADERSHIP ACADEMY

Leadership and management training for all levels of staff

### ACCESS TO ELEARNING COURSES

Many eLearning modules to learn from with access available at home

### APPRENTICESHIPS

There are a growing number of apprenticeship opportunities at SaTH across all disciplines

Secondment and acting-up opportunities

Support to complete qualifications such as NVQ, Masters etc. whilst on the job



## JOB DESCRIPTION

<b>Job Title</b>	Business Change Analys
<b>Band</b>	6 (subject to AfC banding)
<b>Directorate</b>	IT Department (SBP)
<b>Accountable to</b>	Digital Services Manager
<b>DBS Required?</b>	No

## JOB PURPOSE

As a Business Change Analyst you will be responsible for the analysis and review of processes and systems, identifying where improvements and efficiencies can be gained, driving forward the Trust's digitalisation agenda of improvements and benefits realisation. Supporting the Business Change Manager in leading changes of culture, approach, systems and processes within the Trust, using techniques and tools such as agile business change sprints.

# Main Duties and Responsibilities

## Analytical & Judgmental Skills

- To be responsible for undertaking analysis of current and complex clinical and operational workflows, clinical practices and patient experiences within digital project plans
- To use established business process analysis techniques, methodologies and visualisations
- To enable the development of process redesign to maximise the use of digital systems within an organisational context of digitally enabled change.
- To investigate and resolve complex digital queries where there a potential number of options in terms of resolution. Analysis may lead to configuration of hardware and/or software.
- Meet with various stakeholders and users to troubleshoot and resolve issues that may arise regarding, complex technical information issues/problems and changes to working practices/business processes. Make recommendations from a number of options where appropriate.
- To provide advice on the availability of solutions that result from the analysis of complex problems as they arise, such that they are acceptable to both junior and senior members of the Trust.
- Where limitations of the systems are identified liaise with 3rd party software specialists to identify different solutions to bridge the limitations.
- Following your analysis of users' requirements, document the design and decisions, including business process changes, liaising with system suppliers or internal development teams to configure systems to demonstrate options to deliver the requirements and benefits.
- Undertake gap and operational impact analyses that contribute to process mapping and organisational readiness for digital deployments

## Communication & Relationships Skills

- To present and demonstrate a wide variety of IT solutions and communicate a range of complex and sensitive business processes supported by those systems to large user groups and senior managers.
- To communicate with internal and external organisations over business change requirements and implementation.
- To seek the opinions of other NHS organisations in England where standards, policies and procedures vary nationally.
- To negotiate with clinical and non-clinical groups to achieve key strategic outcomes or decisions where factors may be conflicting, contentious or sensitive.
- Responsible for negotiating with clinicians, clinical support disciplines, managers and users the processes identified and areas requiring change, agreeing the implementation of changes in line with the Trust's Digital Transformation / Digital Strategy.
- Build and maintain relationships with a number of key stakeholders across the organisation including both clinical and nonclinical
- To assist in the facilitation of change / system design and config workshops for all members of the multidisciplinary team, including local health economy staff where appropriate.
- To serve as an ambassador of digital systems to all users and other stakeholders, to ease the management of change and adoption of the new system.

- To support key system implementations and upgrades and the purchase of new systems through the capital bid process. To ensure that current processes are reviewed and mapped with all key stakeholders, highlighting areas where changes are required or possible in line with the Trust's digital transformation strategy.
- Lead, support and motivate clinicians and administrative staff, where changes in working practices and processes are implemented.
- Develop and maintain professional relationships with all disciplines within and outside of the Trust.
- Able to facilitate and support multiple teams encouraging knowledge share across those teams bringing best benefits to the Trust.
- Support clinicians during the assessment, purchase and implementation of new systems to assist them in realising their clinical recording and reporting needs and ensuring that their expectations are realistic and achievable. Liaising with relevant teams and departments as required.
- To demonstrate proposed specified developments of digital systems in order to communicate the capabilities of different systems.
- To provide detailed project updates to the relevant project managers and communicate any proposed risks to the project and patient safety hazards.

### **Knowledge, Training & Experience**

- Specialist knowledge across range of methods and techniques underpinned by theory
- Specialist knowledge and expertise acquired through degree level or equivalent qualification/experience plus additional specialist knowledge.
- Specialist knowledge in business change particularly involving system change, process mapping and process re-design, impact analysis, and managing benefits.
- To ensure that your knowledge and expertise is backed by appropriate qualifications (degree, or equivalent, experience of specialty)
- To ensure that your qualifications and / or experience remain current and broad over the various skills of the role.
- To support and be part of digital system implementations, providing floorwalker support to end users in the use of systems, technology and agreed processes
- Have an awareness of the operational plans of the Digital Transformation / digital systems in line with the Digital Transformation / Digital Strategy.
- Hold specialist knowledge of NHS and clinical digital systems.
- Ability to negotiate complex issues and provide different solutions.
- Ability to assess complex and contentious issues and tailor advice and solutions accordingly.

### **Planning & Organisational Skills**

- Plan, organise and manage tasks and straightforward and / or complex activities including programmes, workshops, focus groups which may require adjustments to plans for the development of the systems.
- Plans and organises the workload to ensure that business change is incorporated into and managed within each project.

- Collection of information, identifying barriers and driving forward change,
- Work within defined deadlines as part of a team and on an individual basis ensuring assigned work is effectively project managed.
- To manage the completion of relevant documentation for all relevant projects to assist in providing project updates
- Provide input and updates to the Project managers on project progressions and escalate issues that are seen as risks which could impact on the project deadlines and timescales.

## Physical Skills

- Utilises available personal resources complemented by advanced keyboard skills
- Accurately utilises available personal resources ensuring appropriate software packages are used when performing computer related tasks.
- Able to manipulate complex data at speed.
- Driving license for travel to user sites e.g., acute and community hospitals
- Responsibility for Patient/Client Care
- Incidental contact with patients and service users.
- Responsibility for Policy/Service Development
- To assist in the review and development of Trust policies and procedures with various professional bodies, steering groups, divisional teams, clinical governance, and clinical risk, ensuring that the elements of IM&T applications and clinical workflow reflect Trust policy and practices which may impact beyond own area.
- Implements policies within own area e.g., process change, planning business change through the implementation of new projects.
- Where Trust policy & practice is changed, facilitate this change through the various, steering groups and relevant professional heads.
- Recognising where process re-design is required across the organisation and proactively engaging with various staff groups to influence change.
- Ensure all developments incorporate and reflect nationally agreed standards for data collection and reporting.
- Work with divisional teams in the development of evidence-based protocols and rules based clinical decision support and data collection tools.
- You will recognise where process redesign is needed across the Trust and proactively engage the Project managers and Trust senior managers when appropriate to influence change using key approaches such as impact analysis.
- Undertake R&D to support any business development to ensure that key changes to systems do not have any detrimental effects on the Trusts ability to meet its mandated targets.
- Responsibility for Financial and Physical Resources
- To support the benefits identification and realisation process involved in implementing the digital applications in liaison with the divisions.
- Takes responsibility for the expensive IT equipment and software installation and its maintenance.



- Ensures physical resources are maintained appropriately.
- Takes responsibility for safe use and the security of physical resources held by the role, for example, taking laptops and projectors on site for the purpose of demonstrations.
- Promotes the best use and care of physical resources throughout the Trust.
- Support digital in ways of working to save energy and support the carbon reduction plans.
- Responsibility for Human Resources
- Day to day co-ordination of junior staff
- To assist with the recruitment of the new staff into the team.
- Deliver IT training both within the team and external to the team across the Trust and the local community.
- Provide training and training packages for users for piloting of new developments and then provide training to trainers and system administrators as part of handing over new developments once implemented.
- Delegates work to some team members.
- Support and mentor new staff joining the team
- Lead, support and motivate clinical, clinical support, operational, and administrative staff, where changes in working practices and processes are implemented.
- Responsibility for Information Resources
- Responsible for analysis of user requirements, documenting and design, including business process changes, configuring systems and demonstration.
- Controls data and produces appropriate relevant and complex reports from various systems and interprets data.
- Adopts a best practice approach from the changes made within digital systems, promoting and training on those changes where appropriate, and reflecting data quality optimisation aspects particularly with user base
- Maintains output specification documents for new developments.
- Maintains all the analysis and process mapping systems in place ensuring full user sign off records and minutes of meetings are always fully auditable.
- Maintains computer hardware including printing or electronic ordering, account creation, modifications or creation of information systems.
- Responsibility for Research and Development
- To assist with user acceptance testing for the various phases of system implementation ensuring the application is fit for purpose and meet the quality expectations
- To be responsible for reporting any regression testing issues raised and ensuring correction accordingly.
- Responsible for piloting new developments and performing a quality audit from the pilot and feedback any proposed quality issues and recommendations to improve the quality.
- Responsible for identifying developments within the business change systems to improve services provided through the use of the system change.

- Broad occupational policies, works to achieve agreed objectives and has freedom to do this in own way, working within broad professional policies; advises without reference to manager.
- Acts as a lead specialist in own area.
- Works to achieve agreed set objectives having freedom to perform under self-direction.
- Works within the agreed configuration guidelines and standards, making recommendations for change if required.
- Performs as lead specialist and acts appropriately in own area.
- Performs the role with minimal supervision from the Business Change Manager

### **Physical Effort**

- Combination of sitting, standing and walking.
- Needs to be able to carry appropriate hardware (projectors, laptops etc).
- Light physical effort for the configuration of the aforementioned hardware items.
- Able to connect hardware to power sockets, LAN sockets.
- Able to move computer equipment in line with the demands of the role.
- Holds current driving licence, motor insurance for business purposes, and has access to a car

### **Mental Effort**

- Able to cope with interruptions whilst in periods of concentration.
- Work within defined deadlines as part of a team and on an individual basis ensuring assigned work is effectively project managed.
- Requires frequent spells of concentration through a work pattern which can be unpredictable.
- To deal with questions / queries of Trust staff including end users, line managers, divisional general managers etc via the telephone, email, face to face. These may be of a complex nature requiring in depth knowledge.

### **Emotional Effort**

- To be conversant with current Human Resource policies.
- Understand the human factors in managed change environments and with advanced technologies

### **Working Conditions**

- Will be working with a computer /VDU throughout a large portion of the day
- To provide out of hours and onsite support as required to facilitate system implementations upgrades.

### **Personal/Professional Development**

- To take every reasonable opportunity to maintain and improve your professional knowledge and competence to participate in personal objective setting and review, including the creation of a personal development plan and the Trust's appraisal process



## PERSON SPECIFICATION

The following pages contain a description of the qualifications, skills, experience, knowledge and other attributes a candidate should ideally possess to successfully perform this role.

# QUALIFICATIONS

ESSENTIAL	DESIRABLE
<ul style="list-style-type: none"> <li>• Educated to degree level and / or equivalent experience</li> </ul>	<ul style="list-style-type: none"> <li>• Recognised change management course or qualifications associated to the role</li> <li>• Recognised benefits management course</li> <li>• PRINCE 2 project management qualification</li> </ul>

# EXPERIENCE AND KNOWLEDGE

ESSENTIAL	DESIRABLE
<ul style="list-style-type: none"> <li>• Experience of working in a large organisation with a wide range of staffing levels.</li> <li>• Experience of business process analysis, using inquisitive and exploratory approaches</li> <li>• Experience of process mapping and process redesign.</li> <li>• Experience of gap and operational impact analytics, and problem-solving approaches</li> <li>• Experience of supporting and being actively involved in system implementation / go-live</li> <li>• Experience user acceptance testing</li> <li>• Familiarity with business process analysis techniques and methods</li> <li>• Experience of business change identifying benefits, solutions and new ways of working</li> </ul> <p>Strong experience in influencing the application of IT to working practices.</p>	<ul style="list-style-type: none"> <li>• Experience of supporting a digital implementation.</li> <li>• Experience of user requirements' gathering methodologies</li> <li>• Previous experience of working in a NHS organisation</li> <li>• Experience of working and liaising with Third Party Suppliers.</li> </ul>

# SKILLS

ESSENTIAL	DESIRABLE
<ul style="list-style-type: none"> <li>• High level of interpersonal skills, including active listening and understanding, use of simple &amp; non-technical language with users.</li> <li>• Experienced in building effective and sustained relationships Excellent communication, presentation and demonstration skills</li> <li>• Excellent written communication skills Influencing, motivation and negotiation skills Ability to work across organisational and professional boundaries</li> <li>• Ability to prioritise and plan use of resources</li> <li>• Understands and can articulate the benefits of Information Technology and digital enablement to Trust staff.</li> <li>• Proficient in the use of MS Office (Word, Excel, Visio, Project) and E mail / Internet</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitation skills</li> <li>• Awareness of NHS digitalisation strategy and direction</li> <li>• Knowledge of the NHS and Trust’s Digital Transformation strategy</li> <li>• Knowledge and experience of change management strategies and approaches</li> <li>• Knowledge of patient pathways in an NHS acute trust</li> <li>• Knowledge and experience of change management strategies</li> <li>• Development of standards and policies for the analysis, interpretation and reporting of business processes and associated impact of change</li> </ul>

# OTHER

ESSENTIAL	DESIRABLE
<ul style="list-style-type: none"> <li>• Proactive, self-motivated, patient, attention to detail, and has a logical and analytical approach.</li> <li>• Curious, inquisitive and solution-focused Proactive approach to problem solving</li> <li>• Ability to develop and maintain team-working relationships, both internal and external.</li> <li>• Flexible approach to working time Team player</li> <li>• Able to work to strict deadlines</li> </ul>	

# GENERAL CONDITIONS

As they undertake their duties, all our people are required to uphold and demonstrate the Trust's core values of: Partnering, Ambitious, Caring and Trusted. Collaboration and partnership are also central to our approach in delivering our fundamental activities of patient care, teaching, and research.

## HEALTH & SAFETY

As an employee of the Trust, you have a responsibility to:

- take reasonable care of your own Health and Safety and that of any other person who may be affected by your acts or omissions at work; and
- co-operate with the Trust in ensuring that statutory regulations, codes of practice, local policies and departmental health and safety rules are adhered to; and
- not intentionally or recklessly interfere with or misuse anything provided in the interests of health and safety

## INFECTION PREVENTION AND CONTROL (IPC)

The prevention and management of acquired infection is a key priority for the Trust. As an employee of the Trust, you have a responsibility to:

- ensure that your work methods are compliant with the Trust's agreed policies and procedures and do not endanger other people or yourself; and
- be aware of infection prevention and control policies, practices, and guidelines appropriate for your duties and you must follow these at all times to maintain a safe environment for patients, visitors and colleagues; and
- maintain an up-to-date knowledge of infection prevention and control, policies, practices, and procedures through attendance at annual mandatory updates and ongoing continuing professional development; and
- challenge poor infection prevention and control practices of others and to report any breaches, using appropriate Trust mechanisms (e.g. incident reporting policy)

# INFORMATION GOVERNANCE

The Trust is committed to compliance with Information Governance standards to ensure that all information is handled legally, securely, efficiently, and effectively. You are required to comply with the Trust's Information Governance policies and standards.

- Confidentiality and Security - Your attention is drawn to the confidential nature of information collected within the NHS. Whilst you are employed by the Trust you will come into contact with confidential information and data relating to the work of the Trust, its patients or employees. You are bound by your conditions of service to respect the confidentiality of any information you may come into contact with which identifies patients, employees or other Trust personnel, or business information of the Trust. You also have a duty to ensure that all confidential information is held securely at all times, both on and off site.
- Disclosure of Information - To ensure that information is only shared with the appropriate people in appropriate circumstances, care must be taken to check the recipient has a legal basis for access to the information before releasing it. Upon leaving the Trust's employment and at any time thereafter you must not take advantage of or disclose confidential information that you learnt in the course of your employment, to protect yourself and the Trust from any possible legal action.
- Information Quality and Records Management - You must ensure that all information handled by you is accurate and kept up-to-date and you must comply with the Trust's recording, monitoring, validation and improvement schemes and processes.

# PROFESSIONAL STANDARDS AND PERFORMANCE REVIEW

As an employee of the Trust, you have a responsibility to:

- participate in continuous personal development including, statutory and mandatory training as appropriate for the post; and
- maintain consistently high personal and professional standards and act in accordance with the relevant professional code of conduct; and
- take responsibility for the maintenance and improvement of personal and professional competence and to encourage that of colleagues and subordinates

# SAFEGUARDING CHILDREN AND VULNERABLE ADULTS

We all have a personal and a professional responsibility within the Trust to identify and report abuse.

As an employee of the Trust, you have a responsibility to ensure that:

- you are familiar with and adhere to the Trusts Safeguarding Children procedures and guidelines
- you attend safeguarding awareness training and undertake any additional training in relation to safeguarding relevant to your role

## SOCIAL RESPONSIBILITY

The Trust is committed to behaving responsibly in the way we manage transport, procurement, our facilities, employment, skills, and our engagement with the local community so that we can make a positive contribution to society. As an employee of the Trust, you have a responsibility to take measures to support our contribution and to reduce the environmental impact of our activities relating to energy and water usage, transport and waste.

## CONTINUOUS IMPROVEMENT

The Shrewsbury and Telford Hospital NHS Trust is committed to creating a culture that puts Continuous Improvement at the forefront of our transformational journey and our aim is to empower colleagues at all levels have the confidence, capability, passion, and knowledge, to test changes and make improvements at SaTH and in the communities we serve.

Following a successful five-year partnership with the Virginia Mason Institute in the USA, SaTH continues to further develop and embed the Trust's approach to Continuous Improvement at all levels of the organisation. You will be supported by an Improvement Hub, which will provide the necessary expertise to support you make improvements, while also providing training at various stages of your time at SaTH, as part of your continuing professional development.



# EQUAL OPPORTUNITIES AND DIVERSITY

The Shrewsbury and Telford Hospital NHS Trust is striving towards being an equal opportunities employer. No job applicant or colleague will be discriminated against on the grounds of race, colour, nationality, ethnic or national origin, religion or belief, age, sex, marital status or on the grounds of disability or sexual preference.

Selection for training and development and promotion will be on the basis of an individual's ability to meet the requirements of the job.

The Shrewsbury and Telford Hospital NHS Trust the post-holder will have personal responsibility to ensure they do not discriminate, harass, bully, or contribute to the discrimination, harassment or bullying of a colleague or colleagues, or condone discrimination, harassment or bullying by others.

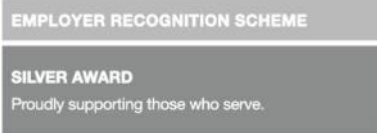
The post-holder is also required to co-operate with measures introduced to ensure equality of opportunity.

## NO SMOKING POLICY

There is a no smoking policy in operation within the Trust. Smoking within the Trust's premises or within the Trust's grounds is not permitted.

## MISCELLANEOUS

This job description is an outline of the key tasks and responsibilities of the post and is not intended to be an exhaustive list. The job may change over time to reflect the changing needs of the Trust and its services as well as the personal development.





## The Royal Shrewsbury Hospital

Telephone: 01743 261000

Minicom: 01743 261213

Address:

The Royal Shrewsbury Hospital

Mytton Oak Road

Shrewsbury

SY3 8XQ

[Getting to The Royal Shrewsbury Hospital](#)

## The Princess Royal Hospital

Telephone: 01952 641222

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Address:

The Princess Royal Hospital

Apley Castle

Telford

TF1 6TF

[Getting to The Princess Royal Hospital](#)