

PHYLLIS TUCKWELL

JOB DESCRIPTION

Post: Head of Transformation

Accountable to: Director of IT, Estates & Digital Transformation

Job Purpose:

The postholder will shape and drive transformational initiatives to support our mission which is for everyone to have the best possible experience at the end of life, and in line with our values which are to be compassionate, inclusive, dynamic and accountable.

Responsible for implementing and embedding the frameworks, tools, and disciplines that will enable Phyllis Tuckwell to deliver transformation effectively and consistently. This role ensures that the organisation's growing portfolio of digital and non-digital change is delivered safely, efficiently, and with measurable benefit.

Critically, the role leads the cultural shift required for effective delivery, moving the organisation towards a more structured, transparent, and outcomes-focused approach to change. This includes embedding consistent ways of working, building confidence in delivery practices, and supporting teams to adopt new behaviours that prioritise accountability, collaboration, and continuous improvement.

The postholder will build capability, embed standards, and actively shape a culture where good delivery practice is understood, valued. The role also leads and develops a small team of Project Managers and Business Analysts to support successful transformation across the organisation.

Responsibilities

1.0 Delivery Framework and Implementation

- 1.1 Working with the Director of IT, Estates and Digital Transformation, shape and communicate a clear vision for organisational change. Translate that vision into a clear and consistent Delivery Framework that supports all areas of the organisation.
- 1.2 Implement and embed standardised approaches for programme and project management that enhance patient experience, expand service reach and support the use of our new hospice facilities.
- 1.3 Ensure approaches are proportionate and 'fit' Phyllis Tuckwell's scale and culture.
- 1.4 Build strong relationships with staff, volunteers, patients and families to facilitate open dialogue and co-design approaches and ensure change is shaped by those it affects. Support teams to understand

not just the “what”, but the “why”, fostering engagement and shared ownership.

- 1.5 Identify opportunities to maintain and continually improve delivery processes, templates, and reporting tools, ensuring alignment with governance structures and organisational values.
- 1.6 Provide assurance that delivery practices meet the standards and expectations set at strategic level.
- 1.7 Work closely with colleagues in IT, HR and clinical services to ensure all initiatives are aligned with the planned future direction of the organisation.

2.0 Programme, Project, and Change Delivery

- 2.1 Lead the day-to-day coordination and oversight of digital, operational, and cross-organisational projects that improve patient pathways, digital systems, and operational efficiency.
- 2.2 Support the delivery of transformation initiatives across the organisation, including those led outside the Digital and IT Directorate (e.g., Finance or Organisational Development).
- 2.3 Champion a supportive, inclusive culture where staff and volunteers feel valued, heard and empowered whilst operating within the agreed delivery framework and governance model.
- 2.4 Provide practical coaching and hands-on support to project managers and change leads to build confidence, capability, and consistency in delivery practices across the organisation.
- 2.5 Actively challenge and support teams to move away from informal or inconsistent approaches to change, embedding a culture of planning, ownership, and accountability.
- 2.6 Report progress, risks, and dependencies to the Director of IT, Estates and Digital Transformation and ensure visibility at appropriate forums.

3.0 Business Analysis and Continuous Improvement

- 3.1 Establish and embed the Business Analysis discipline within the organisation under the strategic direction of the Director of IT, Estates and Digital Transformation.
- 3.2 Ensure that business needs, pain points, and opportunities are clearly defined and evidenced before solutions are proposed.
- 3.3 Oversee the development of high-quality requirements, process maps, and options appraisals that inform decision-making.
- 3.4 Support improvement initiatives that enhance patient, staff, and volunteer experiences by removing inefficiencies and friction points.

- 3.5 Promote a culture of curiosity and evidence-based decision-making, encouraging teams to explore root causes rather than defaulting to solutions.
- 3.6 Monitor the impact of change initiatives using meaningful metrics, patient feedback and quality indicators.

4.0 Leadership and Collaboration

- 4.1 Provide direct line management to Project Managers and Business Analysts, promoting a supportive, learning-oriented environment.
- 4.2 Act as a visible and approachable leader for delivery practice across the organisation, modelling collaboration and shared ownership.
- 4.3 Support the Director of IT, Estates and Digital Transformation in communicating progress, challenges, and success stories across the senior leadership community.
- 4.4 Encourage consistency, accountability, and teamwork across all directorates engaged in delivering transformation.
- 4.5 Act as a cultural ambassador for effective delivery, influencing senior leaders and operational teams to adopt structured, transparent, and outcomes-focused approaches to change.
- 4.6 Build trust in delivery practices by demonstrating that structure and governance enables, not restricts, good outcomes.

5. Training and Development

Team

Agree objectives for the professional development of all those who report into the role, promoting and supporting continual professional development;

Personal

Maintain own professional development and keep up-to-date with advances and changes in practice and research;

Identify appropriate personal development needs and agree with the Director of IT, Estates and Digital Transformation so as to keep up to date with the range of professional and personal skills required by the post

Develop own network of similar professionals to ensure PT benefits from sector best practice.

6. Research

Ensure that PT takes part in research projects where appropriate, for example to establish benchmarks and performance indicators.

Safeguarding, Equality, Diversity and Inclusion

Role holders are required to understand their responsibilities in the safeguarding context, ensuring that Phyllis Tuckwell reduces the risk of harm or abuse of adults and children at risk.

You are required to

- adhere to Phyllis Tuckwell’s Safeguarding Policy (held on the NEST), which supports the local authority’s multi agency safeguarding policy, the law (Care Act 2014) and Mental Capacity Act 2005 (including Deprivation of Liberty Safeguards).
- inform the appropriate PT professional where there is concern that an adult or child may be at risk of harm, abuse, or neglect.

Phyllis Tuckwell is committed to an Equal Opportunities approach, valuing, and respecting everyone as individuals, with diverse opinions, cultures, lifestyles, and circumstances.

This job description is underpinned by Phyllis Tuckwell’s philosophy, culture, and core values, which actively embrace diversity and inclusion and promotes total team spirit.

This job description is current and subject to yearly review in consultation with the jobholder. It is liable to reflect and anticipate necessary changes to support the PT strategy.

**PHYLLIS TUCKWELL
PERSON SPECIFICATION – HEAD OF TRANSFORMATION**

Criteria		Assessment
Qualifications	Good standard of general education (e.g. GCSEs or equivalent).	Application
	Degree or equivalent experience in programme/project/change management	Application
	Training or experience in Business Analysis (e.g., BCS BA Diploma, Lean Six Sigma, or equivalent)	Application
	Project or programme management training (e.g. PRINCE2, MSP)	Application

**Job Knowledge &
Experience**

Proven experience leading or implementing project and change management frameworks and successfully embedding them within organisational culture (not just design/implementation) with experience in healthcare, charity, or public sector	Application / Interview
Demonstrable success in delivering cross-organisational change including influencing behaviours and ways of working.	Application / Interview
Excellent stakeholder management, emotional intelligence, influencing, and facilitation skills with the ability to challenge constructively and bring others with you	Interview
Strong understanding of project, programme, and change management principles	Interview
Experience in establishing BA capability within a delivery function and embedding its value across stakeholders	Application / Interview
Ability to lead, motivate and develop high-performing teams while fostering a culture of accountability and continuous improvement	Interview
Excellent interpersonal, influencing and communication skills - verbal and written	Interview
Strong analytical and problem-solving skills with ability to balance risk, quality and cost	Interview
Ability to interpret complex technical documents, regulations or reports and explain complex concepts with accessible language to non-specialists	Interview
Ability to prioritise, manage multiple workstreams, and work under pressure	Interview
Confident communicator, able to coach others and encourage adoption of new practices in environments with varying levels of delivery maturity	Interview
Commitment to safeguarding, equality, diversity, and inclusion	Interview