

TOGETHERNESS

RESPONSIBILITY

EXCELLENCE

CARING



Chief Digital and Information Officer

Candidate information pack
January 2023



HUNTER
Executive talent for the healthcare sector

Welcome

Thank you for your interest in the role of Chief Digital and Information Officer. This pack provides you with all the information you may need to apply for this vacancy.



West London NHS Trust has grown significantly in the last few years with investment in mental health and community services and this growth is set to continue over the next five years. This investment includes using digital technologies to transform the way we deliver patient services and the way staff experience working in this organisation.

This is an exciting new Trust senior leadership role that reflects the organisation's commitment to digital transformation, and a recognition of its growing importance in healthcare. It arises out of a review of the current digital provision and the need to develop a more prominent and strategic approach to digital transformation that will underpin the development of our clinical strategy.

The successful candidate will be expected to regularly attend Trust Executive and Board meetings, leading conversations on technology and data and their use in West London. They will be central to informing Board and Executive discussions on horizon scanning, most innovative current and future practice, future investments, and lead the development, and delivery, of a longer-term digital transformation strategy and the optimisation of the organisational structures that work to this.

We believe that the positioning of this as part of the wider Director Team in West London NHS Trust emphasises both our commitment to the centrality of 'digital' as a core component of best care, as well as our desire to be leading at the forefront of innovation nationally. We are therefore looking for a candidate that has a proven track record as a senior leader in the delivery of high quality, innovative digital and change programmes; who is a confident and clear communicator and is able to influence, inspire and lead others, from our Trust Board to growing the next generation of digitally literate frontline staff and our patient and carer engagement with technology.

You will need to maintain a strategic approach, and must be able to translate business requirements into cost-effective technical solutions that are service user focussed and will improve quality and productivity, and clearly prioritise among competing demands. This role will suit an individual who has the drive and enthusiasm for delivering effective change programmes and business as usual services in a complex, dynamic environment.

Thank you for your interest in this role and I wish you every success with your application.

Yours sincerely,

Paul Stefanoski

Deputy Chief Executive/
Chief Financial Officer

About us

West London NHS Trust is one of the most diverse healthcare providers in the UK, delivering a range of mental health, physical healthcare and community services commissioned locally and nationally. The Trust runs Broadmoor Hospital, one of only three high secure hospitals in the country with an international reputation.

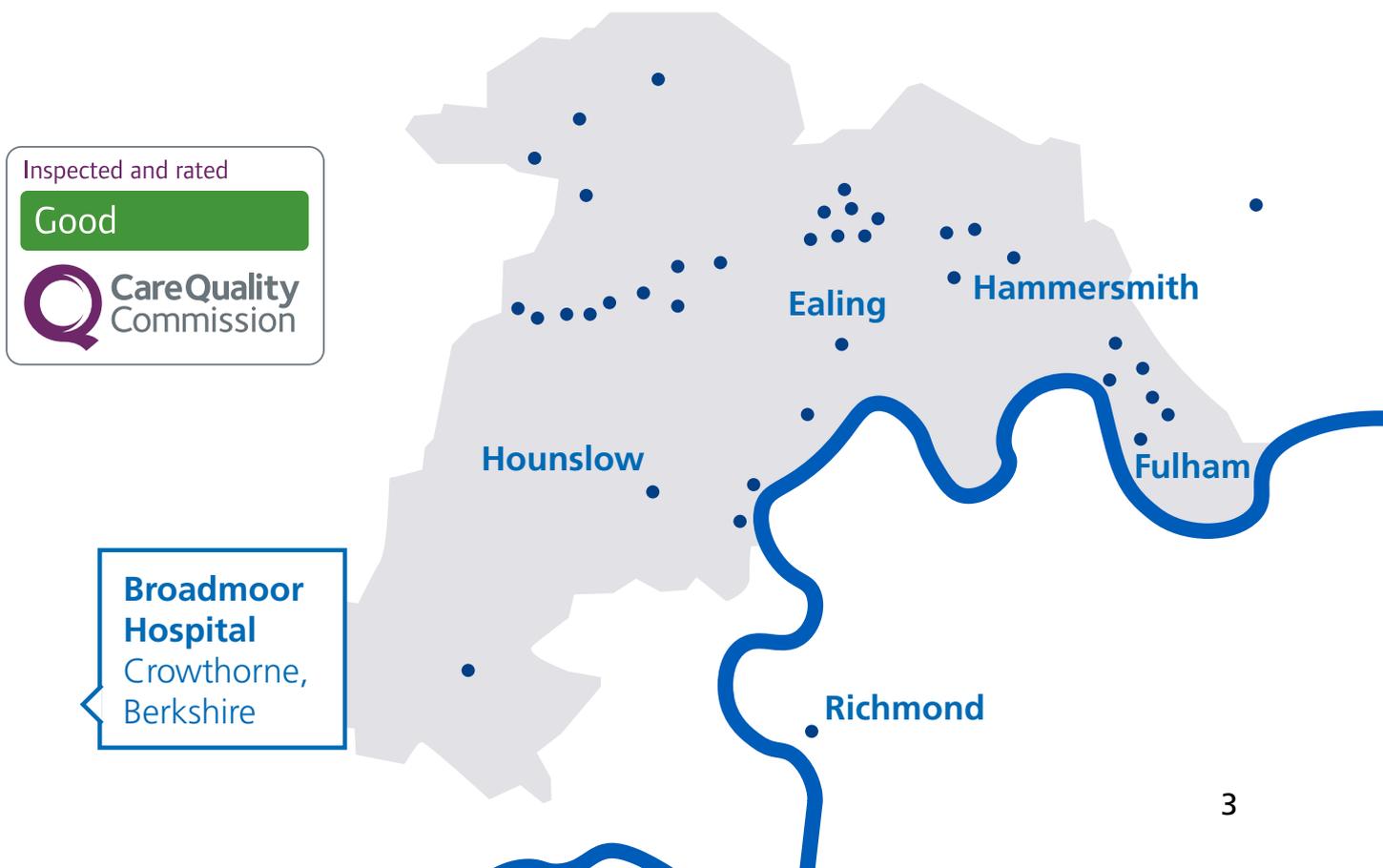
Our high secure services care for patients from across the South of England and we provide low and medium secure services covering eight London boroughs. The Trust also provides mental and physical healthcare in three London boroughs – Ealing, Hammersmith & Fulham and Hounslow. The Trust employs over 4000 staff, of which 55% are from a Black and Asian Minority Ethnic (BAME) background. Our turnover for 2022-2023 is approximately £383m.

In recent years, there has been a step change in the ambition, culture, staff engagement and performance of the organisation. The Trust is now rated as 'Good' overall by the Care Quality Commission, and the rating for our Forensic services has improved from 'Requires improvement' to 'Outstanding'. Rigorous financial management and clinical engagement has been central to our ability to deliver service improvements.

The Trust is an established key partner and contributor in the development of the evolving North West London Integrated Care Board (ICB). The Trust leads the North West London CAMHS (Children and Adolescent Mental Health) provider collaborative. This involves managing the delegated specialist-commissioning budget with a commitment to a recurrent investment of £1.8m a year for community services. The forensic services are part of the North London Forensic Consortium.

Collaboration has been the key to our success in recent years, and the launch of Ealing Community Partners (ECP) exemplifies our ambition. ECP is led by West London NHS Trust and brings together 14 organisations, including NHS, Ealing Council and the voluntary sector to deliver community health and care services to local residents.

Our staff rate us highly and in the 2021 staff survey, the Trust was above average in four categories: staff morale, staff engagement, safe and healthy and we are learning. The Trust was highly commended in the mental health trust category of the year HSJ Awards in 2020. It has received a series of national awards including for its workforce programmes such as staff recognition.



Our Services

Like most NHS Trusts, the concept of 'digital' has evolved over time, from being seen initially as a provider of technology and equipment, such as laptops and smartphones, through providing electronic patient records, to current recognition as critical healthcare architecture to provide best care. At present, a Chief Clinical Information Officer (CCIO) and Head of Knowledge Management provide senior leadership, alongside the Business Informatics and Business Transformation teams, working to the Chief Financial Officer and the Medical Director as the Board level representatives. The CDIO will take over that senior leadership position, providing both greater breadth and depth of knowledge, as well as greater visibility for the area.

West London NHS Trust, as part of the North West London Integrated Care Board (NWL ICB), has both strong relationships with its neighbouring mental health, acute, primary care, and local authorities and, crucially, a head-start over many organisations through shared population data-sets on the NWL Whole Systems Integrated Care (WISC) system. The Trust also has its own clinical and business analytics system, WLBI (West London Business Intelligence). As part of the NHS Long Term Plan there are strong drives to better understand and redress local population health based inequalities, and having reliable, valid datasets that can be used from the clinician and patient through to the Board is key to our vision. Our Trust Medical Director chairs the NWL ICB data group exploring this, and we work closely with digital leads in all our partner organisations.

We are currently realigning our Trust strategy to focus clearly on the issues that matter to our patients and staff: whole-person integrated care and reducing health inequalities. Our digital strategy is in the first stages of a redesign to speak clearly to this. Moving away from a traditional but contemporaneously less appropriate narrower focus on hardware and software requirements, the new digital strategy will centre itself on facilitating better clinical care, better data, and growing a digitally literate and engaged workforce.

The post-holder will help finalise and deliver the digital strategy, as well as thereafter determining the optimal structure and workflow within the organisation to help provide this. In parallel, we have recently merged our 'care planning' and 'outcome measurement' groups, under the direction of the Medical Director and Director of Nursing, and are working on a new, simplified care strategy that will ensure better standardisation as well as collection of clinically relevant outcome data.

The move to Integrated Care Boards (ICBs) is a great opportunity to do things differently in healthcare, with a more collaborate, collegiate approach to working across traditional boundaries to provide best care. In West London, we see digital being at the heart of this, and we are excited to be creating this new, important role to help deliver the very best of care.

We want an outstanding, talented, innovative individual, who understands this landscape and can both guide our Trust Board and engage and excite our front-line clinicians in helping us get there.



123,330
patients using
our services



122,661
patients seen
in the community



4,225
older people using our
dementia services



76,545
patients in Ealing



2,360
inpatient admissions



6,596
children & young people
using our services



20,458
patients in Hounslow



18,745
patients in Hammersmith
& Fulham

Our Values



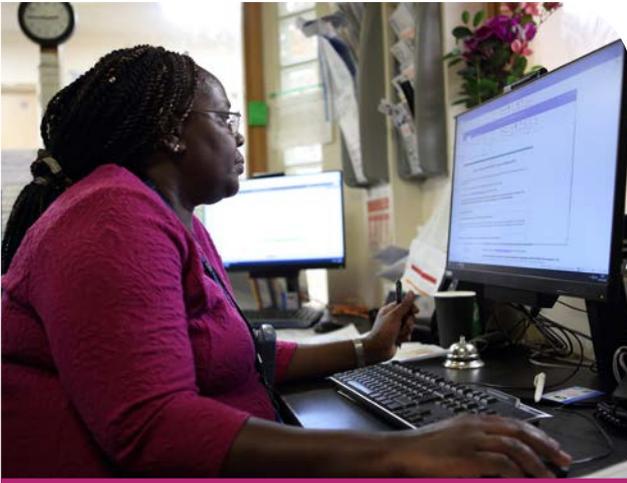
TOGETHERNESS:

Ensure teamwork, mutual respect and trust sit at the heart of everything we do here. Our service users and their carers are an integral part of the team.



RESPONSIBILITY:

Ensure when we say we are going to do something, we do it. We do not leave it to someone else to do. Our service users are responsible for engaging in their treatment.



EXCELLENCE:

Ensure we strive for excellence in everything we do. 'Good enough' is simply not good enough. Excellent is better. The safety of our service users and our team is our number one priority.



CARING:

Ensure caring means more than showing compassion to our service users and each other. It is also about having a can-do attitude, stepping up and caring to be the best we can. Because we care, we give praise when it's due.

Equality & Diversity

The boroughs in which we work are amongst the most diverse in London and the country as a whole. Our staff reflect this diversity and the communities we serve.

We're committed to the fair treatment and reward of our staff. Research shows that a motivated, included and valued workforce delivers high quality patient care, increased patient satisfaction and better patient safety.

We're equally committed to providing care and services which are inclusive and treat everyone with respect.

We come from diverse backgrounds, speak many languages and represent many different faiths and beliefs. But, together, we're one team.

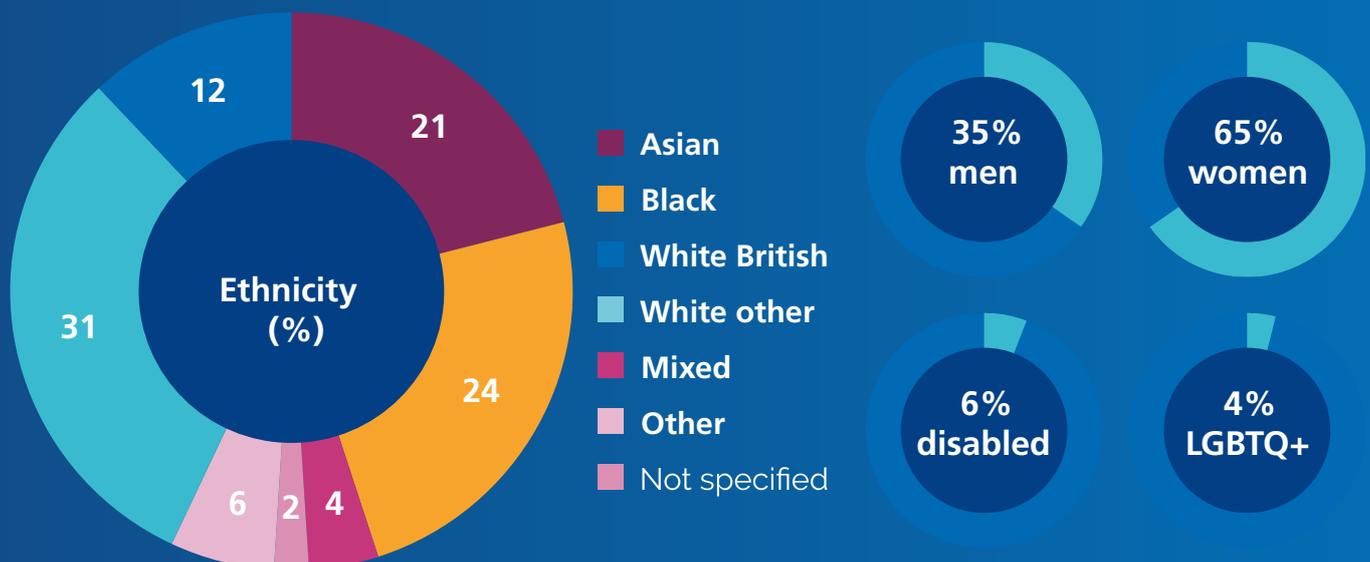
Current equality and diversity objectives include:

- In addition to reporting our progress against the Workforce Race Equality Standard (WRES), we're extending this to age and gender in the first instance and then to the other protected characteristics
- Working towards accreditation of the Stonewall workplace equality index
- Continuing to work towards meeting our disability confident commitment

These objectives aim to strengthen our performance in meeting our public sector equality duty, focusing on:

- Improving the experience of our staff, service users and carers
- Improving the quality and transparency of our diversity performance data
- Continuing to engage effectively with our staff and communities and improve outcomes for them
- Making equality and diversity part of our day to day work.

OUR STAFF 2021/22



Job Description

Post title:	Chief Digital and Information Officer
Main Base:	Trust Headquarters, Armstrong Way, Southall
Accountable to:	Deputy Chief Executive/Chief Financial Officer
Contract:	Permanent
Pay band:	Consultant terms and conditions or spot rate at circa £120k
Responsible for:	£8.6m (revenue) and £3m (capital) and total wte 96
On-call:	Yes
Hours	37.5 hours

Key relationships

Internal: Trust Board, Executive Team, Clinical directors, Information and IT Team, Clinical Leads, Communications Team, Information Governance department and operational and clinical leaders

External: ICB CCIO and other North West London digital leaders, regional and national CIO groups and third party suppliers

Job summary

Digital health services are pivotal to the transformation agenda at West London. This role will ensure that the vision, direction and clinical strategy for the Trust is fully enabled by digital processes, change and innovation. The post holder will work closely with all key stakeholders, and play a key role with respect to developing the digital agenda in partnership with the Integrated Care Board (ICB).

This role is a new senior leadership role that will be expected to lead strategic discussions with the Executive Team, Senior Clinicians and the Trust Board in the development and successful delivery of the digital strategy, which will need to underpin the organisation's clinical strategy.

This portfolio will include all Digital services within the Trust, including strategic and operational IT, Information, Performance, data quality and Business Intelligence.

The post holder will be expected to attend Executive Team and Trust Board meetings but will not be a voting member of the Trust Board.

Key areas of Responsibility:

Corporate responsibilities

- Contribute to developing the strategic direction of the Trust, ensuring that digitally enabled service delivery, innovations and transformation are accurately reflected in the ambition of the organisation.
- Take collective responsibility for the performance of the organisation including quality, service, workforce and financial performance of the organisation.
- Contribute to the successful team working of the senior leadership team.
- Develop effective partnership working relationships with key stakeholders to further the Trust's strategic ambitions.
- Work collaboratively with other Executive Directors and Clinical Directors to ensure wherever appropriate there is a corporate approach to planning and delivery of digital technologies, innovations and processes.
- Participate in the corporate and clinical risk management of the Trust, including the relevant areas of the Risk Register and Assurance Framework.
- Act as an ambassador for the Trust and contribute to the wider health and organisational agenda in North West London and London as appropriate.
- Participate in the Trust's Director on-call rota.
- Act at all times in a manner that promotes the values of the Trust and actively seek opportunities to further develop the reputation of the Trust.

Professional leadership

- Leadership for the development and successful delivery of the Trust's digital strategy, which needs to be shaped by the Trust's clinical strategy and Trust strategic priorities.
- Lead successful implementation of digital systems ensuring there are robust training and OD plans in place for staff to utilise systems in the way envisaged and sufficient consideration is given to embedding agreed behaviour changes.
- Develop clear relationships with Senior Clinicians and an understanding of the needs of Service Users / patients.
- Act as the Trust's Senior Information Risk Owner (SIRO) enabling the safe and legal sharing of information to support better health and care outcomes.
- Ensure that the Trust builds its reputation for innovation, and to exploit new technologies appropriately for clinical and operational benefit.
- Engage with key internal and external stakeholders to develop partnerships and ensure business and clinical imperatives across the Trust, and the wider health economy are adequately reflected in the Trust's digital strategy and operational priorities.
- Contribute to and influence the emerging Integrated Care Boards agenda and to act as digital, data and technology lead on behalf of the Trust.
- Provide leadership to the IT and Information teams ensuring appropriate leadership/management is in place to ensure:
 - Robust mechanisms are created and implemented to provide a high level of IT availability for Trust users. This will include the maintenance and strategic review of disaster recovery and business continuity plans.
 - The Trust meets all requirements associated with our regulatory or contractual obligations and that we provide the Trust with the information needed to effectively manage our services.
- Deployed solutions meet required standards for data protection, digital clinical safety, cyber security etc
- Capacity is sufficient to deliver agreed levels of services across all digital functions.
- Work closely with other senior colleagues to develop more data driven approach to decision making.
- Review all relevant performance data including but not limited to referrals, admissions, waiting times, activity, caseload, discharge and re-referral to highlight potential areas of concern or opportunity that the Board would want to explore further.
- Work closely with the Chief Nurse and Chief Medical Officer to provide the Trust with safety information.
- Review relevant benchmarking data and provide insights to the Executive and Board as appropriate on our relative performance and where there are opportunities to make our services more clinically effective & productive, safer or more efficient.
- Work with relevant Provider Collaborative colleagues across the sector to ensure compatibility in terms of patient safety initiatives and digital programmes.
- Work with the professional leads and the Research and Development team to explore the use of outcomes metrics and how these can be incorporated into all areas of our service delivery.
- Provide advice and take action, where necessary, in response to audit findings and recommendations in respect of digital, data and technology.

Finance and resource management

- Manage revenue and capital budgets, planning and delivery of cost improvement programs, maintaining compliance with standing financial instructions, and ensuring best value at all times.
- Develop a robust benefits realisation approach for major investment in digital technology, and to ensure that these benefits are delivered in full and on schedule.

Workforce

- Provide leadership and management of IT and Information functions ensuring that mechanisms are in place to achieve workforce performance targets for appraisals, training and development, risk assessments etc
- Ensure optimal performance of the teams, by maintaining effective recruitment and retention and enabling continual development through appropriate training and personal development and consistent with Trust policies.
- Responsible for ensuring staff are well informed on national, local, corporate and service issues and are motivated and engaged in service evaluation, development and planning.
- Work with Director of Workforce to ensure that the workforce and digital strategies are aligned in supporting the development of digital workforce capabilities.

Collaboration and engagement

- Manage strategic relationships with key third party suppliers of IT services and other external parties.
- Build visible and effective relationships with relevant staff both within the Trust, partner organisations and external organisations.
- Ensure that the digital strategy and any relevant operational imperatives are effectively communicated.

This job description is not an exhaustive list and roles and responsibilities will change from time to time in discussion with the post holder.

General responsibilities

The post holder may be required to work at any of the Trust's sites in line with the service needs. All staff has a responsibility to participate in the Trust's Performance Appraisal Scheme and to contribute to their own development and the development of any staff that they are responsible for appraising.

Confidentiality

The post holder must ensure that personal information for patients, members of staff and all other individuals is accurate, up-to-date, kept secure and confidential at all times in compliance with the Data Protection Act

2018, the Caldecott principles and the common law duty of confidentiality. The post holder must follow the record keeping guidelines to ensure compliance with the Freedom of Information Act 2000. The post holder will be subject to an enhanced DBS check.

Data Protection Act

All staff have a responsibility to ensure that their activities comply with the Data Protection Act. Staff should not disclose personal data outside the organisation procedures or use personal data held on others for their own purposes. All staff have an obligation to ensure that care and/or personnel records are maintained efficiently and that confidentiality is protected.

Continuous Improvement

The Trust has adopted a strategy for Continuous Improvement and all members of staff employed by the Trust are expected to play an active role in development and improving services to the benefit of service users.

Health & safety

Staff must be aware of the responsibilities placed on them under the Health and Safety at Work Act (1974), and to ensure that agreed safety procedures are carried out to maintain a safe environment for employees, patients and visitors.

Professional registration

If you are employed in an area of work that requires membership of a professional body in order to practice, it is a condition of your employment to maintain registration of such a professional body and comply with its code of practice. You are required to advise the Trust if your professional body in any way limits or changes the terms of your registration. Failure to remain registered or to comply with the relevant code of practice may result in temporary downgrading, suspension from duty and/or disciplinary action, which may result in the termination of your employment. If you are required to have registration with a particular professional body or to have specific qualifications you must notify your manager on appointment of such fact and provide him or her with documentary evidence of them before your employment commences or, at the latest, on your first day of employment.

Risk management

All Trust employees are responsible for reporting incidents, being aware of the risk management strategy and emergency procedures and attendance at training as required. All managers have a responsibility to ensure that policies and procedures are followed, that staff receives appropriate training that a local risk register is developed and monitored on a quarterly basis and any changes reported to the Clinical Risk Management Group and Strategic Risk Management Committee.

Infection Control

Covid-19 vaccination is a condition of employment for this role, unless an exemption applies. The successful applicant may have contact with vulnerable service users and we will therefore seek proof of being fully vaccinated during the recruitment process. In addition, it is an expectation that all staff will voluntarily receive the annual flu jab and other vaccines relevant at the time, to protect staff and patients from infection. All Trust staff are responsible for protecting themselves and others against infection risks and comply with infection control policies and procedures.

Financial Regulations

All staff are responsible for the security of the property of the Trust, avoiding loss or damage of property, and being economical and efficient in the use of resources. The post holder will be required to comply with the Trust's Standing Orders and Standing Financial Instructions and, at all times, deal honestly with the Trust and its stakeholders.

Safeguarding & Duty of Candour

All staff must be familiar with and adhere to the Trust's safeguarding procedures and guidelines. All Trust staff have a Duty of Candour to inform their line manager as soon as practicable, when they believe or suspect that treatment or care it provided has caused death or serious injury to a patient. It is a criminal offence for any registered medical practitioner, or nurse or allied health professional or director of an authorised or registered healthcare organisation to knowingly obstruct another in the performance of these statutory duties, provide information to a patient or nearest relative with the intent to mislead them about such an incident or dishonestly make an untruthful statement to a commissioner or regulator, knowing or believing that they are likely to rely on the statement in the performance of their duties.

Standards of Business Conduct

We expect the highest standards of corporate behaviour and responsibility from our staff. All staff have a responsibility to respect and promote the Trust values and vision. When speaking as member of West London NHS Trust to the media or any other public forum, employees should ensure that they reflect the current policies or views of the organisation. Staff should ensure that they do not engage in any behaviour that can cause reputational damage to the Trust.

Valuing Diversity & Human Rights

It is the aim of the Trust to ensure that no job applicant or employee receives less favourable treatment on the grounds of sex, sexual orientation, marital/partnership status, race, religion, age, creed, colour, ethnic origin, disability and part time working status.

Agile/Flexible working

The Trust recognises that Agile Working brings a number of benefits to the organisation. Not only does it support more cost effective workplace utilisation but it also enables us to attract and retain the best talent whilst increasing productivity and efficiency. The Trust is committed to supporting Agile working and empowering our staff to work in a manner that provides maximum flexibility and minimum constraints. There is a requirement for onsite presence for 3 days per week.

The Trust also continues to support staff via its flexible working arrangement options. These options enable staff to work in a way that suits their personal needs whilst also meeting the needs of the service.

No smoking policy

There is a smoke free policy in operation in the Trust. In accordance with this policy smoking is positively discouraged and is not permitted anywhere within the buildings, on the premises or grounds. Designated smoking areas or smoking rooms are not permitted. Support is provided for staff members who wish to stop smoking.

Trust Policies

All staff are required to familiarise themselves with Trust policies and comply with them at all times. Policies are reviewed regularly and may be revised from time to time.

Person specification

AM = Assessment method:
A=Application Form; I=Interview; T=Test; P=Presentation

	Criteria	Essential	Desirable	AM
Qualifications	• Educated to masters in relevant field or equivalent level experience	√		A
	• Evidence of professional development	√		A
	• Clinical qualification		√	A
Experience & knowledge	• Proven track record of implementing digital projects at senior level	√		A
	• Evidence of developing training plans and embedding behaviour change	√		A/I/P
	• Evidence of collaborative working at senior level	√		A/I/R
	• Experience of providing strategic and technical IM&T advice to the NHS or comparable organisation	√		A/I/R
	• Evidence of managing change at senior level	√		A/I/R
	• Experience and knowledge of using defined project management methodologies	√		A/I/R
	• Strong record of multi-professional collaboration at a senior level	√		A/I/R/P
	• Experience of IM&T systems procurement	√		A/I/R
	• Experience of negotiating large contracts	√		A/I/R
	• Experience developing and implementing business cases	√		A/I/R
	• Knowledge of NHS finance systems		√	A/I/R
Skills & abilities	• Ability to work in and lead a team	√		I/R
	• Able to work in partnership with clinical and operational leaders and external partners	√		A/I/R
	• Business, service planning, analytical and numeracy skills	√		A/I/R
	• Evidence of being able to influence a wide range of stakeholders and the highest level	√		I/R
	• Ability to motivate and engage staff at all levels	√		I/R/P
	• Able to communicate complex issues in a simple way to variety of audiences	√		I/P
Other Requirements	• Commitment to and compliance with Trust values	√		I/R
	• Mobile and able to travel to Trust sites	√		

How to Apply

The closing date for applications is **5 February 2023**.

Applications should be made by submitting a full and updated CV, with a covering letter of no more than two sides of A4. Your supporting statement should give evidence of how you meet the requirements of the person specification relating to the role.

Along with your application please include:

- Contact details for up to four referees (who will not be contacted without your permission)
- A contact email address and telephone number
- A completed **Equal Opportunities Monitoring Form** and **Fit and Proper Persons Monitoring Form**.

All applications should be sent to: **applications@hunter-healthcare.com**. All applications will be acknowledged.

For an informal conversation about the post, please contact Brendan Davies by email **bdavies@hunter-healthcare.com** or by phone: **07585 356985**

Key dates:

EVENT	DATE
Application deadline	5 February 2023
Shortlist	7 February
Interviews & Stakeholder events	w/c 20 February





West London
NHS Trust

TOGETHERNESS

RESPONSIBILITY

EXCELLENCE

CARING



Hunter Healthcare
T: 020 7935 4570
E: enquiries@hunter-healthcare.com



HUNTER
Executive talent for the healthcare sector