CHIEF INFORMATION OFFICER

ROLE PROFILE

Draft and subject to refinement

21 September 2015
INTRODUCTION

Barts Health was established in 2012 following a merger of three former organisations and is the largest NHS Trust in England. It incorporates five hospitals in East London and the City (Whipps Cross, Newham, The Royal London, St Bartholomew’s and Mile End) together with community health services for the London Borough of Tower Hamlets. With a turnover of more than £1.3 billion and 16,000 staff, the Trust is committed to delivering high quality and effective patient care to a diverse population of 2.5 million people who rely on it for both general and highly specialist services.

Three of the hospital sites offer full 24 hour, 7 day a week emergency care. The Trust also delivers specialist and tertiary care, including Trauma, Cardiovascular, Cancer, Renal and Neurosciences. Earlier this year the Trust opened the new Barts Heart Centre at St Bartholomew’s Hospital, combining services from St Bartholomew’s, The London Chest and The Heart Hospitals. Over the course of a year the Trust conducts over 50,000 operations, delivers over 15,000 babies, treats 450,000 people in its Accident and Emergency (A&E) Departments and sees around 1.4 million outpatients. The Trust’s contribution to the local economy is vital to east London’s population – Barts Health sits at the heart of the local communities.

The Trust works closely with a wide range of partner organisations, including commissioners, GPs, local authorities and the medical school at Queen Mary University of London. Furthermore, the Trust is a key member of UCL Partners, one of Europe’s largest academic health science partnerships, allowing it to implement improvements in healthcare at scale and pace for patients.

The Trust’s ambition is for east London to have health services in which everyone in the community can take pride. These services reach beyond the Trust’s hospitals to provide care where it is needed most: at home, in local neighbourhoods or in special facilities across the area. Outstanding research, learning and development and a commitment to safety, quality and innovation will allow Barts Health to transform the health of the population and substantially reduce the significant inequalities in health which are prevalent in east London.

The Trust has experienced significant challenges in a number of areas which resulted in it being placed in special measures by the NHS Trust Development Authority (NHS TDA) in March 2015. These include:

- **Quality** - significant concerns were identified by the Care Quality Commission (CQC) in their inspections of Whipps Cross, Newham and The Royal London Hospitals in late 2014 and early 2015, resulting in ‘Inadequate’ ratings in each case.
- **Delivery** – the Trust reported a financial deficit of £79.6 million in 2014/15 and is forecasting a deficit of £134.9 million in the current financial year. Emergency care performance across two of the Trust’s three acute sites has been challenging and it has experienced significant issues with data quality impacting on its ability to publish reliable statistics on how quickly it is seeing patients on its waiting lists.
- **Sustainability** - there is a need to develop and agree a long-term plan for clinical and financial sustainability within the context of a challenged local health economy. The Trust is participating in a local programme, ‘Transforming Service Together’, which brings together providers, commissioners and other partners in the local health system to develop a strategic plan for the delivery of health services in east London.

The improvement journey has already begun with the agreement of a comprehensive improvement plan, *Safe and Compassionate*, focused around the following priorities:
There is a great deal to do to deliver the necessary improvements for our patients. The Trust Board believes strongly that the momentum already built can be maintained and accelerated further to improve staffing and morale, to raise standards, and embed clinical governance systems and processes across the Trust.

As part of the Trust’s improvement plan, leadership of the hospital sites has been strengthened recently with the appointment of dedicated Hospital Management Teams - including a Managing Director, Medical Director and Director of Nursing for each of the main sites – accountable for day-to-day delivery on the site. Alongside these changes, the Board has agreed a revised corporate directorate structure to support delivery of operational performance and strategic planning.
1. ROLE DETAILS

Role Title: Chief Information Officer

Grade: Trust director grade – Tier 1A

Location: The Royal London Hospital, Whitechapel, E1, but with a Trust-wide remit

Accountable to: Deputy Chief Executive

2. ROLE PURPOSE

Influence Trust strategy by providing expert advice to the Deputy Chief Executive and other Executive and Board members regarding informatics strategies, technologies investments and deployment.

Facilitate and promote the effective use of data, information, knowledge and technology by Trust leaders, managers and staff in order to support and benefit health care delivery to local and tertiary populations. Develop and maintain collaborative relationships with our partners in the health system and associated academic and research organisations.

Develop and implement the Trust’s Informatics Strategy over the short, medium and long term, harnessing information and technology and advances to achieve the agreed Trust clinical and business strategies and objectives and maximise the benefits delivered by the organisation’s investment in Information.

Have corporate responsibility for providing relevant, high quality, reliable Informatics services, including clinical and business information systems and business information across the organisation.

Develop a clinically-centred health informatics approach.

Develop and maintain collaborative relationships and flows of information between Informatics and information providers or users. This includes the Performance Director, the Clinical CIO and site leaders, managers and clinicians.

The post holder will also provide professional leadership for all Information staff directly employed by the organisation ensuring that Information staff are fully engaged with the strategic plans of the organisation.

3. DIMENSIONS

The turnover of the Trust is £1.3 Billion and operates with an establishment of around 16,000.

Budgetary: Direct accountability for the directorate’s budgets of circa £32m

Manages: Deputy Directors heading Clinical Systems, ICT and Information
Located: The Royal London Hospital, Whitechapel, E1, but with a Trust-wide remit

4. KEY RESULT AREAS

a. Leadership

• Provide informatics leadership and advice to the Deputy Chief Executive, the executive management team, the service leads, and clinicians. Provide professional leadership to all staff in the organisation whose role has a significant component of Information service delivery

• Develop beneficial external relationships that promote and secure Trust interests and opportunities. Champion best practice in the organisation

• Enable the Trust’s adoption of Listening Into Action in order to maximise staff led change quickly for the benefit of patients and staff themselves

b. Operational

• Be responsible for all aspects of development, management and provision of Informatics services across the organisation

• Develop, agree and implement an Information strategy for the organisation together with a rigorous monitoring and reporting regime. Analyse local and national issues both current and future and ensure the organisation is in the best possible position to minimise risk and maximise benefits

• Develop, negotiate, agree and actively manage the Information revenue, project and capital budgets within Trust financial and procurement policies

• Manage the procurement and fair distribution of information technology equipment and software used either directly or through the shared services

• Develop, agree and manage contracts and Service Level Agreements (SLAs) with external organisations for provision of Information services including private, public sector and other NHS organisations

• Develop, implement and manage a performance management framework for the Information services across the organisation to ensure that the services remain fit for purpose to support the organisation’s objectives
- Enable the Trust’s adoption of Listening Into Action in order to maximise staff led change quickly for the benefit of patients and staff themselves

c. Governance

Accountable for ensuring adequate processes and procedures are in place to comply with financial, procurement and other relevant national regulations for the portfolio of services

d. Equality and Diversity

Actively ensure that the organisation is meeting its statutory responsibilities in respect of equality and diversity

5. COMMUNICATIONS AND WORKING RELATIONSHIPS

- Contribute to an effective and robust Trust communications strategy both internally and externally in order to promote positive images of the service and to engage staff at all levels

- Promote and maintain harmonious and productive working relationships with the recognised trade unions, professional bodies and staff representatives and staff governors

- Promote public understanding of the Trust’s vision, mission, values, strategic objectives, policies and services

- Represent the organisation’s interests at National, Regional and Sector level, and ensure that local staff are kept up to date on national developments

- Ensure that the Trust’s management processes are open and transparent and encourage the confidence of staff, the public and other agencies

- Establish effective networks and partnerships with other organisations to enable the Trust to continuously improve and learn from best practice

**Internal:**

Members of the Executive Team, Non-Executive Directors, Site Managing Directors, Clinical Chief Information Officer, Clinical networks and leads for information, Directors of Nursing, Site Medical Directors, Corporate Directors, Managers, and Staff Representatives.

**External:**

Clinical Commissioning Groups (CCGs) and GPs as commissioners, and also in their role as providers.

Queen Mary University of London (QMUL) and the School of Medicine and Dentistry, UCLP, and other partners.

NHS national expert or professional bodies, NHS Trust Development Authority and Department of Health.

Equivalent leads in other health and social care organisations.
6. ADDITIONAL INFORMATION

6a. Professional Standards

As an NHS Manager, you are expected to follow the Code of Conduct for NHS Managers (October 2002)
www.nhsemployers.org/~/media/Employers/Documents/Recruit/Code_of_conduct_for_NHS_managers_2002.pdf. All staff employed in recognised professions are required to ensure they work to the professional standards and/or Codes of Practice set out for their professional group.

6b. Equal Opportunities and Dignity at Work

It is the aim of Barts Health NHS Trust to ensure that no job applicant or employee receives less favourable treatment on the grounds of race, colour, creed, nationality, ethnic or national origin, sex, marital status or on the grounds of disability or sexual preference, or is placed at a disadvantage by conditions or requirements which cannot be shown to be justifiable. Selection for training and development and promotion will be on the basis of an individual's ability to meet the requirements of the job. To this end Barts Health NHS Trust has an Equal Opportunities Policy and it is for each employee to contribute to its success. All staff should treat other staff, patients and the public with dignity and respect.

6c. Appraisal

All staff will actively participate in an annual Appraisal process. All staff should have a personal/professional development plan and in conjunction with their manager, should actively determine and pursue agreed training and development needs and opportunities.

6d. Safeguarding

Barts Health NHS Trust is committed to safeguarding and protecting children and vulnerable adults. All health employees have responsibility for safeguarding and promoting the welfare of children and young people in accordance with "Working Together to Safeguard Children" HM Gov 2006. This applies to employees with both direct and indirect contact with children and families.

Employees who do not provide specific services for children and families or vulnerable adults require basic knowledge of their responsibilities to identify and refer concerns appropriately. All employees must undertake training in safeguarding children and vulnerable adults but will have different training needs to fulfil their responsibilities depending on their degree of contact with vulnerable groups and their level of responsibility.

6e. Confidentiality and Data Protection

Employees will have access to confidential information and will be required to ensure that the highest level of confidentiality is maintained at all times, adhering to all policies relating to confidentiality.
Employees are required to obtain, process and/or use person identifiable information in a fair and lawful way. The use of such information is governed by the Data Protection Act 1998 (DPA) and includes both manual and electronic records. Staff are expected to hold data only for the specific registered purpose and not to use or disclose it in any way incompatible with such purpose, and to disclose data only to authorised persons or organisations as instructed, in accordance with the Data Protection Act 1998.

6f. Access to Health Records

All staff who contribute to patients’ health records are expected to be familiar with, and adhere to Barts Health NHS Trust’s Records Management Policy. Staff should be aware that patients’ records throughout Barts Health NHS Trust will be the subject of regular audit. In addition, all health professionals are advised to compile records on the assumption that they are accessible to patients in line with the Data Protection Act 1998. All staff that have access to patients’ records have a responsibility to ensure that these are maintained and that confidentiality is protected in line with Barts Health NHS Trust Policy.

6g. Health and Safety

All staff are required to comply with the requirements of the Health and Safety at Work Act and other relevant health and safety legislation and Barts Health NHS Trust Policies and Procedures. All staff are required to make positive efforts to promote their own personal safety and that of others by taking reasonable care at work, by carrying out requirements of the law or following recognised codes of practice and co-operating with safety measures provided or advised by Barts Health NHS Trust to ensure safe working.

Managers are responsible for implementing and monitoring any identified risk management control measures within their designated area/s and scope of responsibility. In situations where significant risks have been identified and where local control measures are considered to be potentially inadequate, managers are responsible for bringing these risks to the attention of the appropriate Committee if resolution has not been satisfactorily achieved.

All staff must ensure that waste produced within Barts Health NHS Trust is disposed of in such ways that control risk to health, or safety of staff and the public alike in accordance with relevant legislation and procedures contained within the policy.

6h. Infection Control

Barts Health NHS Trust has made a public commitment to make healthcare associated infection a visible and unambiguous indicator of the quality and safety of patient care and work towards reducing it. All Directors and staff will demonstrate their ownership of, and their support, to this goal through management and corporate action.

6i. No Smoking Policy

There is a no smoking policy in operation in Barts Health NHS Trust. In accordance with this policy smoking is positively discouraged and is not permitted in any areas.
7. REVIEW OF RESPONSIBILITIES AND DUTIES

This role profile is not an exhaustive list of duties, but is intended to give a general indication of the range of work undertaken and will vary in detail in the light of changing demands and priorities within the organisation. Substantial changes in the range of work undertaken will be carried out in consultation with the role holder.

8. CQC FIT AND PROPER PERSONS TEST (FPPT)

All NHS Directors are expected to comply with the Fit and Proper Persons Test, and this post will be subject to all the relevant checks contained within the regulations relating to FPPT.

9. VALUES OF OUR ORGANISATION

All candidates and role holders are expected to help us live our values in order to deliver the high standards of care.

The Barts Health vision and values were developed with staff, patients and stakeholders, and define the way we are perceived as individuals and as an organisation. They set out how we expect staff to behave, what we believe in and what we aspire to.

Our vision

Our ambition is for east London to have health services in which we can all take pride. These services will reach beyond our hospitals and provide care where it is needed most – at home, in our communities, or in specialist facilities across the boroughs. Outstanding research, a commitment to learning and improvement, and a focus on partnership, will allow Barts Health to succeed. Success will see the health of the population transformed and inequalities in health reduced substantially. This commitment is what defines our organisation and our values.

Our values

Our core behaviors set out how all of us will work, regardless of the role we hold in the organisation. These behaviors, consistently carried out, will embed the Barts Health values in our everyday working lives, and support delivery of our vision to change lives.

Value: Caring and compassionate with patients, each other and our partners.

At Barts Health, we champion dignity, compassion and respect, putting the individual at the heart of all decisions, striving to get it right for every person, every time.

Our behaviors:

- Welcoming and courteous
• Dignity and respect
• Humanity and kindness
• Meet basic needs

Value: Actively listening, understanding and responding to patients, staff and our partners.

Engagement and involvement is essential in making improvements. We engage our staff and patients to achieve; better patient and staff experiences, fewer mistakes and better clinical outcomes

Our behaviors:

• Listen and involve
• Understand and respond
• Engage with others
• Open and honest

Value: Relentlessly improving and innovating for patient safety.

We support and challenge ourselves and others to do better. Being average isn’t good enough, we strive for excellence. We believe we can always do better.

Our behaviors:

• Get things right
• Try new ideas
• Improve through learning
• Strive for excellence

Value: Achieving ambitious results by working together.

We all need to understand the big health issues facing our population and use every opportunity to promote good health. Working as a cohesive team across Barts Health, we recognise the importance of partnership in achieving success, be that with staff, patients, communities, or any other partners to achieve life changing results.

Our behaviors:

• Personal responsibility
• Team working
• Promote good health
• Courage to speak up

Value: Valuing every member of staff and their contribution to the care of our patients.
Whether a staff member has a clinical or non-clinical role, is involved in direct patient care or is undertaking a supporting function (e.g. finance, information technology, estates, human resources) everyone at Barts Health is making an important contribution to patients’ experiences. Ensuring staff are appropriately trained, feel valued and empowered to make decisions in the best interest of patients is vital.

Our behaviors:

- Appreciate colleagues
- Develop others
- Build trust
- Fairness and equality
**PERSON SPECIFICATION**

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<th>ROLE</th>
<th>Chief Information Officer</th>
<th>BAND</th>
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<td>DEPARTMENT</td>
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<td>A masters level qualification or equivalent experience in a relevant discipline</td>
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<td>Leadership and management qualifications or substantial senior level experience in a complex organisation delivering significant and successful change programmes</td>
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<td>Experience</td>
<td>Extensive experience at senior management level in health and/or other comparable private or public sector services, with a proven track record demonstrating successful strategic planning and implementation across this field.</td>
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<td>Experience of developing and managing complex Service Level Agreements with different customers and stakeholders.</td>
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<td>Experience of deploying and managing clinical and business systems in healthcare delivery or comparable environment.</td>
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<td>Can demonstrate experience of providing the vision and drive to lead, introduce and manage major change programmes.</td>
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<td>Evidence of significant and measurable outcomes and achievements at both strategic and operational level that impact positively on organisational objectives.</td>
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<td>Evidence of successful audit, risk assessment and management in a complex environment.</td>
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<td>Proven experience of managing and motivating diverse teams.</td>
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<td>A full and demonstrable understanding of the drivers for public sector reform, and specifically of the NHS policy agenda.</td>
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<td>Demonstrable understanding of community services, primary care, acute services and the health and social care agenda.</td>
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<td>Demonstrable experience of effective partnership working with other organisations at a senior level, preferably a mix of public, private and voluntary sector.</td>
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<td>Experience of establishing effective budget management processes.</td>
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<td><strong>Knowledge</strong></td>
<td>In-depth understanding of information systems and information management in a complex healthcare or comparable environment.</td>
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<td><strong>Skills</strong></td>
<td>Highly developed interpersonal and political skills with the ability to build relationships at all levels and communicate compellingly to a variety of audiences including non-technical members.</td>
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<td>Ability to translate strategic goals into effective and achievable operational plans and capable of monitoring their progress and outcomes.</td>
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<td>Constructively challenges activities which may not contribute to the delivery of the corporate strategy, while balancing the importance of being a corporate player.</td>
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<td>Ability to influence and negotiate with internal and external stakeholders.</td>
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<td>Ability to manage difficult situations under public scrutiny.</td>
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<td><strong>Attributes</strong></td>
<td>Demonstrates commitment to the values, principles of public service and health and social care in particular. Innovative and strategic thinking ability.</td>
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