

Director of Digital and Performance Candidate Brief



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Brilliant care through brilliant people

Dear candidate,

I would like to thank you for your interest in joining Kent and Medway NHS and Social Care Partnership Trust (KMPT) in the newly created role of Director of Digital and Performance.

KMPT is a mental health Trust that provides mental health, learning disability, substance misuse and specialist services to approximately 1.8 million people across Kent and Medway. Delivering brilliant care through brilliant people is at the heart of everything we do at KMPT. We want everybody in Kent and Medway to be able to live their best life; to stay physically and mentally fit and well, with access to high quality services and support if, and when, they need them.

In a recent Integration White Paper, the Government outlined plans to bring NHS and local government closer together in the provision of health and social care services. It is envisaged that doing so will provide patients with better, more joined-up care, reduce waiting lists and enhance patient and staff experience.

Under the plans, NHS and local authorities will be encouraged to share data and be more transparent about their performance. A new integrated system will significantly enhance system wide communication on patient data, thereby delivering earlier intervention, transparency across service delivery, facilitate greater health and social care cooperation, better care to patients and deliver value-for-money for the taxpayer.

To support our partnership working with Kent County Council and the unitary authority in Medway as well as a wide range of stakeholder organisations, we are looking for an exceptional individual, someone who can understand our culture and values, to consistently drive up the quality of the services offered to people who use KMPT services and their loved ones. The role of Director of Digital and Performance will focus on;

- Being the functional lead for the Trust in developing and implementing the Digital strategy
- Taking responsibility for IT and performance resources (Circa 110 staff) and representing the Trust on IT and performance matters as well as establishing relationships with IT partners, suppliers and other NHS and non-NHS bodies
- Working closely with the Executive Team to develop a culture that facilitates excellence in digital services and systems across all Directorates within KMPT

Our ambitions are bold and our motivation to deliver first-class services to the people of Kent and Medway remains at the core of our work. Thank you for considering being part of our team. I very much look forward to reviewing your application.

Sheila Stenson, Designate Deputy Chief Executive / Executive Director of Finance



About us

To deliver brilliant care through brilliant people is our mission and people are at the heart of everything we do.

Kent and Medway NHS and Social Care Partnership Trust is a mental health Trust that provides mental health, learning disability, substance misuse and specialist services to approximately 1.8 million people across Kent and Medway. Working in partnership with Kent County Council and the unitary authority in Medway, we are commissioned by the ICB and NHS Specialist Commissioning. We have an annual income of £194.6 million and employ approximately 3,500 staff who either work from home or across 66 buildings on 33 sites. We cover a vast rural and urban rich area with increasingly diverse communities which are spread across an area of 1,450 square miles.

KMPT is ambitious and innovative. The Trust is working with partner and stakeholder organisations to develop a place-based structure. It is striving to develop strong relationships with service users and their families, for example creating an Engagement Council and is putting workforce retention and development and quality improvement at the heart of everything we undertake. As well as taking the lead on locally based initiatives such as the mental health and learning disabilities collaboration, KMPT is forming collaborative arrangements with high performing NHS Trusts such as East London Foundation Trust on quality improvement. Service development, increased digitalisation and research will be key areas of focus for KMPT moving forward.

KMPT vision

To provide brilliant care through brilliant people. We will do this by:

- Consistently delivering outstanding quality of care
- Recruit, retain and develop the best staff making KMPT a great place to work
- Place continuous improvement at the heart of what we do
- Develop and extend our research and innovation work
- Maximise the use of digital technology
- Meet or exceed requirements set out in the Five Year Forward View
- Deliver financial balance and organisational sustainability
- Develop our core business and enter new markets through increased partnership working
- Ensure success of our system-wide sustainability plans through active participation and leadership.

KMPT values



Additional information

Click the below links to view:

[KMPT Annual Report and Accounts 2020-21](#)

[KMPT Organisational Strategy 2020-23](#)

[KMPT Workforce Reports](#)

[CQC Report](#)

Go to the [KMPT](#) website for more information

Job Description

JOB TITLE: Director of Digital and Performance

BAND: 9

DEPARTMENT: Corporate

HOURS OF WORK: 37.5 hours

ACCOUNTABLE TO: Executive Director of Finance KMPT

BASE: Hybrid Working

JOB PURPOSE:

The post holder is the functional lead for the Trust in developing and implementing the Digital strategy, taking responsibility for IT resources and representing the Trust on IT matters as well as establishing relationships with IT partners, suppliers and other NHS and non-NHS bodies. The role of Director of Digital and Performance is pivotal to the success of the Digital Strategy. The Director will work closely with the Executive Teams to develop a culture that facilitates excellence in digital services and systems across all Directorates within the organisation.

The Director of Digital and Performance is responsible for all aspects of IT management and control (circa 100 IT and 10 Performance staff), including supervision of information technology employees, budget preparation and management, delivery of efficiencies recommendations for technical acquisitions, and development of guidelines, standards and procedures. Business continuity and disaster recovery are essential and included components of this role.

The Director of Digital and Performance will also be responsible for reporting the Trust's performance to Trust Board, developing and ensuring there is a culture and strong governance for Ward to Board reporting. This will include all national and mandatory reporting as well as local reporting agreed with the Integrated Care System (ICB).

Communication and Working relationships: The post holder is expected to establish and maintain positive interpersonal relationships across the Trust with other staff members characterised by trust, mutual respect, and open, honest communication

Internal

Executive and Non-Executive Directors

Operational staff

Clinical (Medical, Nursing, AHP, etc.) staff

IT staff

Finance staff

Programme Management Office/Transformation teams

External

ICB and wider ICB Partners

System Suppliers

Integration Partners

NHS Digital

ICB IT/Digital Workstreams

IT Directors at stakeholder organisations

KEY RESULT AREAS:**Strategic**

- Support the design and delivery of the Trust's change programme through technical and digital innovation.
- Establish IT as a key enabler and an integral part of the Trust's strategies and business plans
- Establish Performance as a key enabler and an integral part of the Trust strategies and business plans
- Work as part of the relevant Digital and Performance related ICB workstreams, supporting the design and delivery of key enablers in this programme
- Lead the development and implementation of a strategic vision for digital and resultant plans for digital care delivery, technology and Informatics.
- Advise the Trust Board on priorities for development and support of systems to ensure that the strategy is delivered. Agree appropriate governance arrangements with the Trust Board and senior leadership team to manage and support digital programmes and activities.
- Provide leadership for IT, transformation programme, information and performance functions and the central oversight of Trust performance against indicators set internally, required by Commissioners and externally by regulators.
- Ensure the development of a culture of delivery of a co-ordinated programme of IM&T development focussed on the support of organisation transformational change that benefits our patients.
- Ensure that digital development is driven by the informed needs of clinicians, management, service users, carers, commissioners and other external stakeholders.
- Accountable for effective operation of the digital infrastructure ensuring that this is robust, secure, resilient, supported by appropriate disaster recovery plans and provides high quality information and analysis.
- Ensure effective and well documented processes and procedures are in place for the timely, comprehensive and accurate collection, collation and reporting of information.
- Accountable for data quality across the Trust, Chair of Data Quality Group, ensuring mechanisms are in place to support continual improvement and compliance with internal and external information governance requirements, including the development and maintenance of an Information Assurance Framework.
- Accountable for Trust-wide information technology security assuring the Executive with responsibility as SIRO for the Trust.
- Monitor national and local developments in policy, statutory NHS requirements and legislation and interpret into local strategies, policies and procedures and responding to cyber security alerts.
- Providing assurance to Trust committees as required with written reports and verbal updates.

Budget responsibilities

The post holder will:

- Develop and agree department business plan and agree budget with the Executive Team of the Trust.
- Be the budget holder for the IT and Performance Department (both revenue and capital) and will be expected to manage, maintain and control the budget of the Trust.
- Implement any changes necessary to adhere to the Trust's Financial plan and consider the financial implications of any service developments.
- Be expected to proactively manage the budget and know all elements within it, ensuring that accurate forecasts are made. You will be required to facilitate regular budget

meetings with the relevant financial management advisors and address any concerns. You will discuss and review this budget in accordance with the current departments provision. As part of this there will be a requirement to make a year-on-year efficiency

- Be responsible for ordering and authorising expenditure ensuring you adhere to the Trust's Standing Financial Instructions (SFIs)
- Manage IT department contracts ensuring clear, efficient procedures and robust controls are in place.
- Be responsible as the system lead Commissioner for the Kent and Medway Care record and management of related resources for the Trust
- Manage external funding budgets ensuring delivery against key objectives and ensure income is received.

Operational and project management

- Prepare a rolling 5-year investment plans for IT activity and developments including resource estimates based on the Clinical Technology/Digital Strategies for the organisation
- Prepare and present robust business cases that support proposals for IT and information and performance investment
- Evaluate current IT functions and operations and recommend enhancements
- Evaluate current Performance and Information functions and recommend enhancements
- Ensure that all IT developments and projects are planned and delivered to an agreed specification, budget and timescale
- Ensure that all performance and information developments and projects are planned and delivered to an agreed specification, budget and timescale
- Produce and provide regular reports to the Digital Strategy Board, sub committees to the Trust Board and other key stakeholders
- Ensure that IT and performance and information department projects have measurable benefits that are very clearly identified early in the project lifecycle and that they are measured and monitored until delivered
- The post holder would also be responsible for managing the Clinical Coding function and raising the profile of clinical coding and its importance in the organisation

Leadership and management

- Ensure that the Trust has the internal IT capacity and capability to meet business and operational needs
- Ensure that the Trust has the internal Performance and Information capacity and capability to meet business and operational needs
- Ensure that third party and shared service support contracts are effectively managed and deliver maximum value to the organisation at minimum cost
- Develop constructive relationships with other Trusts and agencies. Establish effective networks to promote the interests of the Trust in partnership with other key players in the local health economy and beyond

Accountable to the Executive Director of Finance for the provision of all statutory and NHS requirements in the provision of the Trust's digital services and performance intelligence provision.

Provide professional and expert advice and support to the Trust Board, the Chief Executive and other senior officers within the Trust on all aspects of IM&T including strategy, governance and security.

Work with the Trust's Directors and senior leadership team to ensure that professional IM&T resources are deployed effectively to support value-for-money delivery of the Trust's service strategies.

Accountable for the satisfactory production of valid clinical information that supports; service line reporting, commissioning, contracting.

Accountable for the operational management of the Trust's Information Management and Technology services including service transformation.

Lead the continual development, refresh and implementation of a digital roadmap strategy in support of service and organisational vision.

Take a leading role in working with system partners across a complex, layered organisational landscape to progress the delivery of transformational change in applying digital solutions to the delivery of healthcare services.

RESPONSIBILITY:

- Develop and implement multi-million-pound investment plans and business cases for developments in line with the digital plans, programmes and roadmap.
- Accountable for the use of Directorate budgets in accordance with Trust policies. Ensure achievement of balanced budget position year on year or as otherwise directed by the Executive Director of Finance.
- Provide a supportive and productive working environment for all Directorate staff.
- Ensure the effective operation of the Trust appraisal schemes for all Directorate staff to ensure they have the appropriate development opportunities for their future career needs. As part of this, identify training needs to ensure service provision in a changing environment.
- Develop and maintain an effective and efficient Directorate to deliver a proactive and flexible service to all staff across the Trust.
- Provide day-to-day management of the Directorate, including overseeing arrangements for staff recruitment, selection, performance and development.
- Continually improve the efficiency of the Directorate by promoting automation and self-sufficiency amongst Trust front-line staff as well as value for money.
- Work as part of the Trust senior leadership team to help develop Corporate Strategy and to contribute and participate in all corporate decision making where appropriate.
- Act as an ambassador for the Trust at all times and to promote the Trust's values and objectives while participating in the promotion of efficient and effective public relations between the Trust and all users of its services and those in the wider health economy.
- Work to develop constructive relationships with Senior Managers and Clinicians from within the Trust and with all external health and social care system partners.
- Contribute to the establishment of Trust-wide standards to maintain, monitor and improve the quality of care, management of risk and the efficient use of resources.
- Deputise for the Executive Director of Finance as required.

STANDARDS OF BUSINESS CONDUCT:

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, with colleagues and all those who have dealings with the Trust including patients, relatives and suppliers.

HEALTH AND SAFETY:

The post holder will be required to observe local Health and Safety arrangements and take reasonable care of him/herself and persons that may be affected by his/her work.

SAFEGUARDING:

All staff have a duty to identify, report and record incidents of potential or actual abuse. This statement applies whether the victim is an adult or child. All queries will be addressed by the Trust Safeguarding Team.

PERFORMANCE REVIEW:

This job description will be used as a basis for individual performance review between the post holder and the Manager.

The job description covers only the key result areas, and as such does not intend to provide a comprehensive list of objectives. Specific objectives will be reviewed each April and may develop to meet the changing needs of the service.

The post holder will need to take due account, in the way they achieve the key result areas of Trust policies and procedures.

The Trust aims to maintain the goodwill and confidence of its own staff service and users and the general public. To assist in achieving the objective it is essential that at all times, employees carry out their duties in a courteous and sympathetic manner.

The post holder will carry out their duties in accordance with the Trust Equal Opportunities Policy respecting the differing backgrounds of colleagues and clients.

CONTINUOUS IMPROVEMENT:

The Kent and Medway NHS and Social Care Partnership 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 patients

Our Vision

The Trust aims to deliver quality through partnership. Creating a dynamic system of care, so people receive the right help, at the right time, in the right setting with the right outcome.

Vision Values and Strategic Objectives

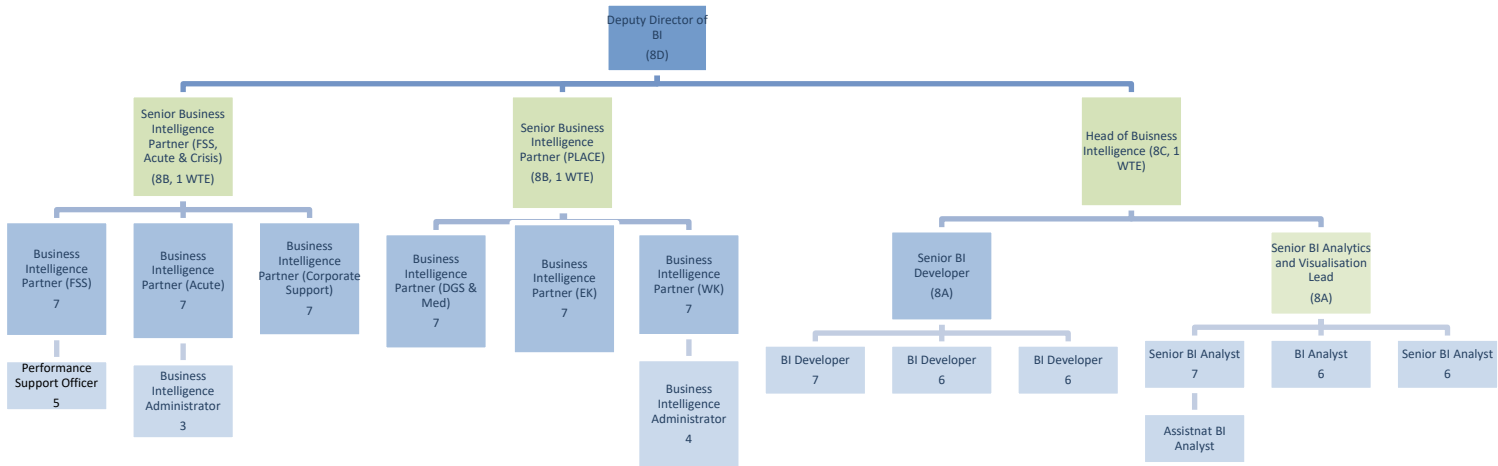
Our Strategic Objectives are ensuring that we:

- Consistently deliver an outstanding quality of care
- Recruit, retain and develop the best staff making KMPT a great place to work
- Make continuous improvement the heart of what we do
- Develop and extend our research and innovation work
- Maximise the use of digital technology
- Meet or exceed requirements set out in the Five Year Forward View
- Deliver financial balance and organisational sustainability
- Develop our core business and enter new markets through increased partnership working
- Ensure success of ICB through active participation and leadership

CONFIDENTIALITY:

The Kent and Medway NHS and Social Care Partnership Trust employees are required to ensure that information about patients is safeguarded to maintain confidentiality and is kept securely in accordance with NHS requirements of 1999. (The Caldicott Committee's Report on the review of patient-identifiable information 1997, & HSC/1999/012). This means that patient information can only be passed to someone else if it contributes to the provision of care or the effective management of health care services within the Trust.

ORGANISATION CHART



Person Specification

AREA	ESSENTIAL	DESIRABLE
Qualifications	<ul style="list-style-type: none"> • Master degree level education or equivalent level of experience • Professional qualifications related to ICT/healthcare management • Track record of continuous professional and management development 	<ul style="list-style-type: none"> • Prince 2 project management practitioner • ITIL qualification
Experience/ Knowledge	<ul style="list-style-type: none"> • Extensive senior experience in IM&T / Performance and Informatics • Experience of managing large and complex change projects • Experience of managing large and complex IT programmes and financial management of multi-million-pound investment • Experience of strategic planning and Digital and Informatics strategy development • Experience of significant IT procurement and negotiation • Experience of developing business cases for strategic investment • Understanding of risk management and mitigation • Working near Board level, familiarity of working with Executive Directors, Senior Management 	<ul style="list-style-type: none"> • NHS IT / Informatics project experience • Clinical experience • Knowledge of NHS informatics and business requirements • Knowledge of existing and emerging technologies applicable to health and clinical practice
Skills	<ul style="list-style-type: none"> • Highly developed communication skills with the ability to communicate complex information to all disciplines and seniorities • The ability to communicate contentious information to an audience that may not be receptive • Highly developed presentational, influencing and negotiation skills • Very proactive and solution orientated Evidence of strategic thinking and innovation. Sees the bigger picture. 	

	<p>Can articulate and engage others in a vision for digital and informatics as an enabler for improvements in clinical quality, efficiency and effectiveness</p> <ul style="list-style-type: none"> • Can participate in and lead group meetings / workshops • Able to form judgements and make autonomous decisions guided by policies and procedures • Strong leadership qualities and effective management skills • Customer orientated Innovative and forward thinking • Ability to identify problems and inconsistencies with systems and processes, producing workable solutions. • Ability to negotiate on difficult and controversial issues including performance and change. • Analytical Skills with the ability to analyse complex data and prepare reports Problem solving skills and ability to respond to sudden unexpected demands. • Strategic thinking and forward planning – an ability to anticipate and resolve problems before they arise. • Planning Skills with demonstrated capability to plan over short, medium and long term timeframes. • Business planning skills • Project Management skills (prioritising, planning, adapting plans, resource planning) • decisions autonomously, when required, on difficult issues, working to tight and often changing timescales. • Budget holder for department/service/ Responsible for budget for several services. Develops and monitors budgets for own department/service, authorises spend against it/ Develops and manages the budget for a large part of the health records/information function or the whole of the function. 	
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<p>Attributes</p>	<ul style="list-style-type: none"> • Able to work under pressure and to plan and prioritise workload effectively to deal with competing demands whilst meeting tight deadlines • A positive “can do” attitude and a positive attitude to change • Demonstrates a flexible approach to working in order to meet the demands of the post • Committed to providing an excellent service to the Trust. Service orientated, customer focused. • Ambitious and Self motivated • Ability to motivate and develop others • Demonstrable commitment to serving the public • Leads and takes personal satisfaction from coaching and supporting to get the best out of others • Acts with integrity and professionalism • Self confident and able to inspire confidence in others • Able to contribute to the wider Trust agenda and work corporately • Ability to build and manage relationships effectively both internally and externally 	
<p>Additional requirements</p>	<ul style="list-style-type: none"> • Ability to work across sites. 	

To apply

Kent and Medway NHS Social Care Partnership Trust (KMPT) is very keen to discuss the newly created role of Director of Digital and Performance with experienced ICT / digital leaders who have the requisite experience, skills and resilience as well as the relationship building and inspirational leadership capabilities to support Sheila Stenson and the staff of KMPT. You will be a key member of the Senior Leadership Team in transforming KMPT and ensuring it provides the best possible mental health and learning disability services to the 1.8 million population of Kent and Medway.

Your background is not important and KMPT welcomes candidates from the NHS, local authority, third and private sector candidates.

It's an exciting and challenging time for KMPT and its partner organisations. If you would like to play a valuable part in the future of the organisation, we would very much like to hear from you.

To confidentially discuss the role in further detail, please contact:

Laurence Wolahan
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E: Laurence.wolahan@hays.com

James Laing
T : 0333 010 2775
E : james.laing@hays.com

Campaign dates:

Closing date:	6 th November 2022
Preliminary interviews:	W/C 14 th November 2022 (Virtual)
KMPT First interview:	25 th & 28 th November 2022 (Virtual)
KMPT Formal interviews:	1 st December 2022 (In person)

The above dates are subject to change