Assignment Brief



|  |  |
| --- | --- |
| **Job Title** | Head of Digital Transformation |
| **Reference** | As a Head of Digital Transformation, you will lead and work as part of a dynamic national team in delivering an effective service supporting managers and staff across your functional team within the Product and Platforms Directorate to:* Lead product design and optimisation of new models of care and end to end pathways, providing thought leadership across digital transformation initiatives, clinical, technical and professional (e.g., commercial) experts and shape and inform policy development.
* Create the environment for multi-disciplinary teams to incubate, test, translate and operationalise digital transformation initiatives, ideas, improvements and key commitments.
* Act as the single front door (jointly with NHSE Primary Care Group) for any new idea, initiative, ask from Ministers, the system or the frontline, to clarify digital requirements, develop options, negotiate and prioritise against existing commitments and tech development roadmaps (internal NHS and with key commercial suppliers).
* Ensure the full suite of digital products, services, platforms, levers, incentives and wider interventions are effectively deployed in support of shared and multiple digital transformation objectives.
* Work with the Transformation Directorate’s Strategy Unit, ensuring alignment of products in the portfolio to deliver a digital product roadmap against national policy and strategy commitments.
* Work with multi-disciplinary teams to define strategic measures of success and to manage insights across portfolio areas.
* Work with and deputise for the Transformation Directorate’s Deputy Director of Strategy to provide primary care expertise to the development of digital transformation initiatives.
* Apply a whole system approach within the functional area and beyond.
* Be responsible for options development, prioritisation, incubation and innovation activity.

The post holder will develop effective strategy and operational policies for promoting innovation across the Directorate and Sector. Working closely with colleagues across the Directorate, ensuring coherent digital transformation initiatives, you will:* With the Transformation Strategy Unit, drive the digital transformation roadmap for the functional team, supporting and ensuring alignment across the system.
* Drive reform and support organisational change and uptake of initiatives that support excellence.
* Develop and communicate the vision for the role of innovation, and the development of digital transformation initiatives and operational roadmaps to support this vision.
* Engage with key strategic regional and national policy makers to inform the development of digital transformation initiatives and shape the wider vision and ambitions relating to portfolio areas.
* Ensure user research data, product design and service mapping are fully exploited to drive decision making on product development opportunities in collaboration with key stakeholders.
* Ensure the broader product and platform portfolio is considered so digital assets utilisation is maximised, user journeys are developed end to end and mapped effectively into the target state architecture/product outcomes.
* Identify examples of national and international best practice and to ensure that NHS England benefits from relevant innovations in healthcare.
* Support development by developing the innovation infrastructure and capacity in organisations.
* Develop and champion new digital initiatives or projects as necessary.
* Working with providers and clinical experts to design new training products.
* Provide expertise of best practice methodologies regulatory requirements, policy imperatives, innovative and technological developments and stakeholders knowledge.
* Co-ordinate across the system various key data sets that feed into product performance management and benefits realisation.
* Provide a source of subject matter expertise on improvement and transformation.

Deputise for the Deputy Director of Digital Transformation as required |
| **Department / Team**  | Wayfinder, Enabling Products, Transformation Directorate |
| **Location** | Leeds/ flexible |
| **Band** | 8d |
| **Responsible to** | Deputy Director, Wayfinder |
| **Accountable to** | Deputy Director, Wayfinder |
| **Responsible for** | Working within the cluster leadership team for Wayfinder to deliver the business outcomes through collaborative team of team ways of working. Line management of individuals in the same profession. |
| **Review date** | N/a |
| **End date** | Permanent |

|  |
| --- |
| **Role Specifics** |
| *This assignment brief should only be read in conjunction with the generic job description listed in the reference section above. Please therefore refer to the Generic Job Description for more information. Please also refer to the Appendix to JD for further important information.***Background**Product and Platforms takes responsibility for the nationally required digital products of the new NHS England, working closely with the business areas across the NHS that own related services. We enable a consistent approach to digital products, underpinning technology strategy, and digital transformation, supporting the best outcomes for health and care. This increases efficiency by: * focusing effort on the highest value outcomes across products
* making the most of the digital capabilities we have across our whole organisation
* a broader view of end users and their connected journeys through health and care
* reduced duplication and consistent processes that minimise teams’ administrative burden
* building shared services that are needed across many products and services for internally and externally built services.

Together, we design, build and maintain integrated, interoperable services that aim for high levels of performance, availability, and reusability, leveraging open standards and application programming interfaces (APIs).The highest value outcomes are defined in partnership with other directorates, organisations and the wider system, efficiently meeting business and user needs with shared capabilities, and enabling products where appropriate.In line with the NHS England Operating Framework, we work alongside the Digital Enablement team and NHSE regional teams to understand the needs of frontline services and support them in making the most of our national products and services.We operate with a product mindset that has four main characteristics:* Delivering the right thing: To have a clear evidence-based understanding of the outcomes that products should achieve (and avoid) for users, and to continuously monitor product success, review priorities and evaluate new opportunities in terms of those real-world outcomes to ensure we're delivering the right thing, in the right order.
* Empowered Teams: Managing products through multi-disciplinary teams who are empowered to continuously make the changes that deliver the most value for users (rather than through discrete, self-contained change products or solution-led initiatives).
* Continuously improving: Emphasises continuous, collective learning about users within teams - using a mix of qualitative and quantitative methods to understand users, their needs and the context in which they use our products, rapid iterative change where possible, regularly testing assumption and using that insight to inform priorities for future product development.
* Understanding user needs: Using user-centred design practices to ensure our products and services are useful, usable, accessible and equitable to the users to ultimately deliver the desired outcomes.

This is a senior leadership role, reporting to the Deputy Director of Digital Transformation and will also involve line management responsibilities. You will also be expected to work closely and collaboratively with other senior leaders within and outside your area. **Duties**Improving quality and outcomes* To lead development and delivery of clearly prioritised, strategic transformational change in integrated care (initially focusing on enabling a patient to manage their interaction with Elective Care through the NHS App such as appointments, notifications, messaging, documents, aftercare etc), aligned with the Transformation Directorate, NHS England and wider strategies.
* Responsible for engaging with key stakeholders to develop and promote transformation processes and practices, to accurately capture data and intelligence, and utilise information to prioritise strategic, ministerial, and policy commitments and the use of resources to ensure greatest benefits for citizens, patients and our workforce, across health and care. Focusing on the interdependent goals of better health outcomes, reduced inequalities, patient safety, patient experience, system productivity, and staff retention.
* Work with the delivery teams to facilitate the timely and consistent inclusion of digital expertise and perspectives in the creation of national policies and strategies
* To develop management and operational processes to govern, monitor, track and report on the activities of the functional team.
* To equip colleagues at all levels of seniority to tell the story of genuine service transformation enabled by Digital, Data, and Technology (DDaT) skills, and to show how this enables the NHS to recover from the COVID-19 emergency and realise its Long Term Plan.
* To work collaboratively across the NHS England matrix, including integrating the National Director’s portfolio.

Enabling patient and public involvement* To act as a champion for patients and their interests and involve the public and patients in the policy development and decision-making of NHS England.
* To ensure all public and patient contact with the office is of the highest professional standard.
* To embed user-centred design, patient and public involvement within NHS England at all levels of decision making.

Promoting equality and reducing inequalities* To uphold organisational policies and principles on the promotion of equality.
* To create an inclusive working environment where diversity is valued, everyone can contribute, and everyday actions meet our duty to uphold and promote equality.
* Champion accessibility and inclusion so that products and services can be used by everyone in proportion to their needs.

Partnership and cross boundary working* To work collaboratively with all stakeholders across the system, at a national and regional level across health and social care and beyond, to ensure different products or projects are connected into a joined-up user experience.
* To develop strong, trusted relationships, and through clear communications overcome barriers and resistance to change and develop a positive culture across the team.
* To communicate, engage and build relationships with key strategic policy makers to influence and align the development of strategy and policies across the organisation and the wider health and social care system; ensuring that these fully integrated with other areas of NHS England.

Leadership for transformational change* To model a collaborative and influencing style of working, negotiating with others to achieve the best outcomes. Embedding this approach across the Directorate.
* To build a culture of innovation and improvement across the functional team.
* To establish and promote a culture of continuous improvement, innovation and high performance through a shared vision and teamwork.
* To provide clear leadership and guidance to support the and development of staff working across the functional team.
* As part of multi-disciplinary teams with policy colleagues, lead research and development of new digital initiatives to reduce bureaucracy and increase opportunities for automation, to reduce pressure on the frontline and improve services for citizens and patients in new and innovative ways.
* To ensure that the work of the team is grounded in best practice, clinically informed, and opportunities are fully utilised.
* Ensure that we make best use of specialist digital expertise in the NHSE Transformation Directorate and elsewhere, to exemplify the principles of the Vision for Digital, Data and Technology in Health and Care.

Using insight and evidence for improvement* To apply creativity and innovative techniques to the running of the team, including learning from other sectors.
* To work collaboratively across the Directorate and wider organisation to ensure consistency of approach, share learning and tools to support effective transformation.
* To lead the work across the team, to utilise evolving insights, evidence, innovative tools, research and methods to continuously improve and develop digital services.
* To champion best practice, learning from experience and from others, supporting the spread of innovation within the organisation and beyond.
* To understand users and identify who they are and what their needs are, based on evidence.
* Ensure clarity of outcomes, viability of proposed solutions, quality and quantity of benefits delivered.

Developing an excellent organisation* To ensure the health, safety and wellbeing of all staff within the department.
* To ensure compliance with all confidentiality and governance requirements within the department.
* To adhere to the NHS Managers Code of Conduct and any other relevant professional codes of conduct at all times.
* To ensure regular, productive and open communication with staff who they lead (e.g. Directorate and matrix teams).

To ensure the necessary business processes are followed**Accountabilities and Responsibilities****Operational*** Accountable for developing and delivering digital transformation initiatives, promoting innovation and supporting operational excellence in the Sector. Working with a range of data, facts and situations often requiring detailed analysis and interpretation making decisions on the most appropriate approach.
* To monitor, interpret and quality assure progress against deliverables. Quality assurance and progress of deliverables to NHS England that often require adjustments specifically in relation to the complex corporate business agenda, strategic objectives and the business planning process.
* To develop business plans and provide expert digital transformation advice and guidance on all areas of the portfolio.

Financial and Physical Resources* Responsible and accountable for a range of projects and initiatives.
* Budget setting across a range of services/areas, managing and monitoring related activity, liaising with finance colleagues to ensure appropriate costing and ensure compliance with Standing Financial instructions and Standing Orders.
* Develop product commissioning/service models that ensures value for money and promote excellence.
* Constantly strive for value for money and greater efficiency in the use of these budgets and to ensure that they operate in recurrent financial balance year on year.

People Management* Manage the function/product, building a collaborative working environment and an innovative culture.
* Transfers expertise and knowledge as appropriate, regarding innovation issues throughout the team and also externally to Directors and lead providers – including developing and delivering formal briefing/training to promote innovation.
* Support an effective matrix approach to achieve NHS objectives.
* To manage, motivate, inspire and develop staff within the team to ensure that they are able to deliver the responsibilities of NHS England.
* Responsible for the recruitment and development of the Directorate staff, including undertaking appraisal, staff development and where appropriate progressing employee relation matters.
* Responsible for managing multiple functions within the Directorate.

Information Management* Responsible for the development, management and maintenance of systems and framework across the organisation.
* Partners with the business to ensure that information management needs are met in order to enable effective planning and monitoring of quality.
* Responsible for the development and delivery of data systems across the organisation.
* Responsible for the design, development and implementation of information systems within the Directorate rather than data systems.

Research and DevelopmentDevelops a digital transformation innovation strategy including product research and development to identify, develop and promote best practice. Drawing from experience and expertise in other academic fields and industries, ensures that the organisation benefits from relevant innovations.Highlight, promote and report innovative approaches to education and training, particularly their impact on service.Commission and co-ordinate and Research and Development strategy to drive innovation.Planning and Organisation* Accountable for developing and owning the operational strategy and working with the team to ensure that this is incorporated into the consolidated plan.
* Develops plan for the delivery of the role’s responsibilities including identifying interdependencies, managing risks, modelling the potential impacts on the wider organisation, determining resource requirements and building in contingency where required.
* Contributes to the digital transformation planning process and delivery of priorities and manages consequential adjustments to activities.
* Chair or attend as appropriate, meetings with varied internal and external key stakeholders to facilitate the delivery of the strategic objectives.

Policy and Service Development* Promote the adoption of product development road maps and techniques.
* Responsible for proposing and drafting product changes, implementation and interpretation to initiatives, guidelines and service level agreements (SLA’s) which may impact service delivery and Sector.
* Working across multiple agencies both within and outside of the NHS, equivalent to a directorate when compared to other NHS provider organisations.
* Lead on policy development with impact across the organisation.

Key Working Relationships* Build and maintain good working relationships with a broad range of internal and external stakeholders on a range of business sensitive issues.
* Lead as the expert; integrating systems and managing effective working relationships with the appropriate stakeholders.
* Manage potentially aggressive and/or antagonistic situations with staff and stakeholders within change programmes for successful outcomes often dealing with complex and conflicting issues with staff and stakeholders.
* Link with managers and members of other initiatives to address inter- dependencies and ensure alignment.
* Employ effective communication, negotiation and influencing skills to enable an effective change management with stakeholders at all levels (including senior management) who may hold differing and contentious views.
* Represent the Sector in sensitive and political situations, delivering difficult messages where required to high-level audiences.
* Effective stakeholder management across different departments and at all levels, maintaining relationships with key and high-profile stakeholders, such as key strategic regional and national policy makers

**Relationships (External)*** Acute Trusts CIOs and senior leadership
* Secondary Care software supplies, including Patient Engagement Providers

**Key Relationships (Internal)*** Regional Leads
* Related teams as necessary for successful delivery (E.g. Live Service Management, Logins services etc.)

**Organisational Chart** |

Specialism Person Specification

*The person specification should be populated with reference to the generic job family job description, giving specific context to the requirements listed. No additional elements to the generic JD will be required, only context and reference to a specific specialism. For example, if the education / training / qualifications section states ‘requires MSc in relevant subject’, a specific subject area may be added to the specialism person specification, e.g. MSc in Human Resource Management.*

|  |  |  |  |
| --- | --- | --- | --- |
| **Criteria** | **Essential** | **Desirable** | **Stage Measured at:****A – Application****I – Interview****T – Test****P - Presentation** |
| **Education / Training / Qualifications –*****Detail specialism required for the role*** | Educated to Masters level or equivalent level or equivalent experience of working at a senior level. | Recognised qualification relevant to the role, such as Information Technology, service transformation, policy and strategy or change and improvement. | **A/I** |
| **Knowledge and Experience*****Detail specialism required for the role*** | In depth additional expert knowledge acquired over a significant period of time* Digital Transformation
* The health and care landscape, and particularly the use of technology within it
* Principles of lean management and continuous improvement
* Portfolio management
* Budgetary management
* Analytics

Subject matter expertise across a number of key areas relating to the functional team:* A track record of managing and delivering major technology and transformational change programmes to transform services, involving multiple organisations and stakeholders.
* Experience in leading digital transformation programmes and projects.
* Understanding of the benefits, challenges and barriers to implementing digital technology at all levels.
* Leadership experience at a national, regional or system level and the ability to build excellent collaborative networks.

An advanced understanding of design, technology and data (DDaT) principles.Knowledge and understanding of the use of informatics and technology across the functional area and beyond.Experience of effective engagement with major projects/initiatives that have delivered substantial service improvements. Knowledge of product/service development and service redesign.Proven leadership experience and/or formal management qualification.Evidence of post qualifying and continuing professional developmentHave an appreciation of the relationship between the Department of Health, the NHS England and individual provider and commissioning organisations.Must have an understanding of the background to and aims of current healthcare policyDemonstrable experience of managing and prioritising a large budget with solid working knowledge of financial process requirements | Experience of project and programme management techniques and tools such as Prince 2 or Managing Successful ProjectsExperience working withs Secondary Care providers, and software providers | **A/I** |
| **Skills / Abilities** | Ability to lead and inspire multi-disciplinary teams working across multiple functions and organisations.Excellent user centred design understanding, and a thorough understanding of application of these techniques in the health context.Ability to provide expert advice on all aspects of digital transformation.Keeping abreast of industry best practice and ability to cascade ways of working.Anticipating problems and how to defend against them at the right time.Developing a long-term vision and objectives.Meeting the needs of users across a variety of channels. Ability to inspire and contribute to continuous improvement of the ways of working.Ability to provide and receive, convey and present highly complex, sensitiveand/or contentious information to large groups, responding openly to questions to ensure full understanding and engagement.Ability to communicate effectively with clinical, academic and all levels of staff.High level analytical skills and the ability to draw qualitative and quantitative data from a wide range of sources and present in a clear concise manner.Ability to analyse numerical and written data, assess verbal, written, numericaland draw appropriate conclusions.Demonstrates sound judgement in the absence of clear guidelines or precedent, seeking advice as necessary from more senior management when appropriate.Leadership, vision, strategic thinking and planning with highly developed political skills.Ability to demonstrate a high level of expertise in providing senior leadership.Ability to work on own initiative and organise workload, allocating work asnecessary, working to tight and often changing deadlines.Ability to make decisions autonomously, when required, on difficult issues.Autonomy to undertake actions as a result of own interpretation of policy and guidance providing a source of expert advice to the organisatio | Business case development and ownership.Management of products/services through the entire life cycle. | **A/I** |
| **Interpersonal Skills** | Works across boundaries, looks for collective success, listens, involves, respects and learns from the contribution of others.Awareness of emotional intelligence, biases and personal triggers with cultural sensitivity and awarenessAbility to lead and inspire teams with empathy Highly developed communication skills with the ability to communicate on highly complex matters and difficult situations. |  |  |
| **The organisation seeks to promote the employment of disabled people and will make any adjustments considered reasonable to the above duties under the terms of the Equality Act 2010 to accommodate a suitable disabled candidate** |

