

University Hospitals Dorset NHS Foundation Trust



Chief Digital Officer

Candidate briefing pack

June 2024



Welcome

Thank you for your interest in the role of Chief Digital Officer at University Hospitals Dorset NHS Foundation Trust (UHD). It is a really exciting time to join the Board and Executive Team. All of us at Team UHD are committed to our Patient First Improvement System and we share the same five core objectives: to see our patients sooner; to be a great place to work; to improve patient experience; to save lives and improve patient safety and; to use every NHS pound wisely.



We have an exciting future ahead as we work to Transform Care Together. This year sees us embedding our Patient First methodology and investing in significant energy reduction to achieve our target of 80% decarbonisation by 2030. Next year we will be opening the BEACH building, creating a major emergency care hospital; and by 2026 we will have created the largest planned care hospital in England and embedded an electronic health record across the whole of Dorset and into Somerset.

None of this can be achieved in isolation – we work best when we work collaboratively, both outside the Trust with partners from other health and care organisations across our Dorset ICB, and internally with our 10,000+ committed and fabulous colleagues. We are now looking for looking for a new colleague to join our Board as CDO and help steer us through this year of transition to achieve our vision of providing excellent healthcare for our patients and wider community and be a great place to work, now and for future generations.

We are looking for an ambitious and innovative CDO who can bring diversity of thought and experience to our collegiate and lively Board team. In terms of background, we are keen to bring in someone who can demonstrate a track record of digital transformation alongside practical experience with implementation of EPR/EHR solutions. How you lead the team and bring them along with you on the journey will be equally important to us and new colleagues will need to demonstrate a clear commitment to our values and our purpose.

Apart from offering a fabulous career opportunity, we also have the most beautiful environment around us in Dorset.

If this sounds like you and you would like to learn more, please contact Brendan Davies at our recruitment partners Hunter Healthcare on 07585 356985 or by email: **bdavies@ hunter-healthcare.com**.

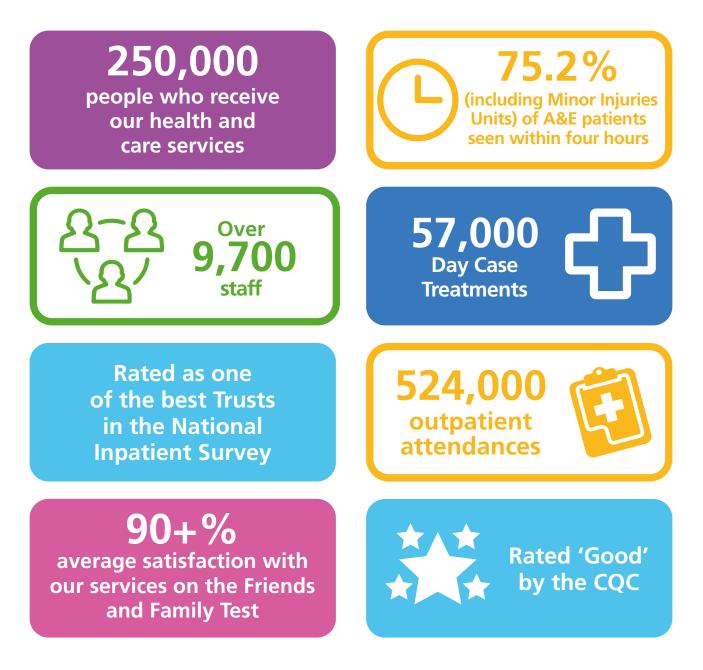
Yours sincerely,

Siobhan Harrington

Chief Executive Officer University Hospitals Dorset NHS Foundation Trust

About University Hospitals Dorset NHS Foundation Trust

University Hospitals Dorset (UHD) comprises three hospitals: the Royal Bournemouth, Poole and Christchurch Hospitals which provide services to around 750,000 people across Bournemouth, Poole, Christchurch, east Dorset, Purbeck and parts of the New Forest. Beyond the walls of the hospitals we provide specialist services such as Oncology, Neurology and Cardiac across the whole of Dorset, South Wiltshire and parts of Hampshire and we also provide services in many community settings, including patients' homes. Our population is one of the oldest in the UK and there are some very significant health inequalities.



Living in Dorset

Home to the stunning Jurassic Coast World Heritage Site, 7,000 hectares of heathland, a magnet for fossil hunters and setting for the hit TV series Broadchurch. Also famous for a 57-mile stretch of coastline, including our sandy awardwinning beaches, and the hustle and bustle of vibrant towns, Dorset is simply one of the most stunning coastal areas in the country. It's not hard to see why many make the move here each year and never leave.

More than half of Dorset is a designated area of outstanding natural beauty (AONB), reflecting our breathtaking landscapes, panoramic views, rich wildlife habitats and historical landmarks such as earthworks and ancient monuments.

We host some of the south's biggest outdoor events, from the hugely popular Camp Bestival and Great Dorset Steam Fair to the high-flying Bournemouth Air Festival and Dorset Seafood Festival in Weymouth. And then there's our unique Dorset Knob Throwing event! Famous landmarks include Brownsea Island, birthplace of the scouting movement; Corfe Castle; the Cerne Abbas Giant; Gold Hill in Shaftesbury; Durdle Door; the Cobb at Lyme Regis, and the former homes of Thomas Hardy, run by the National Trust.

We have great road and rail links to London, while Bournemouth International Airport offers flights to a host of top holiday destinations. The New Forest, Salisbury Plain, Dartmoor, Southampton and the Isle of Wight are all within easy travelling distance.

We have a range of high-performing schools and colleges, the constantly growing Bournemouth University, specialist centres such as Kingston Maurward agricultural college and four exciting outdoor education centres. Farming, fishing and tourism are key parts of our economy, but Dorset is also a thriving centre for creative, engineering and financial services.

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Vision, Mission, Values and Strategy

Our Vision

To positively transform our health and care services as part of the Dorset Integrated Care System.

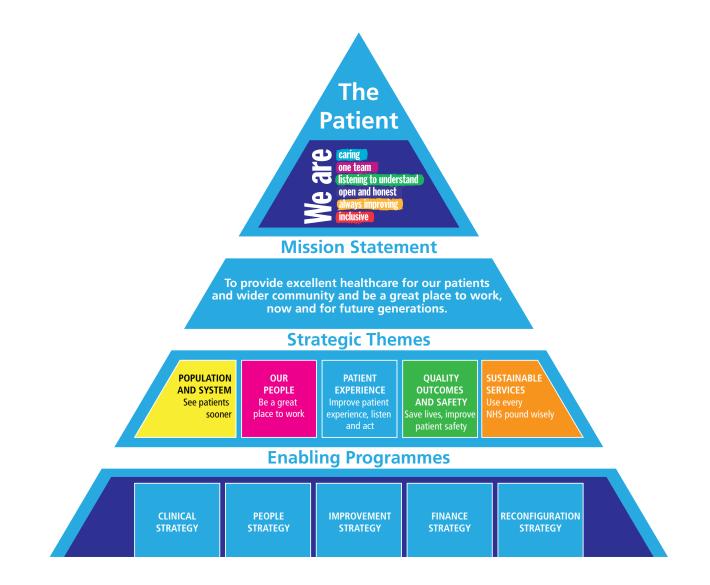
Our Mission

To provide excellent healthcare for our patients and wider community and be a great place to work, now and for future generations.

Our Strategy

Patient First is the overarching strategy for UHD. It is our guiding principle at the heart of everything that we do. It's also the long term approach we take to transforming health services.

It sets out that our True North is the 'patient first and foremost'. This is supported by our values of compassion, teamwork, communication, respect, continuous improvement and inclusion.



Enabling Future Success

UHD has an exciting future ahead and we have a number of enabling strategies planned for the immediate future to help us achieve our "True North" mission of excellent care and a great place to work.

These include:

- Creation of the largest planned care hospital in England by 2026.
- Creation of the major emergency care hospital, starting with the opening of the BEACH building in 2025.
- A digital future, including an integrated electronic health record across Dorset and Somerset by 2026.
- A green and sustainable future, including 80% decarbonisation by 2030 and other targets set out in our Green UHD Strategy, including significant energy reduction investment in 2024.

- A workforce strategy, which has seen significant achievements already, including cutting our vacancies from 9% to 6%, and improvements across the board in our staff survey.
- A patient experience strategy agreed in 2024 which maps out improving our partnership with patients and listening to improve.
- Our clinical strategy, based upon the Clinical Services Review and creation of planned / emergency separation. This will be updated in 2024/2025 as part of our work to set our ambitions, by service, for the next ten years.



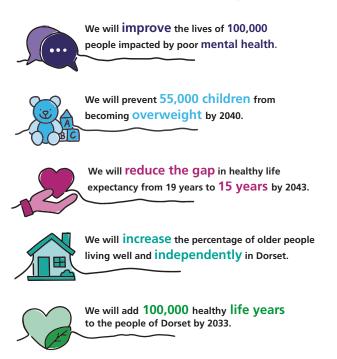
Our Dorset Integrated Care System

Everyone in Dorset deserves to live well. Thats why our NHS organisations, councils, public services and voluntary and community partners are working together as an integrated health and care system: NHS Dorset.

We want Dorset to be a healthy place where you can live your best life. This means taking care of our bodies and minds to stay well. The way we provide services is changing to meet people's changing needs: we will still need to give medical help when its needed, but we also want to work with people to focus on preventing illness and promoting well-being. When we improve our physical and mental health, our communities become healthier places. NHS Dorset's goal is towards together locally with all health and care providers across Dorset to:

- improve outcomes in population health and healthcare
- tackle inequalities in outcome and access
- enhance productivity and value for money
- help the NHS deliver broader social and economic development

NHS Dorset exists to listen to people and communities across Dorset, see things from their perspective, and co-design the services that people really need going forward, supporting people to live healthy and happy lives from cradle to old age. To deliver on this promise, NHS Dorset has published a **Joint Forward Plan**, which details five areas of focus and five key outcomes:





Job Description

Job Title:	Chief Digital Officer	
Band:	VSM	
Care Group:	Corporate	
Directorate:	Corporate	
Department:	Chief Executive	
Location:	Cross-site	
Accountable to:	Chief Executive Officer	
Accountable for:	Digital, Information Technology	

JOB PURPOSE

Digital health services are pivotal to the ambitious transformation agenda at University Hospitals Dorset NHS Foundation Trust. Our Digital and IT strategy and transformation programme will provide the foundations to enable this to happen.

Working closely with the Board the role will ensure that the vision, direction and clinical strategy for the Trust is fully enabled by digital change and innovation including artificial intelligence, automation and new ways of working.

The post holder will work closely with all key stakeholders and play an influential role with respect to developing the health economy digital agenda in partnership with NHS organisations across the Dorset and Somerset footprint.

This executive portfolio will include all Digital services within the Trust, including strategic and operational IT. The post holder will hold the role of Senior Information Risk Owner (SIRO).

The post holder will lead the business case, procurement, implementation and benefits realisation of the new electronic health record system for the Trust.

The post holder will work closely with the Chief Finance Officer who holds portfolio responsibility for the management of information.

The post holder will be an executive, voting member of the Board of Directors and will report to the Chief Executive.

General Duties

- To be the lead director responsible for Digital strategy and transformation.
- Lead on the development of new ways of working through artificial intelligence and automation.
- To fulfil the role of SIRO for the Trust.
- To work closely with the Chief Medical Officer and Chief Nursing Officer to ensure our Digital approach puts patients first and promotes patient safety and improves patient outcomes, their well-being and patient experience.
- To work closely with the Chief People Officer to identify opportunities to improve the working lives, productivity and experience of our staff.
- To work closely with the Chief Strategy and Transformation Officer, Chief Operating Officer to advise the Trust Board and executive directors on the development and use of Digital as an enabler to achieving our vision and strategic objectives and supports improvements in service productivity and efficiency.
- To ensure that Digital plays a major role in developing integrated services with Health and Social Care partners and contributes to the overall aims of the Integrated Care System.
- To take overall responsibility for the portfolio of Digital programmes and budgets and ensure that the programmes supports the Trust's business objectives and is able to respond to future demand and change.

- With reference to national strategy and standards, provide guidance and advice to the Trust Board on long term digital direction and innovations.
- To work closely with the Chief Finance Officer to set and ring fence the budget for investment in digital technology and infrastructure to support delivery of the Trust's enabling strategies including the Digital Strategy.
- Ensure Digital services are provided in the most cost effective and efficient way.
- Identify opportunities for additional external funding and lead the production of business cases and applications for funding.
- Act as the first point of contact with health service regulators and national CCIO and CDO as appropriate including NHS X, networking with other CDOs and CCIOs.
- Build positive relationships with the key stakeholders in the Trust and partner organisations, and in particular work closely with the lead director for the Integrated Care Board Digital agenda.
- Lead on the implementation of the Digital programme, ensuring effective controls and reporting of risks and issues.
- To be a voting executive member of the Trust Board and participate in the Trust on-call rota.

Information Management

- Develop and implement a data quality strategy to provide assurance on the integrity of our information.
- Champion the use of COSMOS as a single point of truth for reporting.
- In partnership with the Chief Finance Officer, ensure the Trust's Information Management is compliant with legislative and national definitions and reporting requirements.
- Work closely with partners to develop information sharing protocols and agreements to underpin joined up longitudinal health records in the future.

Key working relationships

- Integrated Care System partners across Dorset and Somerset.
- Regional and National CIOs.
- Trust Board.
- Executive directors and the Trust Management Group.
- Senior stakeholders across clinical care groups and corporate divisions.
- Third party suppliers.

Delivery

- Responsible for the delivery of Digital services that meet or exceed user expectations, whether provided in-house or by a third party vendor. This will include data centre services, applications, desktop services, networks, cyber security, software licencing and service desk.
- Implement effective voice and mobile technologies ensuring patients have easy access to online services.
- Work with the Chief Operating Officer to ensure that all operational services relying on IT have robust business continuity plans in place.
- Maintain and enforce standards and policies for the use of information and communication technologies.
- Responsible for the Trust's information security, ensuring that the Trust meets its statutory requirements.
- Horizon scanning for new digital opportunities which will support the Trust's transformation agenda.

Leadership

- Develop a continuous improvement culture and operate all assigned work in line with Patient First.
- Set strategy, policy and standards for Digital, ensuring excellent digital governance throughout the organisation.

- Monitor and manage the performance of Digital systems and services, in respect of their contribution to business performance. Provide effective scrutiny of financial and performance data. Ensure continuous improvement in the services delivered, applying risk management principles in relation to the Digital contracts.
- Manage the direct reporting senior leadership team, following good management practices, including team meetings, appraisals, one-to-ones, ensuring senior managers and the wider team are motivated and meet their objectives. Develop the wider team's skillset in line with the professional development requirements for Digital, including programme and project management.

Programme Management and Resources

- Demonstrate an in-depth knowledge of both the business and Digital strategies and what objectives and business benefit must be fulfilled. Ensure that the Digital programme design aligns with the Trust's business strategy and contributes, enables the Trust strategic goals and targets.
- Take overall responsibility for the portfolio of programmes delivering the Digital strategy, assuring key outcomes for customers, managing dependencies, budget and benefits tracking, communications and engagement, strategic Digital framework specification, development and compliance.
- Working with the Procurement team, lead on Digital strategic sourcing and procurements to ensure a value for money, sustainable, fit for purpose service through a set of cost-effective external service contracts and, where necessary, that transitions are managed successfully.
- Manage and assure the Programme and Project management and governance of all Digital programmes and projects, and maintain consistency of approach and working relationships with the Trust Programme Management office.
- Actively prioritise competing programmes and projects and allocate available resources effectively to drive greatest return on investment.

- Set the strategy for resource management to respond to business priorities costeffectively. Authorise the allocation of resources for the planning, development and delivery, as appropriate, of all Digital services and products. Set and maintain a portfolio management approach across digital projects and/or the digital elements of major programmes.
- Monitor and review the economics of programme processes, and ensure effective governance arrangements, supported by comprehensive reporting, are in place.
- Establish a benefits realisation methodology suitable for all digital projects, and robustly monitor all projects in line with this.
- Formulate and gain acceptance through the agreed governance structures for business cases for Digital programmes.
- Devolve Digital budgets to appropriate managers for day-to-day management. With Finance colleagues' support, monitor Digital budgets to ensure compliance with agreed management objectives and Trust financial instructions.
- Support improvement of the financial position of the Trust, including participation in Cost Improvement Plans and other financial transformation projects.

Digital Security

- Ensure all appropriate measures are taken to secure the Digital services and the confidentiality of the information held and processed in delivering those services.
- Accountable for monitoring and vigilance of all issues relating to cyber security.
- Ensure environmental and virtual security of the servers and network.
- Ensure access security, managing a range of access controls to the network, devices, applications and data.
- Monitor, test and report on the security of the Trust's digital security measures.
- Maintain effective disaster recovery procedures and policies.
- Ensure staff are well informed and trained on digital security and confidentiality and understand the value of the data they access and process.

Quality, Safety and Patient Experience

- Working closely with the Chief Medical Officer and Chief Nursing Officer; support the delivery of quality and safety improvements through the use of digital improvements and innovations.
- Lead the Trust forward in using digital transformation to enhance the experience for our patients and their families.

Communication

- Initiate and influence relationships with and between key stakeholders across organisational and professional boundaries including executive directors, senior clinicians and managers.
- Act as a single point of contact for senior stakeholders and strategists, business partners and influencers, to support effective business change.
- Work closely with the Associate Director of Communications to develop effective communications and engagement strategy to ensure that clinical and business areas make informed choices and plans for the deployment of Digital in support of service delivery proposals.
- Provide expert advice to executive and nonexecutive directors and senior clinicians and Managers on Digital matters.

Mental, Physical, and Emotional Effort

- **Physical effort:** Occasional incidental manual handling regular requirement to carry paperwork and laptop between different sites.
- Mental effort: Ability to deal with frequent interruptions and an unpredictable work patterns. Requirement to re-prioritise work and resources and periods of intense concentration when writing reports and dealing with complex commercial and service issues.
- Emotional effort: Exposure to distressing or emotional circumstances (such as resistance to policy change). Regular requirement to work in pressurised environment and manage competing priorities with resource challenges.

Transforming Hospital Services in Dorset

This is a very exciting time to join our hospitals in Dorset. We are in line to receive a significant national investment of £201 million to help transform our services and redevelop Poole Hospital and the Royal Bournemouth and Christchurch Hospitals, now merged as University Hospitals Dorset. We have been able to access these national funds because we have such a good plan in Dorset.

Our vision is to join up our services so they can be delivered in a more integrated way. We have a great opportunity together to improve outcomes for patients, make better use of all our resources, and ensure our services can be provided on a sustainable basis.

For developing our workforce, the aim is to establish modern, well-equipped centres of excellence with sustainable roles for staff, standardisation of education and training so that we can attract and retain skilled clinical and nonclinical staff to Dorset. This is a great opportunity for you to be part of the transformation change activity taking place following the merger of two hospital trusts to form University Hospitals Dorset NHS Foundation Trust last October.

Partnership with Bournemouth University

We are proud to be affiliated with Bournemouth University, and working closely in partnership with them. This provides us with the opportunity for establishing joint posts, shared learning and training, sharing facilities, and joint project work.

Conditions of Service

As laid down by the University Hospitals Dorset NHS Foundation Trust.

Smoking

The Trust has a responsibility to provide a safe and healthy environment for everyone who is working, visiting or living on hospital premises. Smoking is NOT allowed on site except within the designated smoking areas and shelters for staff and patients.

The Trust will not tolerate smoking in undesignated areas and there is a zero tolerance approach to all staff who continue to do so. We will continue to provide support to staff, patients and visitors who want to give up smoking.

In the interests of promoting responsible healthcare all staff should refrain from smoking when off-site in uniform or wearing an identifying NHS badge in any public place.

Data Protection

All staff are required to comply with the Data Protection Act and the Trust's Data Protection policy. Staff are responsible for ensuring that any personal data which they hold is kept securely; that personal information is not disclosed either orally or in writing to any unauthorised third party; that personal data is only accessed where there is a legitimate business need and only where such processing is consistent with the purposes for which the data was collected.

Equality and Diversity

The Trust is positively committed to the promotion and management of diversity and equality of opportunity. Equality and diversity is related to the actions and responsibilities of everyone – users of services, including patients, clients and carers; work colleagues; employees; people in other organisations; the public in general.

All employees have a responsibility to ensure that they act in ways that support equality and value diversity and must comply with the responsibilities placed upon them by employment legislation and the equality duties.

Health and Safety at Work

Everybody within the Trust has a legal responsibility for the health, safety and welfare of themselves and others at work. These duties are set out within the Health and Safety at Work etc. Act (HASAWA) 1974, the Management of Health and Safety at Work Regulations (MHSAWR) 1999, and in other relevant regulations and guidance notes.

All Staff

In accordance with HASAWA and the Trust Health and Safety policy, all staff have legal responsibilities:

- to take reasonable care for themselves and others that may be affected by their acts/ omissions.
- to co-operate with their manager/ supervisor to enable them to carry out their legal duties. e.g.
 - shall report all hazards and defects to their line manager/ supervisor.
 - shall report all accidents, incidents, nearmiss events to their manager/ supervisor and via an adverse incident report (AIR) form (Trust policy).
- to use all work equipment, materials and substances in accordance with any training and instruction provided (e.g. medical devices, chemicals, mechanical aids, machinery, plants, vehicles, and personal protective equipment).
- to ensure they attend all annual mandatory training and attend health and safety training as required for the post.
- to comply with Trust and department health, safety and risk policies and procedures.
- not to interfere with or misuse anything provided to secure health and safety, e.g. wedge fire doors open, remove first aid equipment, break locks off systems.

All Managers/ Heads of Department and Clinical Leaders

 In accordance with the Trust's Risk Assessment policy and Risk management strategy, all managers/heads of department and clinical leaders are responsible for ensuring that they and their staff, comply with all Trust and department health and safety policies and procedures.

Safeguarding

The University Hospitals Dorset NHS Foundation Trust is fully committed to safeguarding the welfare of all children and young people, and vulnerable adults by taking all reasonable steps to protect them from harm. All staff will receive appropriate training and induction so that they understand their roles and responsibilities and are confident about carrying them out.

DBS/Disclosure and Barring Service (CRB)

As part of our recruitment procedure this post will be subject to a Criminal Record Disclosure. This is a document containing information held by the police and government departments. Disclosures provide details of a person's criminal record including convictions, cautions, reprimands and warnings held on the Police National Computer. Where the position involves working with children, Disclosures will also contain details from lists held by the Department of Health and Social Care and the Department for Education and Skills (DfE) of those considered unsuitable for this type of work.

This post is subject to the policies, procedures and rules approved by the Trust and as varied from time to time. All staff are required to familiarise themselves with, and comply with the Trust's policies, procedures, rules or statements of practice. These can be accessed through the Intranet, your department manager, or through Human Resources.

Infection prevention and control

The prevention and appropriate management of infection is of paramount importance in the quality and safety of the care of patients, and to the safety of visitors and members of staff. It is the responsibility of all staff to be aware of, assess and minimise these risks and comply fully with Infection Prevention and Control policies.

The Health Act 2008 establishes a Code of Practice for the Prevention and Control of Health Care Associated Infections. It sets out criteria by which NHS managers ensure that patients are cared for in a clean environment, with a safe water supply, where the risk of Healthcare Associated Infections (HCAI) is kept as low as possible.

Managers, heads of departments and clinical

leaders are responsible for ensuring that:

- the necessary equipment and mechanisms are in place to support infection prevention.
- health care workers are free of and are protected from exposure to communicable infections during the course of their work, and that all staff are suitably educated in the prevention and control of HCAI.

Carbon sustainability

The Trust is committed to continual improvement in minimising the impact of its activities on the environment and expects all members of staff to play their part in achieving this goal and in particular to work towards a 28% reduction in carbon emissions by the end of 2020/21(based on a 2013 baseline).

Person Specification

	ESSENTIAL CRITERIA
Qualifications	 Masters qualification or equivalent Significant evidence of continuing professional development Significant knowledge of current NHS national and regional health policy in relation to the digital agenda
Experience	 Evidence of having held one or more roles in an executive board level position or equivalent experience Track record of digital transformation Demonstrates significant digital service knowledge and extensive experience acquired through training and experience at a senior level Proven practical experience with implementation of EPR/EHR solutions. Commercial experience with different IT delivery models (avoiding big upfront investments, making suppliers co-invest, pay-for-use models, not owning technical infrastructure, ie cloud, etc.) Demonstrable success in managing complex large technology/software programmes with budgets of >£20m affecting 5000+ staff Experience of developing and implementing strategy within a large organisation Board level experience of implementing a digital strategy Demonstrable sexperience of implementing and delivering benefits realisation Effective delegation skills Significant experience of assurance and compliance regime management in regulated environments
Technical skills/ competencies	 Leadership, vision, strategic thinking and planning with highly developed political skills Experience of managing and prioritising budgets of multiple millions of pounds Experience of leading and delivering complex digital projects Strong communication skills Excellent leadership and motivating skills, including experience of motivating and inspiring Ability to build trusted stakeholder relationships and wide support networks Ability to analyse highly complex issues objectively
Knowledge	 Excellent technology knowledge of systems and applications in healthcare Knowledge of artificial intelligence and automation Detailed knowledge of programme methodologies Specialist knowledge of digital risks and issues within large NHS Acute Trusts
Other requirements specific to the role	 Excellent interpersonal and communication skills Courteous and professional Flexible working with the demands of the role across the Trust and Integrated Care System Ability to establish and maintain good working relationships with external and internal stakeholders Ability to handle difficult issues with sensitivity Ability to work in high pressure situations and balance competing priorities
Personal attributes	 Ability to deal with frequent interruptions and an unpredictable work pattern; re-prioritising work and resources Periods of intense concentration required when writing reports and dealing with complex commercial and service issues Ability to work in a pressurised environment and manage competing priorities with resource challenges

We are caring one team (listening to understand) open and honest (always improving) (inclusive) 14

How to apply

The closing date for applications is **10 July 2024**.

Applications should include:

- A covering letter explaining why the appointment interests you, how you meet the appointment criteria and what you specifically would bring to the post.
- A Curriculum Vitae (CV) with education and professional qualifications and full employment history. Please include daytime and evening telephone contact numbers and email addresses. The CV should include names and contact details of three referees. References will not be taken without your permission.
- A completed Diversity Monitoring Form and Fit and Proper Person Monitoring Form.

Please note that the information you provide will be treated as confidential and is for monitoring purposes only. It will not form part of the application process.

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

If you would like to have an initial conversation, please contact Brendan Devies at our recruitment partners Hunter Healthcare on 07585 356985 or by email: **bdavies@hunter-healthcare.com**.

KEY DATES:

Application Deadline	10 July 2024	
Shortlisting	TBC	
Interviews	ТВС	





University Hospitals Dorset NHS Foundation Trust





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