



**Gloucestershire Hospitals**  
NHS Foundation Trust

the **Best Care**  
**for Everyone**  
care / listen / excel



# Executive Chief Digital Information Officer

Candidate Information Pack

August 2024



# Welcome

## Thank you for your interest in our Chief Digital Information Officer opportunity here at Gloucestershire Hospitals NHS Foundation Trust.

We have had a challenging few years, most notably with operational and financial pressures and the impact of these on our workforce. But we also have a lot to be very proud of: we have the best elective recovery across south west England, and have invested over £100+ million on new buildings, refurbishments and equipment to help us realise our vision to be a centre for excellence.

We have invested considerably in digital over the last five years and have seen a significant step-change in digital maturity as a result. We also have a clear commitment to building upon the recent constructive improvements in our staff survey results and ultimately to provide a caring and supportive environment for all.

We have a future ahead that is full of potential, and we believe digital is a cornerstone of that journey. There has been a monumental shift in the way we deliver our services, with technology playing an increasingly pivotal role, and we want to ensure we build on the transformation we have seen digitally over the last few years so that we offer the best digital experience for our staff and patients.

Our Board-level CDIO will expertly navigate the digital landscape and offer clear direction to the Board to maximise the contribution of technology and business intelligence.

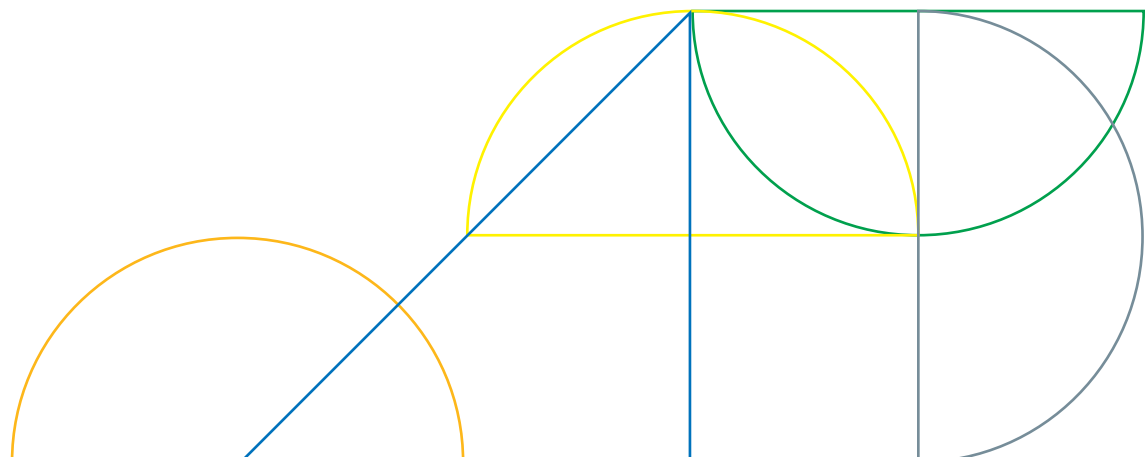
None of this can be achieved in isolation – we work best when we work collaboratively, both outside the Trust with partners from other health and care organisations across our ICS, and internally with our 9,000+ colleagues. How you lead the team and bring them along with you on the journey will be equally important to us, and new colleagues will need to demonstrate a clear commitment to our values and our purpose.

We are looking for an ambitious, innovative and compassionate leader who can bring diversity of thought and experience to our lively Board and wider directorate. You will empower colleagues to deliver to the best of their abilities and hold others accountable in our pursuit to be an inclusive, high-performing organisation.

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

Thank you for your interest,

**Kevin McNamara**  
Chief Executive Officer  
Gloucestershire Hospitals  
NHS Foundation Trust



# About Gloucestershire

**Gloucestershire is a county bursting with beauty, from enchanting hamlets and picturesque towns to stunning landscapes, ancient forests, two iconic rivers, and three Areas of Outstanding Natural Beauty.**

With its diverse range of vibrant restaurants, independent shops, culture festivals, theatres, museums, pubs and trendy bars, it attracts tourists from across the world. There is ample opportunity for leisurely walks, hikes, and cycling amid stunning landscapes.

Cheltenham Racecourse is a renowned venue for horse racing and hosts some of the most prestigious events. Rich in history, the region boasts historic landmarks like Gloucester Cathedral, Tewkesbury Abbey, and Berkeley Castle.

Gloucestershire is also home to beautiful gardens and historic forest land, such as the Rococo Westonbirt Arboretum and the Forest of Dean, perfect for leisurely walks and adventures.



# About Us

**Gloucestershire Hospitals NHS Foundation Trust is the second largest employer in the county, and we are one of the largest NHS trusts in the UK.**

We were formed in 2004 from Gloucestershire Hospitals NHS Trust, which was established following a reconfiguration of health services in Gloucestershire. We provide acute hospital services from two large district general hospitals, Cheltenham General Hospital (CGH) and Gloucestershire Royal Hospital (GRH). Maternity Services are also provided at Stroud Maternity Hospital.

Outpatient clinics and some surgery services are provided by Trust staff from community hospitals throughout Gloucestershire. We also provide services at the satellite oncology centre in Hereford County hospital.

Gloucestershire Hospitals NHS Foundation Trust employs over 9,000 colleagues, representing more than 95 nationalities, bringing together a mix of cultures and experiences to the care that we deliver. The Trust continues to work closely with partners and local communities to improve health and well-being and to ensure access to services.

Like many parts of the country, Gloucestershire's local population continues to change and faces a wide range of health challenges, many of which have been made worse by the cost-of-living crisis. Through our partnership approach, we continue to work with local people in shaping health services.



## Our Services

**9,000+**  
workforce

**6,000**  
births a year

**31,025**  
planned operations  
on average a year

Over  
**898**  
beds

We provide care for  
**650,000**  
people in the county

We have  
**32**  
theatres

**£736m**  
turnover



# Our Vision, Values and Purpose

## Our Vision

### Best Care For Everyone

Achieving 'best' means it becomes the new norm, so needs continuously redefining to set ourselves new challenges. It is also inclusive as we not only care for our patients but also for their families and carers, and each other.

## Our Purpose

**To improve the health, well-being and experience of the people we serve by delivering outstanding care every day.**

## Our Strategy

We are in the process of developing a new strategy and we expect our CDIO to contribute to its formulation and implementation. This is a fantastic opportunity for our board colleagues to play a key role in our journey over the next few years.

## Our Values

### Caring, Listening, Excelling

Our values are the foundation of our purpose and vision. They are not the 'what' of our work, but the 'how', and are the words we want our patients and staff to use to describe their experience with us.

Our engagement programme told us we need to simplify our values so that they are easier to understand, adopt and recognise day-to-day. Our three core values are:

- **Caring** – we care for our patients and colleagues by showing respect and compassion
- **Listening** – we actively listen to better meet the needs of our patients and colleagues
- **Excelling** – we strive to excel through learning, and we expect our colleagues to do and be the best they can

We will recognise where colleagues deliver care to the standard we expect and hold each other to account when this does not happen. The standard we see and walk past is the standard we set.

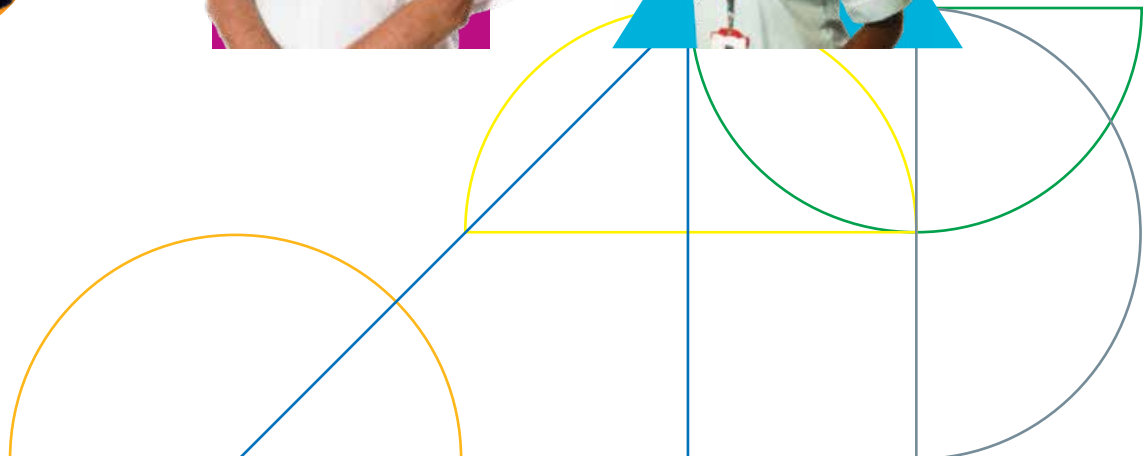
care



listen



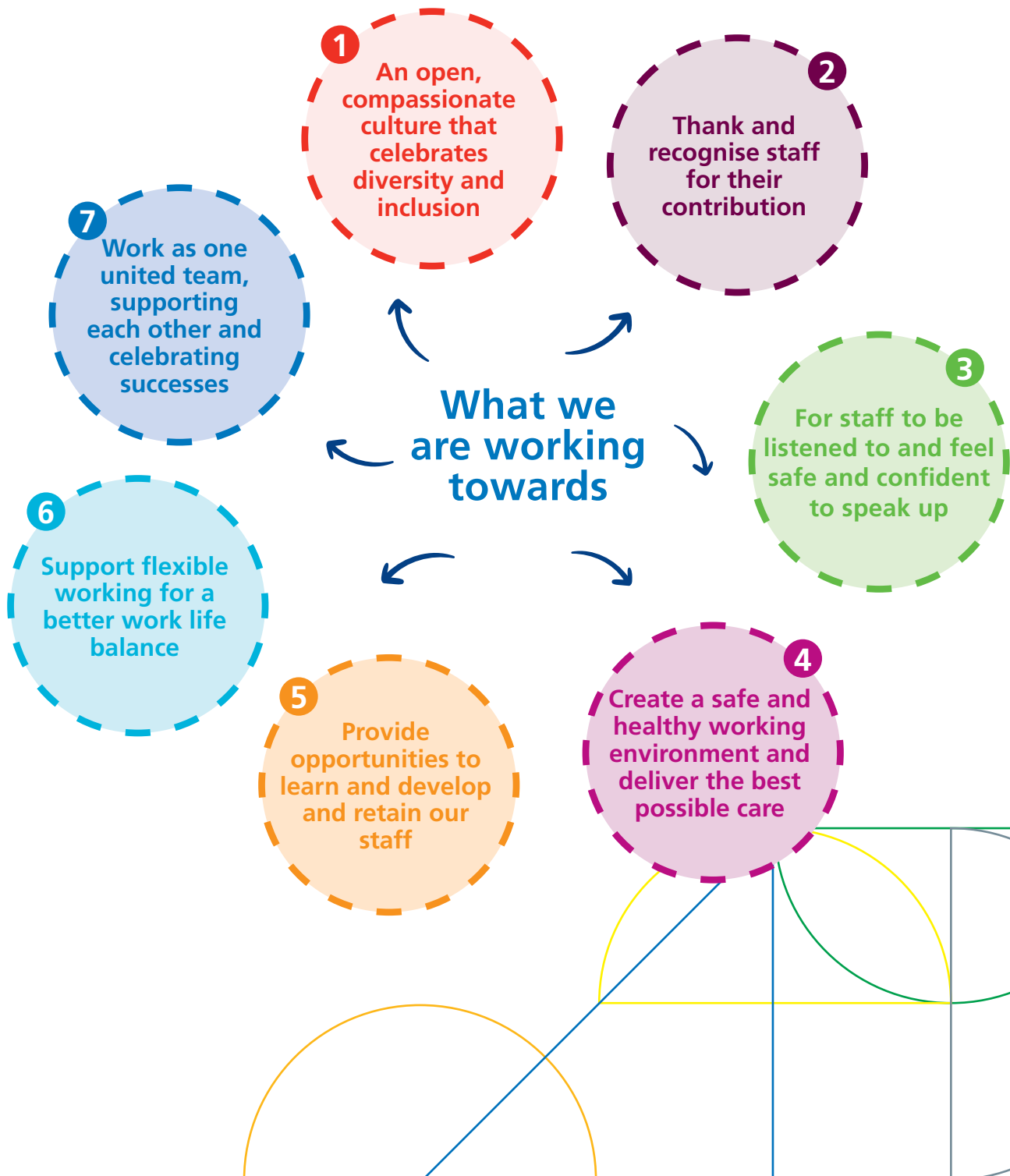
excel



# Our Culture

The development of a staff experience improvement programme has helped us create priorities around teamwork and leadership, anti-discrimination and building a safe speaking up culture.

We want to develop and maintain a culture where everyone feels valued, and where the majority of staff would recommend our hospitals as a place to work.



# Our People

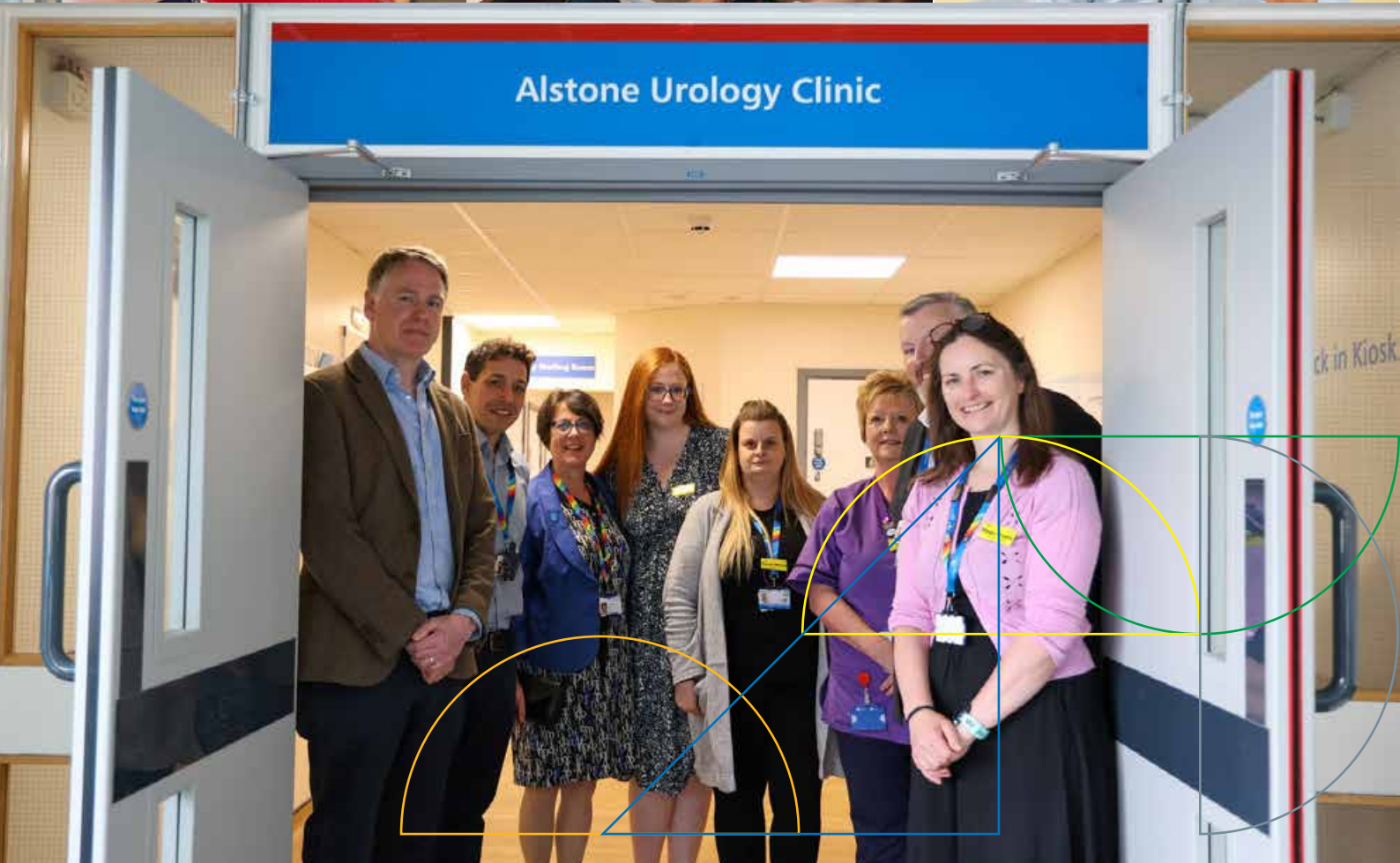
**Although our CQC rating suggests areas for improvement, our hospitals are recognised for providing high-quality services and we are leaders in specialisms such as oncology, ophthalmology, critical care, research, maternity and paediatrics.**

Our Trust is built on the dedication and hard work of our staff and we are very proud of our workforce. We offer a huge range of opportunities and benefits in a genuinely supportive working environment.

We recognise that our employees are our most valuable asset. We want everyone who works for our hospitals to feel good about the care they provide, the work they do and their place of work.

We're committed to delivering the investment in time and training needed to support each of our employees to become the very best they can be.

We provide a range of high-quality education, training and development for healthcare professionals and non-clinical staff with the specific aim of improving patient care.





# Equality, Diversity and Inclusion

## Community Outreach

In 2023, the team were shortlisted for the NHS Race Equality Award, one of the Health Service Journal's awards, because of their work in tackling health inequalities within ethnic communities and in promoting equality and inclusion.

Within the the first 12 months, almost 17,000 people were engaged by the community outreach team, including health and well-being checks, signposting services, providing information in a range of languages, identifying barriers to accessing care and helping to reduce the number of people needed to access emergency services.

## Our Inclusion Network

Our colleagues are our greatest asset. The care and support you receive are directly reflected in the quality of care for our patients. The Trust has an Inclusion Network which is designed to provide support and a platform for all colleagues who identify as having a protected characteristic, as well as allies and those who support our commitment to equality, diversity and inclusion.

This network encompasses sub-networks such as the Ethnic Minority Network, LGBTQ+ Network, and Disability Network (which includes physical and mental long-term disabilities, health conditions, and neurodiversity). Our networks serve as active voices, advocating for those across the organisation and offers a safe, confidential space for discussion and connection with other valued staff members, as well as access to resources, events, and educational opportunities.

**HSJ** AWARDS  
2023



# Our Digital Strategy

**Our current Digital Strategy (2019-2024) is coming to an end and this role will shape and lead the digital future for the organisation.**

The post-holder will be responsible for creating the next Digital Strategy aligned to the new organisational strategy, and that of One Gloucestershire.

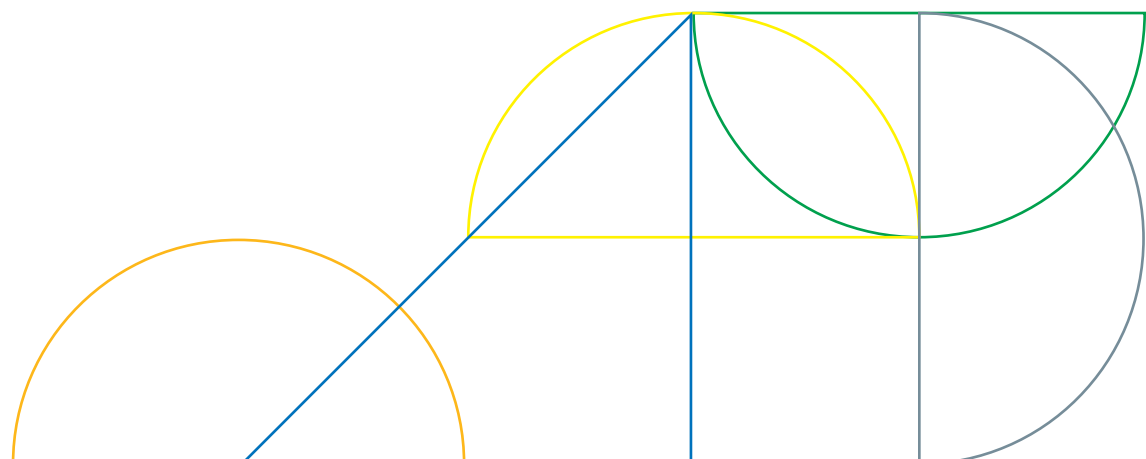
The last five years has seen a step-change in digital maturity at GHT with the implementation of an Electronic Patient Record (Sunrise), a sophisticated Business Intelligence platform and the introduction of many other new technologies.

But there is much more to do and the future is exciting. Looking forwards we want to make sure we capitalise on the foundations we have put in place ensuring we become a data driven organisation which aligns our digital and intelligence programmes to our Trust and regional priorities and the evidenced delivery of benefits.

We want to make sure we maximise our past and future investments, harness the use of new technologies including artificial intelligence, robotic process automation and data-driven decision-making. Most of all we want to provide the best possible experience for our staff and patients and that we deliver the digital agenda in such a way that it ensures we deliver safe, equitable and enriching services.

Our Digital Strategy will be built around three key programmes:

- **Digital Landscape** – We will provide infrastructure and hardware necessary to provide digital solutions that improve patient care and readily available skilled support staff. We will continue to optimise TrakCare and our Electronic Patient Record (Sunrise).
- **Digital Intelligence** – We will provide an insight-driven culture which embeds analysis, data and intelligence to enhance decision making, outcomes and quality improvement. We will report consistently and proactively as needed by operational teams and external stakeholders.
- **Digital Workforce** – We will develop our digital literacy skills to ensure confidence and competence in using technology tools. We want to become an employer of choice for people with Digital and IT skills. We will continue our in-house development programme within our Business Intelligence service to provide local training in an effort both to 'grow our own' experts, and provide staff with development opportunities that aid retention and ensure we have a consistent and effective approach to digital workforce planning.



# The Opportunity

<b>Salary/grade</b>	VSM
<b>Base/location</b>	Gloucestershire Royal Hospital, with frequent working at Cheltenham General Hospital (both of which are considered 'base' for the purpose of travel expenditure).
<b>Accountable to</b>	Chief Executive Officer
<b>Responsible for</b>	Digital strategy development and implementation, the Trust's business intelligence, and artificial intelligence function, the Trust's information technology function (including Electronic Patient Record Patient Administration System, clinical systems, development, integration a) 002C leadership of the hosted Countywide Information Technology Service (CITS), and cyber-security shared service, the digital programme management office, act as Senior Information Risk Officer (SIRO), lead for information governance and patient record function and Trust representative on external forums and notably Integrated Care System in all matters digital.

## JOB PURPOSE

As the Trust's digital and information lead, the CDIO will offer clear and expert direction, guidance and support to the Board in all relevant matters.

You will develop and lead the delivery of the Trust's new digital strategy aligned to the Integrated Care System (ICS) digital strategy to maximise the contribution of technology and business intelligence to the Trust and ICS strategies.

## JOB SUMMARY

As the Chief Digital & Information Officer of a large and increasingly digitally maturing Trust, the post holder will be responsible for leading and delivering a range of innovative digital and information business strategies to achieve our Trust vision through support for, and delivery of, our agreed goals and strategic objectives.

Leading the Digital and Information teams, you will be at the forefront of cultural change that integrates 'digital and data' into all aspects of our organisation for the benefit of patients and staff. The ability to achieve this in line with our values and cultural ambitions is essential.

The successful candidate will be a key member of the executive team, have the ability to build credibility, inspire confidence and demonstrably influence staff at all levels from ward to Board. You will contribute to a culture which is patient-centred, empowers staff, promotes personal accountability, is inclusive, fair and collaborative and delivers continuous improvement. You must have the clarity of vision to identify opportunities for improvements in the safety and reliability of patient care using digital solutions as well as identifying efficiency benefits.

We expect the right candidate to have the acumen and political awareness to capitalise on those opportunities for the benefits of our patients. As an executive member of the Board, reporting directly to the Chief Executive, this role requires the successful candidate to be capable of operating outside their portfolio as a member of the Board and executive team, including participation in the Trust's Gold on-call arrangements.

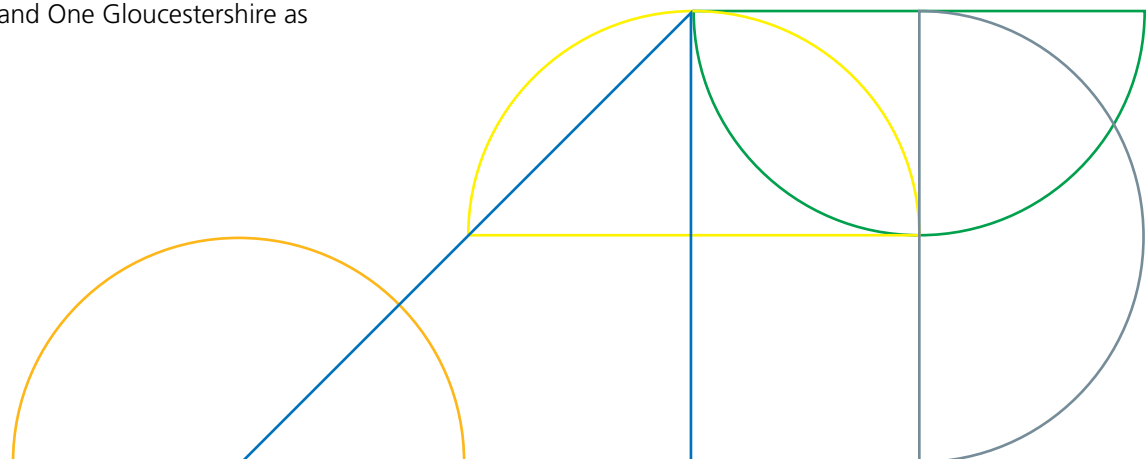
You will be an exceptional leader of people, able to build effective relationships with our delivery, system and commercial partners; you will have drive, vision, a strategic mind set, clarity of purpose, a proven track record of programme delivery, entrepreneurship and high levels of personal integrity.

## KEY OBJECTIVES

- Lead the development and delivery of a digital transformation strategy on behalf of Gloucestershire Hospitals NHS Trust, ensuring that we have the technology, systems and the skills to play a leading role in driving innovation in the One Gloucestershire Integrated Care System
- Ensure the information function contributes effectively to the successful delivery of quality, financial and operational performance improvement
- Define and execute required business change in support of informatics excellence, defining and iteratively transitioning to new operating models and embedding a culture of continuous improvement
- Ensure that we get the basics right. Review our current solutions, infrastructure, technology and data provision and create and gain support and investment for a future proof infrastructure and architecture that will support our commitment to delivering high quality healthcare
- Ensure the optimisation of recently deployed systems including the Sunrise EPR and delivery of the benefits realisation plan
- Review and redefine our approach to partnership and service management. Ensure that we maximise return on all internal and external investment
- Provide coherent and inspiring leadership to the Digital and Information teams in both GHFT including the Countywide IT Service (CITS), and the Integrated Care System improving performance and maximising cooperation for change
- Play a visible and leading role in our external health partnerships, representing (whilst maintaining the interests of) Gloucestershire Hospitals NHS Trust and One Gloucestershire as appropriate

## THE ROLE

- Develop innovative technological, information systems and analytical solutions to support clinical care, operational management and accountability
- Responsibility for Trust policy on Information and Communications Technology (ICT); information management; information governance; patient administration; and records management
- Expertise in ICT; information management and analysis; NHS data definitions and key performance indicators; ICT standards; information security, confidentiality and quality; clinical coding; patient administration and records management
- Lead the strategic development and operational delivery of comprehensive, integrated and high-quality informatics services, covering the Trust's ICT infrastructure, including voice and data networks; information management; performance analysis and reporting; clinical coding; patient administration; records management; informatics education, training and development across Gloucestershire Hospitals NHS Trust
- Provide professional leadership to informatics specialists across the Trust and in relevant hosted services
- Play a leading role on national and regional informatics groups, influencing policy and other developments, raising the profile of the Trust
- Act as Senior Information Risk Owner (SIRO) for the Trust, acting as champion for information governance on the Board
- Lead the NHS Information Governance (IG) risk assessment and management processes within the organisation and advise on the effectiveness of information governance and risk management across the organisation



## MAIN RESPONSIBILITIES

### Corporate

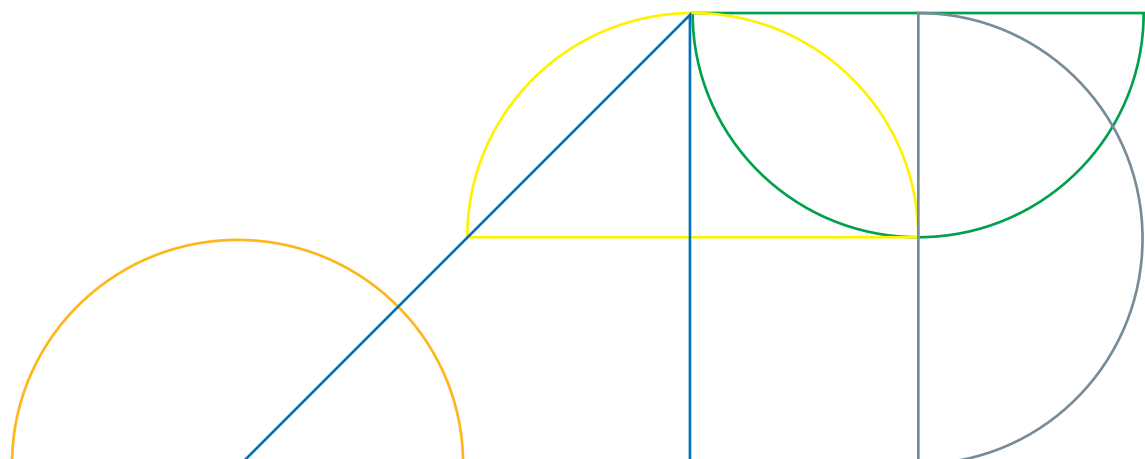
- Develop and champion the investment options and business cases to ensure allocated capital optimises the delivery of benefits to GHT and the ICS from digital, technology and information solutions. Ensure all programmes of work are such that GHT can improve health outcomes, provide value for money, optimise productivity and efficiency and improve patient experience
- Achieve Cost Improvement Plan targets, manage capital expenditure programme and digital directorate budget
- Monitor and manage delivery against budget
- Digital and Information Strategy
- Align Digital and Information goals with the divisions and so improve the ability to deliver quality care and organisational change
- Connect the strategic objectives for the organisation clearly and directly to the specific objectives for each individual within Digital and Information, through the performance appraisal process
- Safe information - ensure there is a strong information assurance and governance framework to manage data within the Trust
- Ensure effective records management; access, movement of, confidentiality, coding and storage

### Business Intelligence

- Evolve the provision of clear business intelligence to represent the patient experience, patient safety, quality, risk, clinical outcomes and value for money across services within the Trust and ensure each clinical service is measured against national performance targets
- Ensure we deliver easily accessible information to our external partners that provides assurance of the work we are doing and which supports system working
- Lead the work providing a comprehensive and supportive information service directorate so that clinical and operational staff receive the information they require to improve outcomes, monitor activity and benchmark team and staff performance

### Innovation

- Improve working lives in GHT by providing a user-friendly technical service to enable staff to fulfil their roles more effectively
- Provide the technical ability to connect and share data internally and with our external partners
- To demonstrate the benefits of technology through benefits realisation
- To ensure that Gloucestershire Health Communities are fully engaged in national plans and exploiting the technology developments available
- To develop the emerging artificial intelligence function within Digital and Information
- To maximise existing relationships with existing commercial partners and to forge new ones



## Personal

- Operate as an effective member of the executive team, demonstrate the core NHS values and behaviours at all times and encourage the right culture within the organisation
- Develop every individual within Digital and Information to maximise their skills, output, well-being, development and leadership potential

## Digital and Information – Teams

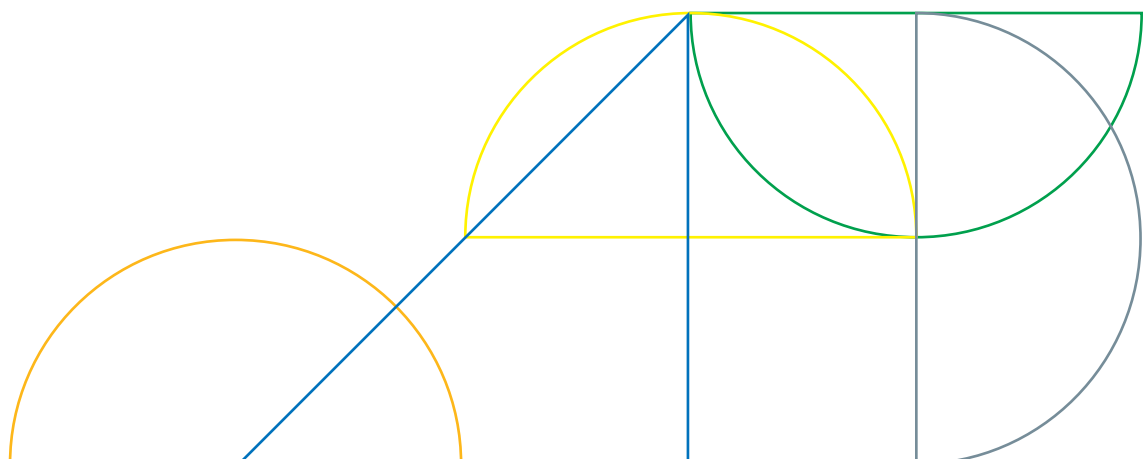
- Clinical Systems, Development, Integration and Diagnostics IT
- Business Intelligence
- Clinical Coding
- Training
- Electronic Patient Record
- Patient Administration System Team
- CITS – County-wide IT Services
- Health Records, Information Governance
- Cyber security
- Programme Management Office

## Board of Directors

- Fulfil the corporate obligations of the post as an executive member of the Board of Directors and operate as a full member of the unitary Board, working with other directors to ensure that the Trust meets all statutory and regulatory requirements
- Ensure that the Trust's Standing Orders and Standing Financial Instructions, scheme of delegation authority and other policy requirements are fully observed
- Establish and maintain excellent relationships inside the Trust, promoting the Trust's strategy and plans to staff, and actively supporting clinician engagement and patient involvement
- Represent the Trust in the health economy and other fora, and develop and maintain productive relationships with external partners and key stakeholders
- Maintain effective communications with other Board directors and the Trust Leadership Team members to support collective responsibility and clear alignment of priorities and activities
- Adhere to the standards laid down in the NHS Code of Conduct for Managers and at all times act in a manner consistent with the values of the Trust
- Participate in the on-call executive rota for the Trust and help to support the statutory duties of the Chief Executive

## Other

- Undertake special projects and duties through agreement with the Chief Executive



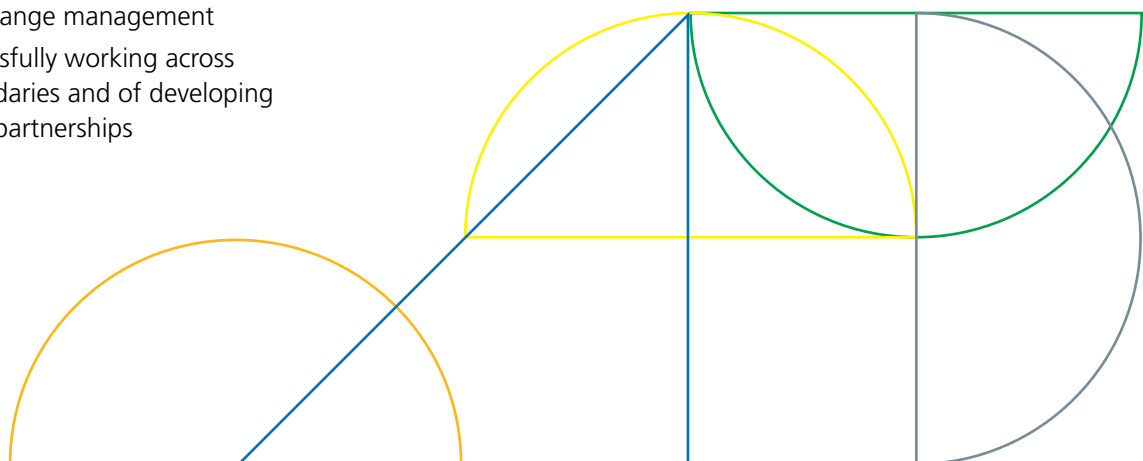
# Person Specification

## Qualifications, Background and Experience

- Evidence of continuing personal and professional development
- Masters-level qualification in a digital, technology, information, or business administration discipline or equivalent senior experience working in a large and complex organisation
- Demonstrable experience in strategic ICT, digital and information management leadership including:
  - Experience of developing Digital and Information strategies including building business cases and articulating the added value of investments
  - Experience of developing robust and reliable business intelligence systems to support decisions in a regulated environment
  - Business analysis skills, identifying the informatics consequences and opportunities of organisational priorities
- Experience of successfully leading teams, managing senior informatics staff and high value revenue and capital budgets
- Strong commercial skills including supplier management, licensing, and professional services.
- Programme management experience, gained in a complex multi-site and multi-disciplinary environment
- Up-to-date knowledge of NHS strategic context and national policy in relation to ICT, digital and information management and cyber security risks and mitigation strategies
- Experience of successfully leading complex services and functions through service development and change management
- Experience of successfully working across organisational boundaries and of developing inter-organisational partnerships

## Skills, Knowledge and Abilities

- Values based, inclusive and compassionate leader
- Highly developed political awareness and demonstrable leadership, negotiation and influencing skills combined with the ability to motivate, challenge and engage individuals and teams
- Communicating effectively at all levels both within the Trust and across partner organisations
- Actively seeking, establishing and developing effective working relationships with key stakeholders
- Drive and vision
- Strategic mind set and clarity of purpose
- Entrepreneurship
- Resilience and high levels of integrity



# How to apply

The closing date for applications is **xxx**.

Applications should be made by submitting a full and updated CV, with a covering letter of no more than two sides of A4.

Along with your application, please include:

- Contact details for up to four referees (who will not be contacted without your permission)
- A contact email address and telephone no.
- A completed **Equal Opportunities Monitoring Form** and **Fit and Proper Person Monitoring Form**.

All applications should be sent to: [apply@hunter-healthcare.com](mailto:apply@hunter-healthcare.com).

All applications will be acknowledged. For an informal conversation about the post, please contact our recruitment consultants Brendan Davies at Hunter Healthcare on [bdavies@hunter-healthcare.com](mailto:bdavies@hunter-healthcare.com) or phone: **07585 356985**

## KEY DATES:

EVENT	DATE
Application closing date	xxx
Shortlisting	xxx
Stakeholder events & interviews	xxx







# Gloucestershire Hospitals

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