Head of Digital Infrastructure
ICT Directorate

Job Description & Person Specification

August 2021

Message from the Chief Information Officer

I hope that you will see this is an excellent opportunity to play a key senior role in the Information Communication & Technology (ICT) Directorate at the Trust and a fantastic opportunity to lead, manage and develop the effective infrastructure to support service delivery across the Trust. This role is a key member of the departmental leadership team, working with me and other senior colleagues, across the Trust and SW London, to ensure effective delivery of technology and infrastructure services to the Trust.

We are looking for an expert in the technology field who can lead a large multi-functional operational team in a complex and changing environment. We would welcome the applications of motivated and experienced leaders with excellent technical skills and a successful track record of delivery in senior Digital Infrastructure roles. You will be accustomed to working with executive teams and ensure that infrastructure and systems underpin the Trust digital maturity strategy.

In return, you could be part of an aspirational journey, in which there is both permission and support to be innovative, in order to ensure the Trust continues in developing a leading ICT function.

If you would like a further discussion on the role, in the first instance please contact our executive search partner Finn McNulty at Hunter Healthcare on 07966 006 091 or fmcnulty@hunter-healthcare.com

Elizabeth White

Chief Information Officer

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St George's University Hospitals NHS Foundation Trust

To Deliver Outstanding Care, Every Time

With over 9,000 dedicated staff caring for patients around the clock, we are the largest healthcare provider in southwest London. As well as acute hospital services, we provide a wide variety of specialist care and a full range of community services to patients of all ages following integration.

St George's University Hospital NHS Foundation Trust (SGUH) has a vision to be a thriving hospital at the heart of an integrated healthcare system. One that delivers improved patient care at a community, hospital and specialist setting, supported by a unique and nationally recognised programme of research, education and employee engagement.

We expect all our staff to share the values that are important to the Trust and behave in a way that reflects these.

- Be Excellent
- Be Kind
- Be Responsible
- Be Respectful

ICT Digital Strategy

The ICT department manages the Trust's ICT systems, infrastructure, informatics and IT support services enabling the electronic filing, printing and sharing of both clinical and non-clinical information. It also provides support to manage the systems and services which includes: helpdesk; IT training; break-fix; application development, acquisition and support for all the supported Trust IT services. The ICT department is also responsible for Information Governance.

We work to identify opportunities to streamline business processes and to enable data sharing and collaboration internally and externally by use, or replacement, of technology. In addition, ICT provide tools to enable business units to achieve their goals, resulting in improved quality of care to patients.

Easier access to information, including through digital technology, is reshaping the way we live our lives, and the way we access and interact with services. The SGUH Digital Strategy sets out our ambitions for building on that opportunity over the coming years. The role of the ICT Department is to deliver a Digital Strategy that ensures:

Robust Infrastructure	• Upgrade IT infrastructure and telephony • Upgrade & renew IT systems ensuring they increasingly operate as one • Strengthen cyber-security systems and processes
New Ways of Working	• Ensure access to information needed at the point of patient contact • Complete the shift from paper-based to electronic clinical systems • Support efficient and effective working through the latest technology and systems including remote working, big data and AI

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| **New Models of Care** | • Using information technology to interact with our patients differently reducing trips to hospital |
| | • Business intelligence that is proactive, outward-looking underpinning service improvement |

About this Role

The Head of Digital Infrastructure will be an expert in the technology field who can lead a large multi-functional operational team in a complex and changing environment. They will be responsible for the specification and management of ICT infrastructure and associated core systems across the Trust. This infrastructure and systems underpin the Trust digital maturity strategy by reducing the dependence on paper based clinical and administrative records and support comprehensive, accurate and timely information recording to improve the effectiveness and quality of the services delivered.

This role will ensure that the ICT function is based on sound infrastructure and system management arrangements. The role is a key member of the departmental leadership team, working with the Chief Information Officer to ensure effective delivery of technology and infrastructure services to the Trust.

This role is accountable for a number of complex and technical services and their delivery and performance to the Trust, including:

- Infrastructure Portfolio. Delivering large scale technology and infrastructure upgrades and replacements

- IT Services. Delivery of user facing technical services

- Infrastructure Services. Operational services, architecture and cybersecurity operations.

The role will ensure senior support for the implementation of new infrastructure and systems and manage existing infrastructure and systems to ensure that they continue to meet the needs of the Trust.

The role will act as Senior Responsible Officer on a number of large scale, technology-led programmes which support the delivery of the directorate strategy ensuring costs, resources, dependencies, benefits and business change requirements are clearly understood and delivered within parameters.

Strong leadership and management capabilities will be required to manage and inspire teams to ensure that they are responsive and proactively working to meet the clinical, operational and information needs of the Trust as well as management of third party infrastructure and system suppliers on behalf of the Trust. This will involve close engagement with divisional and clinical services.

Specifically, the role is accountable for, and will drive:

- The effective technology performance of ICT and ensure that technology and devices are fit for purpose and aligned to the Trust's requirements, providing regular assurance to governance groups as required.

- Ensuring technology is up to date and secure, following best practice guidance and policy.

- Assurance of new technology services, components and devices.

- Management of technology licensing and support and maintenance costs and contracts including appropriate cost saving initiatives.

- Holds operational teams to account for performance, influencing and negotiating on the delivery of services.

- Develops and embeds benchmarks and metrics to set targets for continuously improving performance.

- Responsible for the production and presentation of service performance and infrastructure delivery information, including regular reports to Board level meetings.

- Responsible for the development, implementation and oversight of policies within the service area.

- Be responsible for delivering high level strategic audits within the service and developing service improvement based on outputs from audits.

- The post holder will lead on and be responsible for researching and surveying customer satisfaction across the organisation and developing robust strategic action plans to enhance service provision.

Key Working Relationships:

This role is accountable to and reports directly to the Chief Information Officer. The following services are specific to the role: Network & Telecoms; System Team; 1st & 2nd Line Technical Support; Cybersecurity. There are a number of significant working relationships and liaison internal and external to the Trust, as follows.

Internal

- ICT Department personnel especially IT Infrastructure Team managers and members of ICT Senior Management Team (SMT).

- The Chief Clinical Information Officer; and Chief Nursing Information Officer.

- Clinical and non-clinical users of IT Information Service at all levels including - General Managers, Business Managers, Service Managers, Clinicians, Allied Healthcare Professionals, Data Management team, Information Team, Clinical Audit team, Associate General Managers, Specialty Managers, Human Resources Management Team

External

- 3rd party suppliers & service providers

- St. George's University of London IT Department

- NHS Digital, NHS London Strategic Health Authority, NHS England

- Other LHE NHS Trusts (Epsom & St Helier NHS Trust, Kingston Healthcare NHS Trust etc), other London Trusts; and SWL CCG

Main Tasks and Responsibilities:

This role is accountable for a number of complex and technical services and their delivery and performance to the Trust, including Infrastructure Projects; IT Technical Support Services; and Infrastructure Services: operational services, architecture and cybersecurity operations

The role will be accountable for developing, implementing and maintaining a service and technology strategy including upgrade paths, retirement of technology services and components, security operations and strategic sourcing and partnership arrangements to ensure that the technology meets the current and future needs of the Trust.

ICT Leadership and Management

- Manage highly complex, sensitive and contentious information to large groups from both IT and non IT backgrounds.

- Maintain an effective working relationship with IT staff from other NHS organisations and national NHS IT stakeholder groups to ensure the delivery of a professional service focused on achieving a high level of customer satisfaction.

- Lead the IT operations team to ensure the translation of strategies and policies into plans for implementation

- Ensure the highest standards of professionalism within the ICT operations team to achieve compliance with industry standards and best practice

- Develop a service strategy with supporting operational plans to ensure the ICT operational service is fit for purpose and for the future

- Contribute to the achievement of all the ICT operational objectives including financial, workforce and performance

- Identify new ways of working to improve efficiency and effectiveness of the service and ensure changes required are implemented

- Contribute as part of the Senior Leadership Team within the ICT Directorate

- Responsible for the initiation and completion of businesses case in support of the ICT Operational capital programme

Service Management & Delivery Duties

- First and second line technical support and service delivery function. Responsible for identifying requests, issues and problems, prioritising actions and following through to successful resolution. Responsible for managing the service support function to ensure teams are responding and meeting user expectations in line with the developed KPI's. Responsible for designing services' processes, documentation and policies in line with the standards and guidelines of Information Governance requirements

- Responsible for the operational ownership and leadership of the Trust's cybersecurity work programme. Accountable for achieving the objectives defined within the Cyber Security strategy and roadmap.

- Responsible for the organisation, execution, planning and administration of network asset management, including maintenance of network component inventory, life cycle management and related documentation. Provide ownership of network, security and technology problems through to final resolution. Plan, acquire, and coordinate installation of in-house and remote network hardware and software across the Trust's network. This includes testing network performance and provide network performance statistics and reports; developing strategies for maintaining network infrastructure.

- Responsible for the organisation, maintenance and administration of the Trust's Data Centre, including taking responsibility for the assessment of hardware for proper compliance and standards.

- Ensure maintenance of all server equipment is regularly reviewed and cost effective contracts are in place to provide underpinning support through the appropriate partner/vendor

- Responsible for the maintenance and management of the Trust's Active Directory enterprise infrastructure and Domain Name Service (DNS) including user, group, and computer accounts for the enterprise network.

- Responsible for supporting the CIO in the day to day management and delivery of the ICT capital programme

Disaster Recovery Plan

- Responsible for the development and implementation of the ICT Digital Infrastructure & Technical disaster recovery, Business Continuity and Cyber Security plans, ensuring these are regularly tested and updated. Responsible for ensuring the identification and updating of the ICT operations risks on a regular basis.

Human Resources

- Responsible for the day to day management of all ICT operations staff.

- Responsible for ensuring accurate records are kept of all annual leave, study leave and sickness within the ICT Digital Infrastructure & Technical Support team.

- Responsible for recruitment, retention and disciplinary matters within the ICT Digital Infrastructure Team.

- Ensure staff performance is maximised and that all staff are fully aware of the importance of their role to the success of Directorate and Trust objectives,

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- Responsible for ensuring PDR's are fully implemented and carried out for all staff within ICT Digital Infrastructure, to enhance team and individual performance.

- Responsible for ensuring compliance with all statutory and mandatory training in line with Trust policy.

- Identify development opportunities for all appropriate staff and encourage participation in such opportunities.

- Develop team morale and motivation through effective personal leadership, ensuring views and decisions are communicated both up and down the management structure.

- Ensure the monitoring of attendance as per Trust Policy and maintain records accordingly.

- Communicate on a regular basis with the ICT Digital Infrastructure & Technical lead managers to understand where management action is required

Finance and Audit

- Responsible for adherence to all Trust standing financial instructions

- Responsible for the management and allocation of operational and capital budgets within the remit of ICT Digital Infrastructure & Technical.

- Responsible for the initiation and delivery of all cost reduction programmes within ICT Digital Infrastructure & Technical Support.

- Responsible for reviewing, monitoring and ensuring cost effectiveness of ICT Digital Infrastructure & Technical Support.

- Contribute to the production of the annual Trust internal ICT audit plan and have management responsibility of all audit recommendations relating to ICT.

Planning & Delivery

- Responsible for the performance of ICT operations in line with SLAs requirements.

- Responsible for regular reviews of ICT service performance and usage with Divisions and Corporate department

- Responsible for the strategic planning within ICT Digital Infrastructure & Technical Support.

- Responsible for ensuring change and configuration management is an integral part of the ICT Digital Infrastructure function.

- Responsible for ensuring ICT Digital Infrastructure & Technical Support are represented in all relevant Trust wide project meetings to ensure that proposed technologies meet the strategic objectives of the organization.

- Responsible for ensuring a strong working relationship is established with other corporate and clinical Divisions within the Trust.

Other duties

- Deputise for the Chief Information Officer as and when required.

- Provide cover for ICT SMT colleagues as appropriate.

- Undertake any other duties requested as appropriate to the banding.

On Call Rota (Band 8a and above only)

The Trust provides an on-call rota to ensure that appropriate senior clinical and operational expertise is available on a 24 hours a day, 7 days a week basis, so that significant issues are managed, patients receive continued quality of care and staff on duty out of hours and at weekends have access to the right support at all times. You are therefore required to participate in the Trust's on-call rota (clinical or operational) subject to an assessment of knowledge, skills and experience. Full training and support will be provided.

A job description does not constitute a 'term and condition of employment'. It is provided only as a guide to assist the employee in the performance of their job. The Trust is a fast moving organisation and therefore changes in employees' duties may be necessary from time to time. The job description is not intended to be an inflexible or finite list of tasks and may be varied from time to time after consultation/discussion with the post holder.

Additional Information

Medical Examinations

All appointments are conditional upon prior health clearance. Failure to provide continuing satisfactory evidence if required, e.g. of immunization, will be regarded as a breach of contract

Equal Opportunities

The Trust aims to promote equal opportunities. A copy of our Equality Opportunities Policy is available from the Human Resources department. Members of staff must ensure that they treat other members of staff, patients and visitors with dignity and respect at all times and report any breaches of this to the appropriate manager.

Safeguarding children and vulnerable adults

Post holders have a general responsibility for safeguarding children and vulnerable adults in the course of their daily duties and for ensuring that they are aware of specific duties relating to their role.

Disclosure & Barring Service/Safeguarding Children & Vulnerable Adults

Applicants for many posts in the NHS are exempt from the Rehabilitation of Offenders Act 1974. Applicants who are offered employment for such posts will be subject to a criminal record check from the Disclosure & Barring Service before appointment is confirmed. This includes details of cautions, reprimands and final warnings, as well as convictions. Further information can be found via: https://www.gov.uk/government/organisations/disclosure-and-barring-service. Post holders have a general responsibility for safeguarding children and vulnerable adults in the course of their daily duties and for ensuring that they are aware of specific duties relating to their role. Staff are obliged to disclose to the Trust during employment any pending criminal convictions, including cautions, and any other information relevant to the safeguarding of children or vulnerable adults.

Professional Registration

Staff undertaking work which requires professional registration are responsible for ensuring that they are so registered and that they comply with any Codes of Conduct applicable to that profession. Proof of registration must be produced on appointment and at any time subsequently on request.

Work Visa/ Permits/Leave to Remain

If you are a non-resident of the UK or EEA you are required to have a valid work visa and leave to remain in the UK, which is renewed as required. The Trust is unable to employ or continue to employ you if you require but do not have a valid work visa and/or leave to remain in the UK.

NHS Constitution

The NHS Constitution establishes the principles and values of the NHS in England. You should aim to maintain the highest standards of care and service, treat every individual with compassion and respect, take responsibility for the care you provide and your wider contribution, take up training and development opportunities provided, raise any genuine concern you may have about a risk, malpractice or wrongdoing at work, involve patients, their families and carers fully in decisions, be open if anything goes wrong and contribute to

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a climate where the reporting of, and learning from, errors is encouraged. You should view the services you provide from a patient's standpoint and contribute to providing fair and equitable services for all. The above is a brief summary; you are encouraged to access the full document at: https://www.gov.uk/government/publications/the-nhs-constitution-for-england

Dignity & Respect

The Trust requires that you treat others with dignity and respect and that you do not harass or otherwise discriminate against any other member of staff, patient or visitor to the Trust or employees of any associated employers or contractors of the Trust on the grounds of race, colour, sex, age, disabilities, religious beliefs or sexual orientation.

Confidentiality/Information Quality Assurance/Freedom of Information

The post-holder must maintain confidentiality of information about staff, patients and health service business and be aware of the Data Protection Act (1984) and Access to Health Records Act (1990). As an employee of the Trust it is expected that you will take due diligence and care in regard to any information collected, recorded, processed or handled by you during the course of your work and that such information is collected, recorded, processed and handled in compliance with Trust requirements and instructions. Nonetheless the post-holder should be aware of the responsibility placed on employees under the Freedom of Information Act 2000 and is responsible for helping to ensure that the Trust complies with the Act when handling or dealing with any information relating to Trust activity.

Risk Management

All staff have a responsibility to report all clinical and non-clinical accidents or incidents promptly and when requested to co-operate with any investigation undertaken.

Health, Safety and Security

The post holder must co-operate with management in discharging its responsibilities under the Health and Safety at Work Act 1974, take reasonable care of themselves and others, and ensure the agreed safety procedures are carried out to maintain a safe environment for patients, employees and visitors. The Trust has adopted a Security Policy in order to help protect patients, visitors and staff and to safeguard their property; all employees have a responsibility to ensure that those persons using the Trust and its services are as secure as possible. The Trust operates a strict Non-Smoking Policy.

Conflict of Interests

You may not without the consent of the Trust engage in any outside employment and in particular you are disqualified from an appointment as a chair or Non-Executive Director of another NHS Trust whilst you are employed by this Trust. In accordance with the Trust's Conflict of Interest Policy you must declare to your manager all private interests which could potentially result in personal gain as a consequence of your employment position in the Trust. The NHS Code of Conduct and Standards of Business Conduct for NHS Staff require you to declare all situations where you or a close relative or associate has a controlling interest in a business or in any activity which may compete for any NHS contracts to supply goods or services to the Trust. You must therefore register such interests with the Trust, either on appointment or subsequently.

Infection control

It is the responsibility of all staff, whether clinical or non-clinical, to familiarise themselves with and adhere to current policy in relation to the prevention of the spread of infection and
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the wearing of uniforms.

Quality Governance and Risk management

The Trust believes everyone has a role to play in improving and contributing to the quality of care provided to our patients. As an employee of the Trust you are expected to take a proactive role in supporting the Trust's quality governance agenda by:

- Taking part in activities for improving quality such as audit

- Identifying and managing risks through incident and near miss reporting and undertaking risk assessments

- Following Trust polices, guidelines and procedures

- Maintaining your continued professional development

No Smoking

The Trust operates a smoke free policy.

Professional Association/Trade Union Membership

The Trust is committed to working in partnership with Trades Unions and actively encourages staff to join any Trade Union of their choice, subject to any rules for membership that the Trade Union may apply.

Person Specification

Post: Head of Digital Infrastructure

Band: 8d

Department: ICT

Line Manager: Chief Information Officer

Measure: A= Application Form/CV; I=Assessment/Interview

	ESSENTIAL	**DESIRABLE**
	EDUCATION	
A	• Highly specialist education: PhD or equivalent experience including additional in-depth professional training and specialist knowledge in a relevant discipline to doctorate or equivalent level, acquired through training and experience over an extended period. • Formal qualification in Information Technology Services/Programme discipline • Evidence of continued professional and managerial development	• Management qualification related degree • ITIL certification BCS Fellowship MCSE Certification • PRINCE II certification
	SKILLS/ABILITIES	
A	• Excellent technical and analytical skills where the information is highly complex and require a high degree of expertise • Ability to deliver highly complex and technical information and solutions to both IT and non IT literate groups of staff in a manner which is understandable • Ability to identify highly complex technical and operational issues within ICT and to assess and/or exercise judgment in its resolution. • Proven ability to manage teams of staff and allocate resources to meet objectives and deadlines • Excellent written and oral communication skills, with an ability to use tact and persuasion, along with an ability to sell ideas and to motivate team members. • Ability to be able to think strategically and keep track of progress towards achievement of milestones, whilst at the same time having a thorough understanding of events happening at the detail level. • Must be able to prioritise tasks and deliver to key Trust areas when resources are in short supply • Must be able to influence others, but also retain the ability to appreciate different viewpoints • Excellent organisation and prioritisation skills • Customer contact skills – effective telephone communication skills • Proven ability to manage change effectively	• Knowledge of specialist technical packages

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	• Proven negotiation and persuasion skills • Ability to work in a highly pressured environment • Strong inter-personal skills; ability to communicate technical issues clearly and concisely to a lay audience	
	EXPERIENCE	
A/I	• A minimum of 7 years in leading an ICT Operations team in a complex healthcare environment • Significant knowledge of modern IT platforms including cloud technologies and experience of managing enterprise wide networks and deep knowledge of infrastructure concepts, protocols and standards. • Extensive, in-depth experience of formulating long term, technology strategic plans and development of infrastructure projects resulting in positive value for money outcomes, adjusting plans and strategies in anticipation of complex environmental and political changes • Experience of working within the complex framework of national NHS IT stakeholder groups • Extensive experience of troubleshooting complex ITT technical issues within ICT infrastructures Development • Liaison and negotiation at a senior level with a wide range of internal and external stakeholders • Strong experience of strategic financial management, including pay and non-pay across both capital and revenue. • Senior level budget management and staff management experience • Leading and managing a large multidisciplinary team including objective setting and performance management • Extensive experience in leading the up-skilling and development of large numbers of staff • Excellent understanding of technology, its direction, and its application to business • Highly specialised technical background with the ability to lead staff as well as delegate tasks accordingly • Evidence of driving and supporting organisational change • Experience of partnership working across organizations and disciplines • Ability to analyse and then communicate in plain English highly complex technical and management information • Demonstrate an excellent understanding of ICT workflows and business processes	• Experience of providing IT infrastructure and technical support services to a major acute teaching hospital

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	• Excellent understanding of technology, its direction, and its application to business, including knowledge of LANs, WANs, Routing protocols etc • Ability to lead staff as well as delegate tasks accordingly • Proven background in supporting service desk configuration • Evidence of driving and supporting organisational change • Thorough understanding of N3/HSCN and its impact across the NHS • Knowledge of NHS and professional issues • Experience of partnership working across organizations and disciplines • Ability to analyse and then communicate in plain English highly complex technical and management information	
COMMUNICATION SKILLS		
A/I	• Ability to write clear and concise reports on highly complex IT issues to board level • Highly developed influencing and negotiation skills which need to overcome significant barriers to acceptance • Good analytical skills for spotting or anticipating weaknesses in processes (manual or system), along with the ability to organise and implement correction • Customer focused/ facing. • Ability to work in a busy / fast moving environment • Professional approach with staff and customers • Good interpersonal and communication skills • Able to demonstrate evidence of continuing personal development. and ability to work independently • Confident able to solve problems • Enjoys a challenge • Assertive	
PHYSICAL QUALITIES		
A/I	Such as to meet the requirements of the role with any reasonable adjustments	
VALUES		
I	Demonstrable ability to meet Trust values	

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