

## **Report & Evaluation from a workshop held 18/19 September 2006 to review the Health Informatics National Occupational Standards as they apply to senior staff in health and social care**

### 1.0 Introduction

National Occupational Standards are described in the Department for Education and Skills latest Skills White paper – “Getting on in Business, getting on at work”, and apply to all sectors. National Occupational Standards describe the activities that take place in a sector broken down into units. Units for all sectors are managed by Skills Sector Councils (SSC). The SSC for Health is called Skills for Health.

The responsibility for development, review and maintenance of Health Informatics National Occupational Standards (HI NOS) is held on behalf of the UK by the Information Centre for Health and Social Care. A quality assurance group review the products and outputs, and a Health Informatics Professional Development Board advises on deployment and implementation of HINOS across the four UK home countries

### 1.1 The standards

There are 127 units in the Health Informatics National Occupational Standards (NOS) which describes the activities performed by a function, and the knowledge, skill and competence by which this activity should be measured. These are often described as the basis of being fit to practice health informatics and presented as a suite of NOS or a competence framework. The units are grouped for ease of reference. Groupings include:

- Processing data and information
- Procurement
- Managing projects Managing quality
- Managing risk
- Information and Knowledge
- Software development
- Defining Information, Communication & technology requirements
- Providing technical guidance
- Maintaining the security of ICT systems
- Learning and development
- Clinical informatics

The Health Informatics National Occupational Standards can be found on the Information Centre websites at: <http://www.ic.nhs.uk/informatics> and [www.hinos.org.uk](http://www.hinos.org.uk) and at the Skills for Health website [www.skillsforhealth.org.uk](http://www.skillsforhealth.org.uk)

National Occupational Standards are for all UK countries - England, Wales, Northern Ireland and Scotland. All standards need to be kept current and relevant so they describe how the workforce needs to perform to remain ‘fit for purpose’.

They are relevant to staff working in these areas:

- Health Records
- Information Management
- Knowledge Management
- Clinical Coding
- Information, Communication & Technology
- Clinical informatics
- All Senior staff/leaders from these areas

## 2.0 The review requirement

The current suite of Health Informatics (HI) National Occupational Standards (NOS), were approved in May 2004. Comments and criticisms were made at the time by HI practitioner that the standards did not reflect the requirements of senior staff. The definition of senior staff is “those who manage and lead health informatics teams and are responsible for delivery of services, and those who are senior respected technical experts in their field, but who may not lead teams”. Part of the problem was the lack of engagement in 2004 by senior staff in the process to create appropriate standards.

## 2.1 Review Protocol

To complete a review there is a structured approach determined by Skills for Health with the following requirements,

- identify practitioners to work on the review activity across the breadth of Health Informatics operating at a senior level (those who line manage and those who do not)
- Explore the current health informatics units, and any others relevant from other SSC competence frameworks including the recently updated Management Standards [www.management-standards.org](http://www.management-standards.org)
- Discuss the activities expected of senior health informatics staff and seek to find existing NOS that will deliver the required performance criteria, scope and knowledge and understanding
- Create/edit (new) units if required, and write up the results of the discussion for submission to Skills for Health

It is expected that:

- Gaps in current HINOS will be found
- Gaps in Management Standards may be found.

## 2.2 Review workshop

In 2006, the Information Centre supported a project to address the concerns about the current suite of standards for senior staff. This was undertaken in collaboration with a piece of work defined as a priority in January 2006 by the senior health informatics community: the requirement to “Define a Chief Information Officer role”. A number of senior staff in UK Health Informatics were invited to attend a 24 hour workshop over 2 days. The project team is very grateful to those senior staff who committed to the 24 hours workshop to advance the content of the HI NOS for senior staff.

## 2.3 Participants

Paul Ashford	Welsh Blood Service rep UKCHIP & Wales	Head Of Facilities & IT
Adi Ben-Nesher	Newham University Hospital NHS Trust	IT Training Manager
Martin Christie	Christie And Christie Ltd FACILTATOR	Technical Consultant
Patrick Dodge	NHS Connecting For Health	Specialists Development Programme Manager
Andrew Haw	University Hospital Birmingham NHS Foundation Trust rep ASSIST & England HI	Director Of ICT & EPR
Pam Hughes	INFORMATION CENTRE	Project Manager
Mark Janvier	North Lincolnshire PCT rep ASSIST	Deputy Director Of Performance And Information
Peter Knight	INFORMATION CENTRE rep England HI	Information Strategy Consultant
Dave Miller	Health Systems Consultants Ltd FACILITATOR	Consultant
Phil Molyneux	Yorks And Humber SHA rep CIO's	Chief Information Officer
Katherine Pigott	St George's, University Of London rep UKCHIP /HEIs	Course Administrator And Group Manager
Adrian Purcell	Hull & East Riding HI Service rep ASSIST	Head Of IT Services
Mary Rivers	Skills For Health	Project Manager
Imran Sadique	NHS Connecting For Health EVENTS Co-or dination	Project Support Officer
TIM Straughan	INFORMATION CENTRE	Director Of Finance/Deputy CEO
Mary Sweetland	NHS Scotland Information Services, rep Scotland	Deputy Director

## 2.4 Day 1

The Deputy CEO of the Information Centre, Tim Straughan (TS) welcomed delegates and opened the event. TS talked about the Information Centre (IC) as an organisation, its vision, mission and pledges, and explained why the Information Centre financed in the project:

- It will support the objective of the Information Centre that Information is at the heart of decision making
- Informatics staff are crucial to ensure the NHS and social care make best use of technology and information
- The effect of re-organisation on informatics staff will impact performance and service delivery
- Informatics staff – their profile and morale – recognise support is required
- Therefore there is a specified need to define competences of senior informatics personnel

TS also asked delegates for their preferred outcomes from the workshop. These were captured to a flip chart and reviewed at the end of Day 2.

- Inform as to how NOS gaps are dealt with
- Useable product/tool that is fit for purpose. Useable for restructuring orgs, developing people
- Standard job descriptions, that can be compared against other Director jd's, and can be used to reduce variability and level across UK
- Concentrate on activities not behaviour or attitude
- NOS v NWC – explain/understand
- Confirm workshop is from perspective of the HI practitioner

During this session discussion on how helpful the IC could be in its new role, and how delegates might measure the success of the IC. Notes from the discussion include:

- commissioning organisations in the midst of turnaround, require that comparative data is available, does not cost, and answers the 'right' questions
- ensuring the availability of stats on the NHS activity across all sectors
- informing the development of policy : 18 weeks is an example – so that data and informatics implications can be captured as policy is developed.

It was noted that the policy makers need to be persuaded that the IC can add some value, the IC needs to earn its credibility in this area.

By the end of Day 1, a useful networking and discussion session had completed, and delegates had agreed to define three job descriptions:

- Director of HI Shared Services
- Director of IT
- Director of IM

### 3.0 Day 2

Martin Christie (MC), technical consultant to the project opened the second day with a presentation about the NOS and how they are created, used, and approved. This set the scene for the delegates, who were supported to create:

- Approved senior job descriptions
- A mapping of the activities within these job descriptions to existing HI NOS and Management standards

At the end of the workshop, three documents describing the activities of senior staff mapped to existing standards were available.

These documents were circulated in their 'raw' format to all delegates, along with a matrix of all current HINOS and how the emerging new roles were mapped to the current standards. There was some overlap, and similarity in these results. These are attached as appendices to this report.

The three final senior roles excluded a Director of IM. One of the delegates has undertaken to complete the exercise to create a job description for a Director of IM as a follow up action to the workshop.

### 3.1 The pictures as a record







3.2 Gaps found ( i.e. missing from HI NOS – no match to list of activities)

- Multi sourcing
- Service delivery/director level and responsibilities /activities
- Focus on systems not service ( e-skills units)
- Disaster recovery
- Service Level Agreements ( creation and management of)
- Maintaining an organisational memory
- Corporate activities

4.0 Closing

Delegates were thanked for their active participation, and a review of

- a) Their stated outcomes and
- b) Their views on the review process

were the closing activities of the workshop.

<b>Desired Outcomes</b>	<b>Agreed by delegates</b>
<ul style="list-style-type: none"> <li>▪ Inform as to how NOS gaps are dealt with</li> </ul>	Review process explained – describe activities, map to current, define gaps and overlaps, report to SSC, report back to workforce
<ul style="list-style-type: none"> <li>▪ Useable product/tool that is fit for purpose. Useable for restructuring organisation, developing people</li> </ul>	Develop a work plan for products based on workshop outcomes, including assessment of specified standards, career routes/pathways. Ensure not to re-invent work done in other national NHS organisations such as the NHS Institute or CfH but to influence their work and to use models that work <b>Action PH</b>
<ul style="list-style-type: none"> <li>▪ Standard job descriptions, that can be compared against other Director jd's, and can be used to reduce variability and level across UK</li> </ul>	Useful product, and will have basis of jd's from workshop. Will need to turn into standards jd's as a product. Raw data will be issued for immediate use. <i>Complete, further action will be to turn data into job descriptions, perhaps by way of case study and to find a 'generic' Director jd</i>
<ul style="list-style-type: none"> <li>▪ Concentrate on activities not behaviour or attitude</li> </ul>	Confirmed by MC presentation Day 2
<ul style="list-style-type: none"> <li>▪ NOS v NWC – explain/understand</li> </ul>	Delivered – MC presentation Day 2
<ul style="list-style-type: none"> <li>▪ Confirm workshop is from perspective of the HI practitioner</li> </ul>	Confirmed – practitioners lead the development of standards which reflect the way roles are performed now, and future proof the standards with a forward view of at least 18 months

Comments on the process:

- Process fine, but does require 'right people' to be involved. This workshop has selected the right people.
- Would be useful to find evidence where other review activities have created/contributed to documented good/best practice
- Re-iterate outcomes need to support a useable product created in a timely way, using appropriate language, and that helps busy HI staff understand

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- HI NOS without having the spend lots of their time gaining this understanding
- Re-assuring that similarities were found across the three groups; would have been worried if differences were apparent
- Science not art
- Case studies will be useful
- Internet access to review NOS may have been helpful
- Need job descriptions which describe the 'big ticket' activities and then a tool that helps focus on assessment of the competences associated with those, and educations programmes to deliver folk competent in these areas

#### Appendices:

- Three documents
  - Director of Shared Services ( as a job description)
  - Director of IT (1)
  - Director of IT & KM ( 2)
- Matrix of HI NOS mapping of all these roles

#### 5.0 Actions and outcomes following the workshop

##### 5.1 Report

The project manager created this evaluation report for the purpose of reporting to the relevant SSC the outcome. Once the National Reference Group has approved, this document will be issued to Skills for Health, with a recommendation it is shared with e-skills UK and the Management Standards Centre through their cross sector project manager and working relationships.

#### Messages to highlight:

- There are gaps, and a focus on systems not service in the e-skills UK national occupational standards for IT specialists as noted in 3.2 above
- There are gaps in the Management Standards as noted in 3.2 above
- However the Management Standards are suitable for use, which have not been reviewed or 'tested' by a group of senior staff (within Health or otherwise) since the new standards were published.

##### 5.2 Standard job descriptions

These are now available from this workshop, and will be shared within the health informatics community through web based resources:

- [www.informatics.nhs.uk](http://www.informatics.nhs.uk)
- [www.ic.nhs.uk/informatics](http://www.ic.nhs.uk/informatics)
- [www.bcs.org.uk/assist](http://www.bcs.org.uk/assist)

and will be offered to NHS Connecting for Health service implementation teams and other team/s responsible for developing capability and capacity and accrediting Health Informatics Services.

##### 5.3 Case studies and development tools

The 5 job descriptions for senior health informatics staff and a matrix of the rationalised units relevant to these senior roles will be prepared into a pack, and published along with a PRIMIS+ case study to show how the HINOS can be used effectively.

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Appendices  
**Workshop Group Number: 1**  
**Job title: Director of Shared Services**

### **JOB DESCRIPTION**

**Title:** Director of Shared Services  
**Grade:** Senior Manager (outside AFC)  
**Location:**

### **ORGANISATIONAL RELATIONSHIPS**

**Reports to:** Chief Executive  
**Manages:** ICT Services Department, South Birmingham IT Training Agency  
**Liaises with:** all ICT Staff  
Externally: Major IT suppliers to the Trust; the Local Service Provider; the StHA; the pan SHA organisations, NHS Connecting for Health, other organisations for whom the Trust provides a service and others as required..

**Job Summary:** Lead the ICT Services Department. and directing the programme of work to implement Electronic Patient Record systems across the organisations. Lead the development of information & communication technology services for both organisations and in implementing the trusts' ICT strategies. Take responsibility for the overall management and control of resources required to provide an efficient and cost-effective information systems / ICT delivery service to users and customers, which is continuously responsive to changing business and user requirements. Responding to external factors, DoH etc. To develop annual work programmes so that ICT developments are in line with Trusts' objectives, contributing to the Transformation Strategy, the Medium Term Business Plan and the Trust strategy through membership of the CHIEF execs committee. Responsible for ensuring that appropriate business process change supports the implementation of new IT solutions.

## MAIN DUTIES AND RESPONSIBILITIES



### TRANSFORMATION

1. Responsible for ensuring that ICT developments support the Clinical Information and Automation work stream of the Transformation Programme., new or upgraded NHS CFH services and other key enabling projects are aligned appropriately and that the ICT components of these plans are deliverable and achievable.
2. Ensure that the Trust CfH agenda retains a clinical focus and to develop contingency plans should NHS CFH delivery not occur in the timescales that the Trust needs.
3. Engage with clinicians to increase awareness of the benefits afforded by modern technologies and demonstrate where appropriate how these benefits can support clinical practice.
4. Responsible for leading the identification of changes in business processes and clinical working practices required for the effective implementation of new IT solutions.
5. Work alongside Policy and Planning leads to influence that the requirements of the trust Medium Term Business Plan and Trust strategy and wider NHS policies such as "Delivering the NHS Plan" and local Integrated Service Improvement Plans (ISIP) are incorporated into ICT programme and deployment plans.
6. Create internal and external communication networks to ensure that ICT services benefit from recognised best practice. This includes partnership working in a wide sense, especially with central and local government, local PCTs and neighbouring trusts.
7. Ensure that appropriate links exist with the Information Management function to ensure that effective reporting mechanisms are developed to support performance reporting, clinical practice and external reporting requirements.

### STRATEGY, ARCHITECTURE and DEVELOPMENT

1. Direct the creation and/or review of an information systems strategy to support the strategic requirements of the business . Ensure compliance between business strategies and technology directions.
2. Identify the business benefits of alternative strategies. Direct the development of enterprise-wide information architecture and processes which ensure that the strategic application of technology is embedded in the management of the organisations
3. Develop strategies and annual investment plans in conjunction with the Business Planning processes and IT Governance processes of both trusts.
4. As a member of the Chief Executive's Directors Group, contribute to policy making and planning at the highest level with respect to the full range of matters considered by Directors.
5. To plan, co-ordinate and manage the approved developments in ICT.

## PROGRAMME MANAGEMENT

1. Initiate and lead significant improvement programmes, taking responsibility for the quality and appropriateness of the work performed and ensuring the realisation of measurable business benefits.
2. Create organisational policies governing the conduct of management of change initiatives and standards of professional conduct. Maintain an overview of the contribution of programmes to organisational success. Inspire creativity and flexibility in the management and application of IT.
3. Set strategy for monitoring and managing the performance of IT-related systems and services, in respect of their contribution to business performance and benefits to the organisations.
4. Ensure that the ICT programme and project management resource is managed effectively so as to ensure that all projects are managed to NHS/CSCA standards.
5. Ensure that CfH and local deployments are effectively supported by local system management.
6. Ensure that there is cohesion between the business change and training elements of the ICT programme.
7. Ensure that effective risk management is applied at both programme and project level.
8. Ensure that the ICT programme and deployment communications strategies are effectively maintained and delivered.
9. Ensure that the ICT programme budget is effectively managed and that the programme demonstrates value for money.
10. Contribute to programme based activities, providing leadership as required.

## ICT SERVICE DELIVERY AND ICT SERVICE MANAGEMENT

1. Lead the management, delivery and development of ICT services for both UHBT and BWHCT and any other trusts as part of the Shared Services initiative, including budgetary and human resource aspects, together with mechanisms to ensure user feedback and quality criteria can be established and measured.
2. Ensure that the delivery of systems and services are monitored and maintained to the high levels of quality, standards and operability as defined within negotiated and agreed service level agreements, parameters or contracts.
3. Align the objectives for information systems activities with business change objectives and authorise the selection and planning of all related projects and activities. Plan and direct activities to manage and implement complex interrelated projects from contract/proposal initiation to final operational stage. Lead the programme teams in determining business requirements and translating requirements into operational plans. Ensure that programme economics are effectively managed, including programme costs, operational budgets, staffing requirements, programme

resources and programme risk. Ensure that there are appropriate and effective governance arrangements, supported by comprehensive reporting. Ensure that changes to programme management practices are evaluated.

4. Advise and influence clients and customers at senior management level regarding the delivery, costs, availability and functionality of services and systems and develop an effective partnership whilst at the same time acting as the ambassador for the service delivery function.
5. Ensure that service level agreements, contracts and negotiations with both internal and external suppliers are always aimed at meeting the business needs of the Trust or client organisation by providing a value for money service in terms of standards, quality, efficiency, safety, performance and cost effectiveness.
6. Ensure effective management of financial and staffing aspects of operational management, service and project management. Obtain the confidence of the highest level of management in the ability to deliver an efficient and effective service within agreed time and cost constraints.
7. Take responsibility, at the most senior level, within the IS service facility/operational environment, for setting targets, monitoring performance, and leading the service in an efficient and effective manner, for the complete department.
8. Responsible for ensuring that the First, Second and third Line Support Teams co-ordinate their activities with the Development and Application Support Teams effectively so that an efficient and effective user support service is delivered.
9. Ensure that the necessary arrangements are in place to maintain or recover the delivery of systems and services in the event of any physical, technical or environmental disaster or major outage providing continuity of service to the Trust or client organisation.
10. Contribute to trouble shooting team activities, providing leadership as required.
11. Lead staff in the effective delivery of a whole system service to users, adopting a can do attitude in staff, which maximises use of resources through appropriate and timely allocation and is enabling and supportive to the user base and customer base.
12. Ensure that ISO standard processes are implemented for the service and ensure their continuous improvement for the benefit of the service.

### **CLINICAL INFORMATION SYSTEMS**

1. Ensure that clinical and business benefits that derive from ICT deployments are defined and subsequently quantified and monitored.
2. Ensure that ICT developments support the operational needs of clinicians.
3. Ensure that ICT developments interface with, and enhance local business processes so that patient care is improved.

4. Ensure that ICT developments support the clinical and managerial information needs of clinicians, including the requirements of Audit, NSFs and Clinical Governance.
5. Responsible for ensuring that key performance indicators are developed which measure the impact and effectiveness of ICT systems on clinical practice.

#### **INFORMATION GOVERNANCE**

1. Responsible for ensuring that the Trust has an Information Security Management System (ISMS) and ICT Security policies that are current and based on best practice.
2. Ensure that breaches of Trust ISMS and ICT Security policies are detected and managed.
3. Ensure that effective Registration Authority procedures are in place, along with appropriate protocols.
4. Ensure that new ICT systems and services (including NHS CfH delivered) fully adhere to all relevant Trust policies and information governance principles including the Data Protection Act, BS7799, Records Management policies and the Caldicott principles.
5. Responsible for liaising with Information Governance leads in relation to clinical governance issues arising from the use of information systems.
6. Responsible for leading the Clinical IT Governance Group in managing governance issues arising from existing or proposed new clinical information systems.

#### **KNOWLEDGE MANAGEMENT**

1. Ensure that knowledge management is incorporated into the goals of IT Services, to aid support staff in the timely management of issues and problems.
2. Ensure that Communications Department can continue to maintain and develop Trust intranet and World Wide Web services.

#### **SERVICE LEVEL AGREEMENTS**

1. Responsible for ensuring that appropriate Service Level Agreements are in place to support the delivery of services to customer organisations.
2. Ensure that SLA monitoring reports are prepared and considered.
3. Develop Key Performance Indicators, which measure the effectiveness of operational services and for reporting these on the Intranet and to the Chief Executive's Advisory Group.
4. To contribute to account management activities, providing leadership, as required.

#### **ORGANISATIONAL DEVELOPMENT**

1. Take responsibility for human resource management and development, using the Skills Framework for the Information Age and the NHS Knowledge and Skills Framework, to include taking part in the day to day

performance management of management staff, conducting annual reviews, objective setting, and creation of personal development plans.

2. Support the management and development of all staff within the Department ensuring that personal development mechanisms are in place and adhered to.
3. Manage staff in accordance with the standard HR practices along with Agenda for Change, Improving Working Lives and family friendly work initiatives.
4. Promote an open, honest collaborative and participative “can do” culture and values.
5. Enhance the performance and motivation of staff in the ICT Services Department, ensuring the effective use of skills and flexibility by promoting professional and personal development.
6. Ensure that effective two-way communications systems are in place between the ICT Services Department, Divisions and corporate departments and that all staff have an opportunity to contribute to the development of the Trust’s strategic and operational objectives.
7. Provide professional advice to Trusts and support the local health community on the role that ICT can play in delivering the NHS Plan objectives for modernising services and improving patient care through the introduction of information technology.

#### **RISK MANAGEMENT**

1. Ensure that the quality strategy is adopted and reviewed regularly by business management. Measure the achievement of the quality policy in terms of meeting the organisation's needs and objectives and review it as necessary. Plan, resource (either directly or indirectly) and monitor the internal quality audit schedule. Define and review quality and environmental systems. Ensure that adequate technology, procedures and resources are in place to support the quality system.
2. Responsible for ensuring that clinical systems are configured to ensure maximum patient safety and reduction of clinical risk.
3. To ensure that risk management is a key component of operational planning and management.
4. To assist in and implement agreed action from Audit Reports
5. To ensure that adherence of staff with IS security, data quality and confidentiality policies is monitored.
6. To promote the Trust Policies throughout the organisation, ensuring the implementation of policies.
7. To ensure that the Trust risk register is populated and utilised in the ICT department.
8. To ensure that the Chief Executive is informed of all areas of risk relating to the management of the ICT department and services.
9. To comply with the Health & Safety at Work Act 1974 and the Management of Health and Safety Regulations 1992 and other safety regulations.

10. To be familiar with and follow provisions of the Trust's health and safety policy and all other policies, procedures and safety rules of the Trust and of the specific work place.

#### **OTHER DUTIES**

1. Use negotiating skills and personal presence to represent the Trust at the highest level both externally and internally, formally and informally, establishing confidence and respect both for the functions represented and as an individual.
2. Lead the functions within the Department to ensure optimum operational performance and to facilitate cross team working
3. Oversee the effective provision of ICT services to BWHCT and provide direct input to their Executive Team to ensure that services meets the changing needs of the organisation.
4. To undertake such training or study as may be required to maintain, strengthen or develop skills relevant to the post.
5. Develop and deploy mechanisms that lead to positive relationships between the Trust and suppliers and ensure that commercial relationships are managed and developed.

### **PERSON SPECIFICATION**

#### **DIRECTOR OF ICT**

##### **Autonomy, Responsibility and Authority**

Has authority and responsibility for significant areas of ICT work. Is held fully accountable for own decisions and actions, and those of subordinates.

##### **Influence**

Has critical influence on the success of the organisation(s). Is responsible for policy formation; influence is brought to bear at executive board level.

##### **Complexity of Work**

Performs work which is largely non-routine and is concerned, typically, with the formulation of strategy and policy, the effective deployment of extensive resources, the exploitation of ICT within the organisations and/or the advancement of knowledge.

##### **Essential Skills**

Exhibits strategic management and leadership skills at the highest levels and in a wide variety of contexts. Is able to understand, explain and present complex technical ideas to both technical and non-technical audiences at all levels up to the highest in a persuasive and convincing manner. Is able to analyse and explain the risks involved in using, or not using, ICT solutions to business or organisational problems.

##### **Context**

Exhibits a broad and deep ICT knowledge coupled with equivalent knowledge of the activities of those businesses and other organisations that use and exploit ICT. Is able to understand and communicate the potential impact of emerging technologies on organisations and individuals who use (or may come to use) ICT products and services.

##### **Learning and Development**

Takes initiative to keep both own and subordinates skills up to date and to

maintain awareness of and, in own area of expertise, contribute at the highest level to developments in the ICT industry.

### Person specification

Skill/Quality	Essential
Personal attributes	<ul style="list-style-type: none"> <li>• Positive attitude</li> <li>• Logical approach</li> <li>• Calm temperament</li> <li>• Organised</li> <li>• Team skills</li> <li>• Imagination, with the ability to develop strategy and translate it into action</li> <li>• Self-motivated and confident with people</li> <li>• High integrity and good judgement</li> <li>• Diplomacy and resilience</li> <li>• Ability to influence at senior level.</li> </ul>
Communication & Relationship skills	<ul style="list-style-type: none"> <li>• Displays good inter-personal skills at all levels of contact and in a wide variety of situations.</li> <li>• Good communication skills verbally, in writing, in presentations</li> <li>• Strong interpersonal/team skills</li> <li>• Ability to relate appropriately to various professional groups within the Trusts</li> </ul>
<i>Knowledge &amp; Skills</i>	<ul style="list-style-type: none"> <li>• Project and Programme management principles eg MSP/PRINCE 2</li> <li>• Detailed knowledge of NHS Connecting for Health</li> <li>• Detailed knowledge of the NHS Modernisation agenda, e.g. The NHS Plan</li> <li>• Has wide and detailed ICT knowledge.</li> <li>• Demonstrates the ability to make, and take responsibility for, sound and far reaching decisions on major technical and service delivery issues.</li> <li>• Is familiar with all aspects of ICT service management and service delivery.</li> <li>• Displays up to date knowledge of significant areas of operational and/or development environments.</li> <li>• Shows a thorough understanding of applicable project management and/or operational management standards and procedures including technical, quality, safety and financial matters across all areas of service delivery.</li> <li>• Possesses a thorough understanding of the business and commercial context of the organisation.</li> <li>• Is at ease and effective in dealing with professionals and managers in other disciplines.</li> </ul>
Previous experience	<ul style="list-style-type: none"> <li>• Extensive experience of ICT in the NHS and a proven record of achievement</li> <li>• Minimum 5 years experience of working at a senior level within a large and complex organisational arrangement</li> <li>• Extensive experience in delivering ICT strategy on behalf of NHS organisations</li> </ul>

	<ul style="list-style-type: none"> <li>• Experience of delivering services within a Shared Services environment</li> <li>• Proven staff management and budgetary control</li> <li>• Customer focused</li> </ul>
Educational Background	<ul style="list-style-type: none"> <li>• Probably educated to degree level or holds a professional qualification.</li> </ul>
Miscellaneous	<ul style="list-style-type: none"> <li>• Ability to work all the hours required to ensure satisfactory performance of the duties</li> <li>• Driver with access to transport</li> </ul>



HINOS Review Workshop (19<sup>th</sup> September 2006)

Workshop Group Number:3  
Job title:\_Director of IT



Work activities	National Occupational Standards
<p>Determine an appropriate (IT) vision for the organisation</p> <p>Determine &amp; implement &amp; refresh (IT) strategy aligned to local and national priorities/development plans</p> <p>(IT) Business planning to include requirements of national strategies</p> <p>To meet the needs of clinicians, patients and the public</p>	<p>HI 2</p> <p>Poss HI 3 or HI 5</p> <p>B3 B4</p> <p>?F10</p>
<p>Understanding the political/policy environment</p>	<p>HI 1 B2</p>
<p>Develop, ensure in place, and adhered to, monitor</p> <ul style="list-style-type: none"> <li>- Operational standards ( technical, operational criteria)</li> <li>- Professional standards ( behaviours)</li> <li>- Corporate Governance/Business requirements (legal, organisational and health requirements/policy including business cases)</li> <li>- Programme &amp; Project Management stds</li> </ul> <p>Technical &amp; relevant standards – ensuring all relevant standards are applied. (understanding, implementing, maintaining)</p>	<p>Poss HI 14 and 15 HI 9 HI 10 HI 7 Maybe GAP</p> <p>HI 48 – 50 not good enough</p> <p>?E5 ? E7</p> <p>F2</p>

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<p>Analysing and Understanding the sector wide IT external environment across UK and beyond as appropriate and its implications ( keeping up to date) ( potential application in local setting) trends, national IT strategy and implementation Emerging technology – technical strategy development</p>	<p>HI 89?? HI 25 not detailed enough</p>
<p>Training &amp; development - Ensure effective IT training and development programme that supports the business needs</p>	
<p>Developing customer relationships - Understanding customer needs - Development positive customer relationships - Define, deliver and monitor SLA's - Resolution of issues/problems</p>	<p>HI 34 HI 22 HI 35 HI 33  D2 SLA not mentioned ? GAP F5  ?F10</p>
<p>Negotiating and Influencing with key stakeholders– - to enable delivery of services; - Engagement of clinical - to secure financial resources - to engage users in transformation activities where IT is a tool;</p>	<p>HI 29 HI 3</p>
<p>Id opps for new income/new business</p>	<p>GAP E3</p>

Multi sourcing - Cost effective delivery of services -  i.e. in house or outsourced/third party	GAP
Information Governance (IT Security, Business continuity, Disaster recovery, confidentiality of data and systems, legislation, policy, systems availability, <b>missing some components - check</b> )	HI 119 GAP IG Check e skills ones HI 63 HI 64 check content
Produce long term Financial plan to support the delivery of IT strategy to secure financial resources required Ensure Budgetary control (capital and revenue) Ensure effective use of financial resources	HI 16 17 19 GAP B1 ? E2
Building and developing effective teams, across professional groups, agencies, depts and organisations( multi-professional, multi-organisational) - Structure, Recruitment, Development, Culture, Innovation - ensuring appropriate mix of skills within IT teams and keeping those up to date - partnership working with other agencies	29 – 33 HI 3 Check new mgmt ones D4 D7 B7 B9
Ensure effective and appropriate communications	HI 6
Developing supplier and contractor relationships - Articulating organisational needs - Development positive supplier and contractor relationships - Define, deliver and monitoring contracts & SLA's	HI 21- 24?? GAP

<p>Ensure Performance management</p> <ul style="list-style-type: none"> <li>- establishing metrics &amp; quality standards,</li> <li>- ensure systems are in place to capture data</li> <li>- appropriate reporting,</li> <li>- setting &amp; and delivery of targets,</li> <li>- allocating resources,</li> <li>- corrective actions</li> </ul>	<p>Gap Mgmt &amp; leadership ones HI 4</p> <p>F12</p>
<p>Establishing programmes and projects</p>	<p>F2</p>
<p>Contribution to corporate management, play a full and effective role in the organisation including innovative practice</p>	<p>C3</p>
<p>Provide authoritative IT advice to Board members/corporate management</p>	<p>Mgmt std? HI 117 ?E4</p>
<p>Service Improvement and transformation</p> <p>Initiating and leading major change</p> <ul style="list-style-type: none"> <li>- Integration with other service improvement /transformation teams/modernisation change programmes</li> <li>- Ensuring IT is positioned as a key enabler of change</li> <li>- Benefits planning and realisation</li> </ul>	<p>HI 11 and HI 12 Gap?</p> <p>C4 maybe C5 C6 E4</p> <p>Gap</p>

<p>Procurement</p> <ul style="list-style-type: none"> <li>- Ensure effective procurement of necessary services</li> <li>- Adherence to appropriate organisational and NHS standards and legislation</li> <li>- Use of appropriate business case process</li> </ul>	<p>HI 21 24 Mgmt ones?</p>
<p>Define appropriate risk management policies/plans for IT services; implement and monitor</p>	<p>HI 8 HI 7 HI 9 B10</p>
<p>Ensure Service delivery (Infrastructure, desktop services, application support, technical support, service desk, asset management, user support and training)</p>	<p>Check SFIA for all tasks E skills SSC Levels not high enough??</p>
<p>Contribution at national/international level for the purpose of</p> <ul style="list-style-type: none"> <li>- Represent organisation and team</li> <li>- Raise profile of organisation and team</li> <li>- Developing the profession, good practice, standards</li> </ul>	<p>?GAP HI 33</p>
<p>Responding effectively to press enquiries in accordance with organisational policies</p>	<p>?</p>
<p>Perform appropriate R&amp;D activities Develop and encourage innovation Ensure awareness and contribution to the R&amp;D of the profession, sector and organisation</p>	<p>C1</p>

Review/advising on appropriate IT service configuration including advice to your organisation

i.e. collaborative delivery of services with other agencies

**Workshop Group Number: 2**  
**Job title: Director of IT & KM**

**Director of IT & KM – with board level responsibilities**

Key Activities

**Shaping strategy**

Actively involved in shaping board level strategy with specific responsibility for ICT & KM: e.g. resources – capacity. Defining current needs and future needs and define the gaps.

HI2

Assessing future ICT & KM needs for the implementation of the organisations strategy

HI5

Formulation of and gain endorsement for ICT & KM related policy

HI2

Responsible for the delivery of the ICT & KM strategy (the buck stops here)

Includes B3 & B4 query “strategic business plan”

Responsible for championing ICT & KM

Generic – need NOS around influencing at a senior level

Responsible for raising the profile of ICT & KM

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implement ICT & KM strategy

HI36 – but does not appear to fully describe the breadth

Responsibility for securing budget & infrastructure necessary to

- Financial acumen
- Bidding against other departments for budgets

HI16, HI17, HI18, HI19

E2 may be appropriate

Analyse the risks and opportunities of organisational strategies and decisions on the ICT & KM functions and instigate appropriate processes and actions

HI8

Need something to cover whole organisational risk management

**HR**

Ensure all HR policies are in place

- recruitment
- sickness etc.

B8

Direct other board members regarding implications of HR (and other) approaches affected by ICT & KM programmes (two way communication) ... contextualising where you are in the organisation

Core competencies?

Ensure delivery of a customer focused support team

Understand skill set and skill requirements of teams and allocate staff appropriately

HI20

**Change management**

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Corporate responsibility for change management within the directorate related to ICT & KM issues (e.g. new switchboard across org.)

- able to report to board
- predict hotspots
- promotion of the change
- implementing change safely
- security

C5, C6 (query what is meant by “implementation”)

### **Corporate responsibility**

Collective responsibilities

e.g. Ensures legal compliance

Core competencies of a director need to be incorporated

Engage with totality of org to ensure they are aware of ICT issues and implications

D2

Accountable for systems, communications, infrastructure

- evaluative mechanisms in place to ensure they can assess status
- other people recognise you are accountable
  - o influencing
  - o active profile raising
- development of plans / policy

HI103

Responsible for the ICT & KM systems within e.g. major incident responsibility – emergency planning – business continuity plan – network resilience

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HI113 but requires further capability to draft/create policy

Role is about “formulation” of the policy, rather than “adherence” to it

Direct the ICT & KM managers to ensure consistent availability of

systems, comms, infrastructure

HI103

D6

### **Finance**

Ability to negotiate the ICT budget

Accountable for the ICT budget

HI19

More needed around having authority to spend and decision making on how to spend

Understand financial reports & predict future budget needs

Core management competency

Bid for future budgets against other competing groups

Core management competency

HI16

### **Learning & Development**

CPD plus outward facing

HI 30-33

HI 25

Accountable for appraising and setting development needs of staff

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Setting career plans / succession plans for ICT staff

Ensure implementation of ICT competencies / skills / AfC

HI47

### **Performance management**

HI31

Set performance management framework

Direct ICT managers on performance management framework and ensure implementation of and compliance with that framework

Addressed under "shaping strategy"

Identify limitations of current practice

Performance manage contracts

HI 21

HI 23, HI 24 – these will depend on the complexity and budget involved

HI 13, HI 14

Ensure effective delivery of contracts

Define SLAs (boundaries) and get sign-up

Reviews comparative best practice in relevant areas

### **Systems & Infrastructure**

Define future needs of systems and infrastructure of the organisation

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Guarantor of systems and infrastructure

Direct the ICT managers to ensure systems capability & compare to

organisation needs

[Covered in other areas](#)

[Also see e-Skills for IT Professionals](#)

### **Knowledge Management**

Define knowledge management

Develop knowledge & learning culture

Assist the institution in understanding itself

Set knowledge exchange strategy

Direct knowledge managers in setting up knowledge repositories

Define guidelines for institutional compliance with freedom of information and data protection

### **Programme & Project Management**

**F2**

Senior (accountable) executive for programmes & projects

Authorise projects

Direct project manager

Ensure delivery against targets

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Define quality standards

Close or terminate a project

Authorise exceptions

### Decision Making

Ability to make decisions via access to expertise and access to appropriate evidence bases (using analytical processes)

A215

F301

F402

F403

### Health Informatics NOS Review for these roles

Code	Titles	Dir of Informatics	Dir of IT	Dir of IT
HI 1	Review external and internal operating environments (MCI 1997) – M&L B2	X OK	X	
HI 2	Establish strategies to guide the work of your organisation (MCI 1997) – M&L B3	X OK	X	X
HI 3	Promote an information culture		X	
HI 4	Evaluate and improve organisational performance (MCI 1997) – M&L F12	X OK		
HI 5	Evaluate, prioritise and review demands for services	X OK	X	X
HI 6	Market and promote the service		X	
HI 7	Support effective governance – M&L B8	X ok	X	
HI 8	Manage risks to information	X ok	X	X
HI 9	Conduct an assessment of risks in the workplace		X	
HI 10	Ensure your own actions reduce risks to health and safety	X ok		
HI 11	Manage change in organisational activities (MCI 1997) – M&L C4 & C5	X ok		
HI 12	Contribute to improvements at work (MCI 1997) – M&L C1 & C2			

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HI 13	Manage continuous quality improvement (MCI 1997) – M&L F12	X ok		X
HI 14	Implement quality assurance systems (MCI 1997) – M&L F11	X ok ish		X
HI 15	Monitor compliance with quality systems (MCI 1997) – M&L F12	X ok		
HI 16	Secure financial resources for your organisation's plans (MCI 1997) – M&L E3	X ok	X	X
HI 17	Manage the use of financial resources (MCI 1997) – M&L E2	X ok	X	X
HI 18	Manage the use of physical resources (MCI 1997) – M&L B2	X ok		X
HI 19	Determine the effective use of resources (MCI 1997) – M&L B4	X	X	X
HI 20	Manage activities to meet customer requirements (MCI 1997) – M&L D6	X		X
HI 21	Select and agree a procurement strategy and procedure(s)	X	X	X
HI 22	Develop contractual arrangements	X	X	
HI 23	Review and select tenders	X	X	X
HI 24	Verify contract arrangements are in place	X	X	X
HI 25	Develop one's own knowledge and practice	X		X
HI 26	Develop your own resources (MCI 1997) – M&L A2			
HI 27	Select personnel for activities (MCI 1997) – M&L D3	X		
HI 28	Enhance productive working relationships (MCI 1997) – M&L A3, D2	X		
HI 29	Lead the work of teams and individuals to achieve their objectives (MCI 1997) – M&L D5	X	X	
HI 30	Develop teams and individuals to enhance performance (MCI 1997) – M&L D7	X	X	X
HI 31	Manage the performance of teams and individuals (MCI 1997) – M&LD6	X	X	x
HI 32	Develop, sustain and evaluate collaborative work with others	X	X	X
HI 33	Develop and sustain effective working relationships with staff in other departments/organisations	X	X	X
HI 34	Develop customer relationships		X	
HI 35	Give customers a positive impression of yourself and your organisation		X	
HI 36	Communicate effectively with individuals and others		X	X

HI 37	Identify individual learning aims and programmes			
HI 38	Design learning programmes			
HI 39	Agree learning programmes with learners			
HI 40	Develop training sessions			
HI 41	Prepare and develop resources to support learning			
HI 42	Enable learning through presentations			
HI 43	Enable learning through demonstrations and instruction			
HI 44	Enable individual learning through coaching			
HI 45	Support learners by mentoring in the workplace			
HI 46	Support and advise individual learners			
HI 47	Monitor and review progress with learners			X
HI 48	Plan and prepare projects (MCI 1997)			
HI 49	Manage the running of projects (MCI 1997)			
HI 50	Complete projects (MCI 1997)			
HI 51	Develop models for processing new data and information			
HI 52	Identify and specify data and information requirements			
HI 53	Collect and validate data and information			
HI 54	Analyse data and information and present outputs of analysis			
HI 55	Monitor, evaluate and improve the management of data and information			
HI 56	Comply with an external audit of data and information			
HI 57	Produce coded clinical data			
HI 58	Prepare, conduct and report the results of a clinical coding audit			
HI 59	Administer patient appointments			
HI 60	Record, store and supply information using a paper-based filing system			
HI 61	Enter, retrieve and print data in a database			
HI 62	Provide authorised access to records			
HI 63	Protect records		X ish	
HI 64	Maintain the arrangement of records		X ish	

HI 65	Receive and assist visitors			
HI 66	Research, prepare and present information from a variety of sources			
HI 67	Support the use of information technology			
HI 68	Maintain and develop a paper-based information system			
HI 69	Maintain and develop records classification system			
HI 70	Administer the current records system			
HI 71	Discover and organise information			
HI 72	Investigate the use of information and library services			
HI 73	Identify a strategy to meet a user's complex information needs	X		
HI 74	Organise information and material			
HI 75	Index information			
HI 76	Determine the requirements for information and material			
HI 77	Identify information and material required by user and its availability			
HI 78	Identify and provide information and material required by users			
HI 79	Provide information and material to users			
HI 80	Abstract information			
HI 81	Develop and maintain a strategic overview of developments in knowledge and practice	X		
HI 82	Initiate, and participate in, networks and discussion groups			
HI 83	Search information, evidence and knowledge resources and communicate the results			
HI 84	Capture, organise and disseminate information and knowledge			
HI 85	Appraise information and knowledge resources			
HI 86	Promote and facilitate the use of information and knowledge			
HI 87	Educate users to make best use of the service			
HI 88	Enable individuals to access and use information			
HI 89	Obtain and analyse client/customer information to identify system requirements (Investigating and Defining Requirements at Level 3)		X	

HI 90	Control the investigation of client/customer information and production of requirements definitions (Investigating and Defining Requirements at Level 4)			
HI 91	Supervise the technical aspects of the software development work of others (Managing Software Development at Level 3)			
HI 92	Control Software development projects by directing the technical aspects of the work of others and ensuring its quality (Managing Software Development at Level 4)			
HI 93	Direct and review software development projects, and create and implement procedures for controlling software development projects (Managing Software Development at Level 5)			
HI 94	Create software components from given detailed designs (Software Development - Component Creation at Level 2)			
HI 95	Create software from given specifications (Software Development - Component Creation at Level 3)			
HI 96	Create designs for software components (Software Development - Design at Level 2)			
HI 97	Create designs for software (Software Development - Design at Level 3)			
HI 98	Carry out a range of installations or upgrades under instruction (Software Installation and Upgrade at Level 2)			
HI 99	Plan and carry out a wide range of installations or upgrades (Software Installation and Upgrade at Level 3)			
HI 100	Create, implement and manage installation and upgrade processes (Software Installation and Upgrade at Level 4)			
HI 101	Administer a system (System Management at Level 3)			
HI 102	Manage system operation (System Management at Level 4)			
HI 103	Direct the operation of systems (System Management at Level 5)			X

HI 104	Maintain and implement system operating procedures (System Operation at Level 3)			
HI 105	Control system operation by directing the technical aspects of the work of others (System Operation at Level 4)			
HI 106	Carry out routine testing and assist in other testing (Testing ICT Systems at Level 2)			
HI 107	Carry out testing and support others in the testing process (Testing ICT Systems at Level 3)			
HI 108	Maintain the testing process and provide specialist support to others (Testing ICT Systems at Level 4)			
HI 109	Diagnose faults with a known range of causes and assist in the diagnosis of other faults (Technical Fault Diagnosis at Level 2)			
HI 110	Diagnose faults with a wide range of causes and support others in the diagnostic process (Technical Fault Diagnosis at Level 3)			
HI 111	Maintain the diagnostic process and provide specialist support to others (Technical Fault Diagnosis at Level 4)			
HI 112	Identify remedies for a range of faults (Technical Fault Remedy Selection at Level 3)			
HI 113	Specify remedies for a range of faults and maintain organisational policy for fault rectification (Technical Fault Remedy Selection at Level 4)			X
HI 114	Provide technical advice and guidance under the supervision or direction of others (Technical Advice and Guidance at Level 2)			
HI 115	Provide advice and guidance on a range of topics, with responsibility for the source and content (Technical Advice and Guidance at Level 3)			
HI 116	Provide and control the provision of advice and guidance (Technical			

	Advice and Guidance at Level 4)			
HI 117	Provide strategic advice and guidance, and direct the provision of advice and guidance (Technical Advice and Guidance at Level 5)	X	X	
HI 118	Monitor safety procedures (Security of ICT Systems at Level 3)			
HI 119	Maintain and implement security procedures (Security of ICT Systems at Level 4)	X	X	
HI 120	Identify the needs of clinicians, patients and the public for communication, information and knowledge systems			
HI 121	Develop a specification for communication, information and knowledge systems to meet the needs of clinicians, patients and the public			
HI 122	Facilitate, and clinically validate, the development of communication, information and knowledge systems to meet the needs of an agreed specification			
HI 123	Facilitate, and clinically validate, the implementation, evaluation and improvement of communication, information and knowledge systems to meet the needs of clinicians, patients and the public			
HI 124	Facilitate the clinical audit process			
HI 125	Search for clinical information and evidence according to an accepted methodology			
HI 126	Critically appraise clinical information and evidence			
HI 127	Develop evidence-based clinical guidelines			