

JOB DESCRIPTION

JOB DETAILS	
Job Title	Head of Business Intelligence
Reports to	Deputy Director of Business Intelligence
Band	8B
Department/Directorate	Business Intelligence

JOB PURPOSE
The purpose of the role is to lead the Business Intelligence team and be responsible for the delivery of rigorous and effective data, information, knowledge and technology across the Trust, enabling Divisions and Executive Leaders to monitor, respond and report trends and performance against quality and services to support and improve health care delivery. The post-holder will lead the Business Intelligence function and take responsibility for the delivery and development for specific subject matter areas as assigned across both trust sites, for example planned / urgent care, strategy / operational development, Corporate / Projects oversight. The post-holder will support the Deputy Director of BI in delivering a service that supports national Performance Management Framework, engaging with external and executive/senior leaders across the Trust. The post holder will report into the Deputy Director of Business Intelligence who will take overall responsibility for the service. The post-holder will be a key member at and contributor to senior operational site meetings, to ensure that timely and relevant information is available to inform evidence-based decision making. This will also involve the provision of relevant trending / benchmarking information (including Model Hospital / GIRFT) to users across the Trust to provide the information to improve performance. The post-holder will develop excellent relationships with the site clinical triumvirate (Care Group Directors, Associate Medical Directors and Associate Nursing Directors) and be the primary point of contact for the divisions to ensure they have access to the timely and relevant information they need. The post-holder will also be required to deputise for the Deputy Director of Business Intelligence at relevant Trust-level senior meetings, and external engagement across the ICB and with NHSE. The post-holder will be expected to have comprehensive knowledge of core information and data submissions, including but not limited to, RTT, Diagnostics (DM01), COVID-19, A&E and Community services. The post-holder will be expected to ensure that the Trust remains compliant to national standards. They will review and signal areas requiring data quality improvement action and to positively contribute to the delivery of these. The post holder will be expected to have a high degree of knowledge and technical expertise in optimising the development, production and deployment of reports and data visualisation and have the capability to translate this into effective data storytelling to the end user to maximise value and insights. The post holder should have a high degree of awareness of NHS analytic networks and developments in the use of technology to provide a modern and effective platform upon which key stakeholders have easy access. The post holder will be responsible for approximately 30 WTE across the Exeter and Barnstaple sites, including 3 x 8a posts.

KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES

Data analytics

Responsibility for the leadership of the Business Intelligence team, including the production, and development of strategic and key operational analytics and performance data/information for the Trust to enable timely strategic and operational decision-making.

Responsibility for the delivery of complex statutory and local reporting requirements to a high level of data quality, to deadlines, and compliant with appropriate policy / guidance.

To support the development of a pro-active, forward-looking business intelligence service that can provide timely, meaningful, reliable and appropriate information to aid decision-making across the Trust.

To lead the monitoring, investigation, analysis and challenge of information to assist the site Care Groups and other areas in the effective delivery and assurance of operational delivery, quality and patient safety and financial resources performance.

Acting as a key part of the early warning mechanism for the Trust on performance concerns and issues.

To develop information services to deliver the data required by clinical teams for evidence-based clinical service performance of the highest standards.

Responsibility for leading the team to work with divisions / management to identify reporting requirements and develop appropriate reporting solutions.

In conjunction with the Finance and other departments to support the Trust with delivery of planning information, market analysis and business planning frameworks to be used by the Trust.

To provide in-depth specialist understanding and interpretation of benchmarking data including national tools including Model Hospital and Getting it Right First Time (GIRFT).

To ensure that team members demonstrate a commitment to provide excellent customer service at all times.

Analytics components

To lead on the maintenance and development of the Trust's key data sources and components to meet the operational, business and clinical information demands of the Trust.

To maintain and develop the Trust's data reporting structure so that it supports the full range of the Trust's reporting requirements.

To be responsible for the development, maintenance and management of the Trust's activity and capacity models required for planning and review purposes.

To lead on the development of business analytics reporting and associated SQL databases, working in close collaboration with the IM&T and Corporate departments and divisions.

Data quality and information governance

To develop, maintain and manage effective data quality monitoring mechanisms and robust policies and procedures for staff.

To ensure the Trust meets all relevant information governance standards.

To ensure that the Trust externally submitted data sets meet appropriate data quality standards.

To promote the value and importance of effective, accurate and secure information throughout the Trust.

General

To develop an excellent working relationship with Care Group directors and their teams.

To develop training modules for staff both within and outside of the department on relevant subjects, including to divisional teams to support their requirements for management information.

To represent the Trust in relevant local, regional and national forums in relation to informatics.

To scrutinise national policy and guidance to identify potential implications for the Trust and provide recommendations on options.

Any other duties as agreed with the Deputy Director of Business Intelligence.

KEY WORKING RELATIONSHIPS

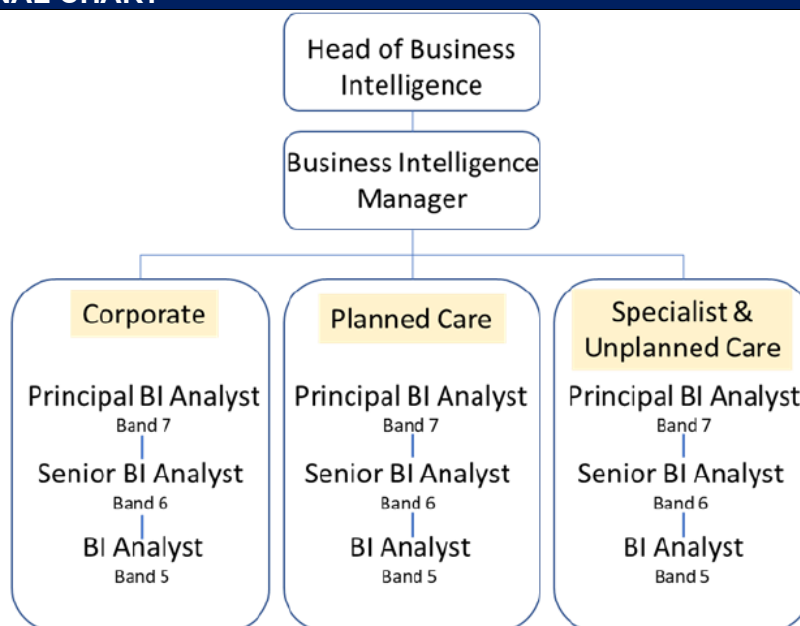
No. of Staff reporting to this role: 30 WTE, including 3 x 8a posts.

The post holder is required to deal effectively with staff of all levels throughout the Trust as and when they encounter on a day to day basis. In addition, the post holder will deal with the wider healthcare community, external organisations and the public. This will include verbal, written and electronic media.

Of particular importance are working relationships with:

Internal to the Trust	External to the Trust
• Executive Directors • Operational Management Teams • Clinicians and Ward Staff • EPIC technical experts e.g. EPR, Cogito • Clinical Coding • Data Quality • Information Governance • Finance	• NHS England • ICB • Devon County Council • Other hospitals • GP practices

ORGANISATIONAL CHART



FREEDOM TO ACT

The post-holder will be managed by the Deputy Director of Business Intelligence but is expected to work with significant autonomy and decision-making rights. They are expected to operate with minimal direction to ensure work is progressed and tasks completed on time to a high standard.

The post-holder would be expected to:

- Apply sound judgement in order to take decisions on the presentation of analytical information.
- Provide expert knowledge regarding the interpretation of external reporting requirements.
- Provide expert knowledge and insight regarding the collection and presentation of data to internal users.
- Attend various regular senior meetings with operational and clinical teams across the site to provide analytical insight to inform discussions and decisions.

COMMUNICATION/RELATIONSHIP SKILLS

Communicate and provide highly complex information to a wide range of internal and external stakeholders.

Use highly developed negotiation and persuasion skills to overcome barriers and obstacles to the delivery of analytical objectives in particular where staff, partners and other stakeholders are resistant and/or the post holder has no direct line management relationship.

Present highly complex information about projects, initiatives and services to a wide range of stakeholders in a formal setting.

Commit to working and engaging constructively with internal and external stakeholders on a range of contentious issues.

Nurture key relationships and maintain networks internally, specifically with clinical and service leaders by developing a culture of shared responsibility for analytical issues.

Nurture key relationships and maintain networks externally, specifically local ICBs and NHSE.

Support collaborative working across partner organisations.

Assist with Freedom of Information requests, keep under review the framework and in accordance with the legislation.

ANALYTICAL/JUDGEMENTAL SKILLS

Review, develop and ensure that performance reporting (including the metrics included within the Trust Board Integrated Performance Report) is relevant, accurate and complete and aligned to national definitions across all relevant standards.

To prepare regular analytics reporting to all relevant regular internal Trust meetings to ensure the Trust has the correct data to lead effective meetings and make sound judgements and decisions. Periodically, this might also include preparing bespoke reports to present to relevant sub-committee or Board meetings on a particular issue, that will rely on detailed analytical review and articulate presentation of complex issues.

To constantly review, maintain and develop a suite of analytics reporting tools for use across the organisation that are both tailored to users' needs.

To constantly review and interpret external reporting submissions and ensure they are delivered to a high quality with complete and accurate information and in line with national policy. To proactively identify any reporting issues, to investigate and resolve, and provide regular updates on such issues to relevant internal and external colleagues.

The post holder also uses the judgement when contributing to or reviewing highly complex performance reporting to make or support decision making processes.

PLANNING/ORGANISATIONAL SKILLS

Plan and lead processes for accurate and timely development of the regular corporate external reporting cycle.

To take a leadership role in the annual internal business planning cycle within the Trust, specifically in relation to demand and capacity (activity) planning, and the provision of benchmarking data to inform productivity opportunities where possible.

To have up to date knowledge of relevant national performance reporting guidance to ensure that Senior Management and staff can discharge their responsibilities in these areas to support Operational staff accordingly.

Ensure timely, accurate reports and information such as the monthly Board Integrated Performance Report are provided.

To develop presentations and analytical training to increase awareness of Business Intelligence across the Trust.

Ability to deliver to tight timescales with demanding workload and competing tasks, including the maintenance of good working papers/records.

Plan the activities of the team to ensure appropriate skills and experience are available, to support the requirements of key stakeholders. Addressing any skills and experience gaps and provide necessary training.

PATIENT/CLIENT CARE

The post holder will have incidental contact with patients/clients.

POLICY/SERVICE DEVELOPMENT

The post-holder will be expected to have comprehensive knowledge of core information and data submissions, including but not limited to, RTT, Diagnostics (DM01), COVID-19, A&E and Community services. The post-holder will be expected to ensure that the Trust remains compliant to national standards. They will review and signal areas requiring data quality improvement action and to positively contribute to the delivery of these.

The post holder will be expected to have a high degree of knowledge and technical expertise in optimising the development, production and deployment of reports and data visualisation and have the capability to translate this into effective data storytelling to the end user to maximise value and insights. The post holder should have a high degree of awareness of NHS analytic networks and developments in the use of technology to provide a modern and effective platform upon which key stakeholders have easy access.

The post holder will be required to interpret NHS national guidance and overall health service strategy to ensure implications are understood across the Trust and to lead the formulation of performance management policy, process & KPIs. Ensure relevant Trust Procedures and detailed section procedures are relevant, up to date, in line with national policies and procedures.

Responsible for leading the development of, and changes to trust-wide policies and procedures and then implementing agreed changes, working jointly with other STP organisations to ensure consistency of approach. Maintain and develop the systems and policy and procedures across the Trust, seeking out opportunities to improve efficiency and avoiding duplication and maximising system functionality.

FINANCIAL/PHYSICAL RESOURCES

Responsible for the individual budgets for the section, including full budget holder responsibility of committing and managing financial and workforce resources.

HUMAN RESOURCES

Line manager for the site and responsible for planning and managing the work across the team ensuring that the business intelligence services are resourced and delivered. The post holder will undertake full day to day line manager responsibility in terms of people management and development, appraisal, training and develop resourcing, development and succession plans for the site.

Develop and deliver comprehensive training internally.

Develop and deliver comprehensive training external to the department to broaden analytical knowledge and understanding across managerial and clinical areas.

INFORMATION RESOURCES

The post holder will have responsibility for ensuring the site teams (operational and clinical users) have the information they need to effectively undertake their roles. This will mean meeting regularly with senior operational users, understanding their services and scoping new development requests for the production, reporting and presentation of information. The post holder would then develop new user-friendly dashboards for specific service areas to meet their needs. This will require significant technical expertise, communication and project management skills to:

- Develop a scope to meet users needs
- Engage with the Digital team to ensure requested information is obtainable from the Electronic Patient Record
- Design user-friendly, interactive dashboards within the EPR or a suitable alternative platform
- Produce, test and then maintain the relevant dashboards, and update where relevant to meet changing requirements.

Responsibility to ensure high quality and timely analytical information available to the Trust and NHSE. This includes ensuring the robustness of non-financial systems; designing, developing and interrogating comprehensive reporting to ensure a full suite of high-quality information is available at service level to support decision making.

Reporting should be under constant review to ensure it meets best practice guidelines and continues to serve the needs of the organisation.

RESEARCH AND DEVELOPMENT

The post-holder will be expected to have comprehensive knowledge of core information and data submissions, including but not limited to, RTT, Diagnostics (DM01), COVID-19, A&E and Community services. The post-holder will be expected to ensure that the Trust remains compliant to national standards. They will review and signal areas requiring data quality improvement action and to positively contribute to the delivery of these.

The post holder will be expected to have a high degree of knowledge and technical expertise in optimising the development, production and deployment of reports and data visualisation and have the capability to translate this into effective data storytelling to the end user to maximise value and insights. The post holder should have a high degree of awareness of NHS analytic networks and developments in the use of technology to provide a modern and effective platform upon which key stakeholders have easy access. They will need to maintain a constant and up to date awareness of national and international best practice regarding reporting and data visualisation.

The post-holder will be required to be an expert in the sourcing and provision of benchmarking data and so will need to ensure ongoing research and development of best-in-class benchmarking tools and information (including Model Hospital / GIRFT / HED / NHS Analytics) and then share with operational and clinical users across the Trust to provide the information to improve performance.

The post-holder will be responsible for researching national performance framework requirements, best practice and guidance and developing policies, and strategies for the Trust.

The post holder will take the lead in liaising with internal and external audit to ensure assessment and constant improvement of key internal processes and reporting of analytical systems to ensure significant assurance can be given to the operational control environment. The post holder will use their expertise and knowledge to develop effective data handling and reporting solutions, thereby connecting data and information from multiple systems

PHYSICAL SKILLS

This post will require extensive use of a computer and therefore the ability to type and use application software is essential.

PHYSICAL EFFORT

The post holder will spend long periods of the day in a fixed position either sitting at a computer, or on virtual /physical meetings.

MENTAL EFFORT

The post holder will require frequent prolonged periods of concentration to enable complex and detailed financial analysis and interrogation to be undertaken, complex documents and presentations to be written and complex financial policy to be read and interpreted. This will be on a daily basis and flexibility due to changing priorities and heavy workload can make the working pattern unpredictable.

EMOTIONAL EFFORT

There will be some exposure to emotional and distressing situations as part of the line management duties across the range of departments the post holder leads. This will include dealing with staff performance and disciplinary issues but also personal and health and wellbeing issues. The post holder will also be required to ask Divisions and departments to develop plans to reduce budgets which will potentially lead to difficult conversations and conflict.

WORKING CONDITIONS

Use VDU more or less continuously.

Uses keyboard continuously for a substantial proportion of the day.

OTHER RESPONSIBILITIES

Take part in regular performance appraisal.

Undertake any training required in order to maintain competency including mandatory training, e.g. Manual Handling

Contribute to and work within a safe working environment

You are expected to comply with Trust Infection Control Policies and conduct him/herself at all times in such a manner as to minimise the risk of healthcare associated infection

As an employee of the Trust, it is a contractual duty that you abide by any relevant code of professional conduct and/or practice applicable to you. A breach of this requirement may result in action being taken against you (in accordance with the Trust's disciplinary policy) up to and including dismissal.

You must also take responsibility for your workplace health and wellbeing:

- When required, gain support from Occupational Health, Human Resources or other sources.
- Familiarise yourself with the health and wellbeing support available from policies and/or Occupational Health.
- Follow the Trust's health and wellbeing vision of healthy body, healthy mind, healthy you.
- Undertake a Display Screen Equipment assessment (DSE) if appropriate to role.

APPLICABLE TO MANAGERS ONLY

Leading the site team effectively and supporting their wellbeing by:

- Championing health and wellbeing.
- Encouraging and support staff engagement in delivery of the service.
- Encouraging staff to comment on development and delivery of the service.
- Ensuring during 1:1s / supervision with employees you always check how they are.

GENERAL

This is a description of the job as it is now. We periodically examine employees' job descriptions and update them to ensure that they reflect the job as it is then being performed, or to incorporate any changes being proposed. This procedure is conducted by the manager in consultation with the jobholder. You will, therefore, be expected to participate fully in such discussions. We aim to reach agreement on reasonable changes, but if agreement is not possible, we reserve the right to insist on changes to your job description after consultation with you.

Everyone within the Trust has a responsibility for, and is committed to, safeguarding and promoting the welfare of vulnerable adults, children and young people and for ensuring that they are protected from harm, ensuring that the Trusts Child Protection and Safeguarding Adult policies and procedures are promoted and adhered to by all members of staff.

At the Royal Devon, we are committed to reducing our carbon emissions and minimising the impact of healthcare on the environment, as outlined in our Green Plan available on our website. We actively promote sustainable practices and encourage colleagues to explore and implement greener ways of working within their roles.

PERSON SPECIFICATION

Job Title	Head of Business Intelligence
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Requirements	Essential	Desirable
QUALIFICATION/ SPECIAL TRAINING Graduate level or equivalent Masters level degree, or equivalent management experience Professional qualification or post graduate diploma / equivalent relevant experience Evidence of continuing professional development Prince 2 practitioner (or equivalent experience) EPIC certification in Cogito (or must be willing to work towards certification within 6 months)	E E E E E	D
KNOWLEDGE/SKILLS Excellent working understanding of data analytics / information infrastructure / data sources and components Knowledge and understanding of NHS performance management agenda, policy and practice Excellent working knowledge of presentation of management information in tailored, understandable formats Thorough understanding of the tools and techniques for managing and reporting performance achievement Strong understanding of NHS information systems and data management processes Excellent analytical, organisation, problem-solving and investigatory skills Excellent communication skills both verbally and documented, ensuring communication is clearly articulated and understood by the audience Ability to influence, build credibility and relationships with staff across all professions and levels Excellent leadership skills Excellent change management skills Comprehensive range of IT skills	E E E E E E E E E E	
EXPERIENCE Demonstrable experience of managing within the NHS at a senior level and across boundaries Experience of successfully managing a team Highly developed leadership skills Robust understanding of NHS Information systems and data reporting processes Experience of managing a business performance / intelligence function of a large, complex organisation Demonstrable experience of leading and managing complex change projects	E E E E	D D
PERSONAL ATTRIBUTES Ability to prepare board-level reports Credible in representing the Trust at senior-level external meetings/events Ability to deliver to tight timescales and under pressure Ability to prioritise and delegate effectively Ability to work individually and as part of a team Ability to coach, mentor and inspire team	E E E E E E	
OTHER REQUIREMENTS The post holder must demonstrate a positive commitment to uphold diversity and equality policies approved by the Trust. Ability to travel to other locations as required.	E E	

WORKING CONDITIONS/HAZARDS		FREQUENCY (Rare/ Occasional/ Moderate/ Frequent)			
		R	O	M	F
Hazards/ Risks requiring Immunisation Screening					
Laboratory specimens	N				
Contact with patients	N				
Exposure Prone Procedures	N				
Blood/body fluids	N				
Hazard/Risks requiring Respiratory Health Surveillance					
Solvents (e.g. toluene, xylene, white spirit, acetone, formaldehyde and ethyl acetate)	N				
Respiratory sensitisers (e.g isocyanates)	N				
Chlorine based cleaning solutions (e.g. Chlorclean, Actichlor, Tristel)	N				
Animals	N				
Cytotoxic drugs	N				
Risks requiring Other Health Surveillance					
Radiation (>6mSv)	N				
Laser (Class 3R, 3B, 4)	N				
Dusty environment (>4mg/m3)	N				
Noise (over 80dBA)	N				
Hand held vibration tools (=>2.5 m/s2)	N				
Other General Hazards/ Risks					
VDU use (> 1 hour daily)	Y				X
Heavy manual handling (>10kg)	N				
Driving	Y		X		
Food handling	N				
Night working	N				
Electrical work	N				
Physical Effort	Y	X			
Mental Effort	Y				X
Emotional Effort	Y		X		
Working in isolation	Y		X		
Challenging behaviour	Y			X	