



JOB DESCRIPTION

JOB DETAILS	
Job Title	Deputy Director of Business Intelligence (Royal Devon)
Reports to	Director of Business Intelligence
Band	Band 8c
Department/Directorate	Finance and Information

JOB PURPOSE

The Deputy Director of Business Intelligence (Royal Devon) will be responsible for leading on the development and delivery of corporate and operational business performance data for internal use and external submission, enabling the Trust to monitor and report trends in performance to support and improve health care delivery. In addition the postholder will lead and deliver on highly complex transformation programmes for the Business Intelligence shared service, working closely with the Director of Business Intelligence and other senior colleagues to identify, scope and then deliver agreed projects.

The post holder will be responsible for planning, developing and leading a pro-active, forward-looking business intelligence service that can provide timely, meaningful, reliable and appropriate performance management information to aid strategic and operational decision-making across the Trust. This means the post-holder will have a pivotal role in delivering a modern business intelligence service as part of a shared service, aligned to the wider Trust and ICS Digital Strategy.

The post holder will be responsible for planning and managing the overall development of analytics across the Trust and ensuring it is fit for purpose to convey a wide range of information, insights and analytics to a wide spectrum of users across the organisation. This is a highly autonomous role, and requires a pro-active, outcome-focused approach to deliver a broad workload including complex improvement projects. The postholder will take responsibility for managing the Royal Devon element of the business intelligence shared service budget and delivering business intelligence projects to agreed timelines and budgets.

The post holder will deputise for the Director of Business Intelligence as required, providing expert cover and support. They will be a key member and contributor at the most senior operational and strategic decision-making groups across the Trust, actively informing decision-making through the skilled interpretation and application of national guidance, and the provision of bespoke data to enable evidence-based decisions to be made. This will also involve the provision of relevant benchmarking information (including Model Hospital / GIRFT) to enable the Trust to improve performance.

The post holder will lead on project work that supports delivery of the key business priorities of the organisation and the development of the shared service. These include projects related to ensuring coherent and consistent reporting information for regular set-piece meetings across the Trust, refining the Trust's approach to data quality and ensuring a robust demand and capacity planning process is embedded across the Trust.

KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES

To ensure that Executive Directors, Senior Managers, Lead clinicians, and other staff as appropriate receive accurate and timely information on performance against key strategic and operational standards to inform operational and strategic decision making.

To develop an excellent working relationship with executive colleagues and divisional triumvirates (Medical, Nursing and Operational directors). The post-holder would be expected to attend regular senior operational and clinical meetings both to present relevant information to inform effective meetings and to understand key areas for further review and feedback at ongoing meetings.

The postholder will take overall responsibility for the delivery of highly complex projects to agreed timelines and budgets. To scrutinise and interpret national policy and guidance to identify potential implications for the Trust and provide the Executive and other senior managers with recommendations on options.

To be the principle point of contact for executive directors and senior management in respect of non-financial activity, performance and quality information. To be the principle Trust point of contact for NHSE performance enquiries and to respond in a timely manner.

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 develop 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 represent the Trust in local, regional and national forums in relation to the shared service, informatics in general and the spread of best practice and innovation in business intelligence.

To engage with the local and national Business Intelligence communities to ensure the Trust is at the forefront of analytics delivery and data transformation tools.

Periodically, to research, develop and present specific reports relating to emerging issues to the Board or a sub-committee meeting.

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

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

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

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

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

To be the budget holder for the Royal Devon element of the Business Intelligence team.

To deputise for the Director of Business Intelligence and perform any other duties as agreed with the Director of Business Intelligence.

KEY WORKING RELATIONSHIPS

No. of Staff reporting to this role: 36 including two direct reports. In addition, leading on projects in a matrix-management approach means the post-holder could be asked to manage other individuals within the shared service for a fixed period of time.

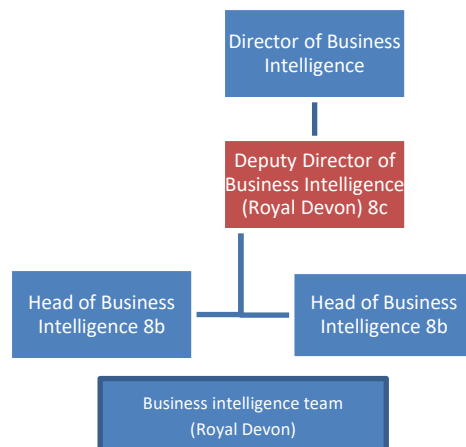
The post holder is required to work collaboratively and effectively with staff of all levels throughout the Trust as and when they encounter on a day to day basis (see below).

In addition, the post holder will need to work effectively with senior staff within the business intelligence shared service, wider healthcare community, external organisations and the public, building working relationships in order to deliver the requirements of the role. This will include verbal, written and electronic media.

Of particular importance are working relationships with:

Internal to the Trust	External to the Trust
<ul style="list-style-type: none"> • Chief Finance Officer • Director of Business Intelligence • Directors of Operational Finance • Chief Information Officer • Chief Operating Officer • Site Chief Operating Officers • Divisional Directors • Executive Directors 	<ul style="list-style-type: none"> • Commissioning Managers (ICB/ICS/NHSE) • NHSE

ORGANISATIONAL CHART



Solid line above denotes line management responsibilities for day to day tasks.

FREEDOM TO ACT

The post-holder will work with significant autonomy and decision-making rights and expected to operate with minimal direction.

The post-holder will be the key organisational lead for analytics and business performance information, and would be expected to:

- Provide expert knowledge and insight into best practice of data analytics across the NHS and further afield, to provide significant contribution to the business intelligence shared service strategy, which will shape the way the organisation and wider ICS receives and uses information to inform decision making in the future.
- Be the principle Trust point of contact for external queries related to performance information, and to provide comprehensive independent responses. This will include regulatory queries regarding the vast range of performance information provided to NHSE including RTT, Cancer, Bed occupancy, SUS submissions etc.
- Apply sound judgement in order to take decisions on the presentation of business performance information
- Provide expert knowledge regarding the interpretation of NHS data and performance management and other reporting requirements.
- Be the point of contact to receive new requests for information from senior Trust colleagues, to scope resource requirements and then deliver new requests, alongside digital colleagues. This will involve the application of a level of judgement, balancing the demands for new information against capacity limitations of the team, and prioritising accordingly.
- The postholder will take overall responsibility of delivering improvement projects to agreed timelines and budgets.
- The postholder is expected to scrutinise and interpret national policy and guidance to identify potential implications for the Trust and provide the Executive and other senior managers with recommendations on options. This includes ensuring an awareness of operational and clinical developments to understand the potential reporting requirements for the future, and the associated requirement for consistency of information and reporting across organisations.
- The post-holder is guided by relevant national guidance and organisational policies but is required to interpret and take actions based on interpretation of these policies.

COMMUNICATION/RELATIONSHIP SKILLS

Communicate and provide highly complex information to a wide range of internal and external stakeholders to include Board, Executive Directors, senior managers/clinicians, external professional/regulatory bodies.

Use highly developed negotiation and persuasion skills to overcome barriers and obstacles, especially where analytics data is incomplete or could be improved and requires input from operational / clinical users. This could involve instances where staff, partners and other stakeholders are resistant in a hostile environment 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 financial issues.

Nurture key relationships and maintain networks externally, including system partners 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

Ensure that performance reporting (including the metrics included within the Trust Board Integrated Performance Report) is 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-committees 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 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.

Highly sophisticated technical and managerial skills to lead and deliver a range of complex improvement projects. The individual will be required to lead and oversee multi-disciplinary project teams including clinical and operational colleagues. The post holder will be expected to make complex judgements often against competing priorities; for example on a project leading the review of Referral to Treatment (RTT) data quality, the postholder would be required to obtain an overview of all issues, categorise issues in a number of different ways (source, specialty etc.) identify an order to tackle the identified issues, and assign tasks to specific teams / individuals. This requires a high degree of experience, expertise and judgement.

The post holder also uses their judgement when contributing to or reviewing highly complex performance reporting to make or support decision making processes. The postholder would be expected to design a decision-making framework to support projects and then use that framework to propose the option that delivers best value.

PLANNING/ORGANISATIONAL SKILLS

Work with the Director of Business Intelligence in developing long-term strategic performance management and business intelligence plans that underpin Trust strategic and operational requirements, as well as national and statutory requirements. This would involve collaboration with the Digital team to develop a stable and fit for purpose data infrastructure, coherence with Electronic Patient Record (EPR) developments, and best in class data visualisation tools for users to access in a timely manner.

The post holder will be responsible for planning, developing and leading a pro-active, forward-looking business intelligence service that can provide timely, meaningful, reliable and appropriate performance

management information to aid strategic and operational decision-making across the Trust. This means the post-holder will have a pivotal role in delivering a modern business intelligence service as part of a wider Digital Strategy.

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.

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) and performance planning, and the provision of benchmarking data to inform productivity opportunities where possible.

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.

Leading the updating and testing of the business continuity plan for the Royal Devon element of the Business Intelligence shared service.

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

Maintain an expert knowledge of operational reporting procedures, and develop internal guidance in relation to relevant areas, such as the recording and reporting of specific patient activity groups or access standards that will play a key part in the Trust's requirement to record, monitor, report and plan operational capacity requirements.

Interpret NHS national guidance and ensure implications are understood across the Trust. Ensure relevant Trust procedures and detailed section procedures are relevant, up to date, in line with national policies and procedures. Responsible for developing trust-wide policies and procedures, working jointly with other ICS 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

The post-holder is responsible for the BI budget of approximately £1.6m, including full budget holder responsibility of committing and managing financial and workforce resources.

The post-holder will also be responsible for procurement of goods and services associated with any projects, for example external specialist support required to deliver agreed project outcomes, consultancy services to advise on specific projects, and / or software / hardware associated with particular projects.

HUMAN RESOURCES

The post-holder is responsible for the Business Intelligence team across both Trust sites and for planning, objective setting, people management, performance and development, appraisal, training and succession planning. The post-holder will have 2 direct reports and approximately 36 staff overall operating from at least 2 sites.

Develop and deliver comprehensive training internally to ensure the quality of delivery across the team. Develop and deliver comprehensive training external to the department to broaden analytical knowledge and understanding across managerial and clinical areas.

The post-holder will have overall responsibility for any required team member disciplinary procedures, and will be available as a source of escalation for the Heads of Business Intelligence to raise any concerns with.

When leading projects the post-holder will need to bring together and manage individuals across different teams using a matrix approach and in a collaborative manner. The postholder will take overall responsibility of delivering projects to agreed timelines and budgets.

INFORMATION RESOURCES

To interpret national NHS guidance in relation to business performance management requirements. To develop systems, repositories and complex reporting mechanisms to ensure accurate provision and interpretation of performance data/information with which senior leaders can make key strategic and operational decisions.

Significant responsibility to ensure high quality and timely analytical information and reports available to the Trust, the ICB and NHSE. This includes ensuring the robustness of non-financial systems and designing and developing 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 responsible for determining the approach for research, analysing and interpreting business intelligence data in order to develop appropriate reports and information for Trust requirements. 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 postholder will also be required to undertake specific research for identified projects and to liaise with relevant staff across the organisation to gain a full understanding of the respective subject matter. This will be required across all projects and will likely span a diverse range of complex areas.

PHYSICAL SKILLS

This post will require use of a computer and therefore the ability to type and use application software is essential. Extensive keyboard skills (including touch typing) will be required for this post due to the need to write and prepare reports to tight deadlines, as well as extensive skills with other software including production of presentations on Microsoft PowerPoint.

PHYSICAL EFFORT

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

MENTAL EFFORT

The post holder will require frequent periods of concentration to enable complex and detailed financial tasks 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 their role: 1) provision of accurate and informative BI information in order for the Trust to make decisions at short notice; 2) as overall manager for the Trust BI team. 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 of business intelligence employees.

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 yourself 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 (DES) if appropriate to role.

APPLICABLE TO MANAGERS ONLY

Leading the 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 1:1's / 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.

PERSON SPECIFICATION

Job Title	Deputy Director of Business Intelligence
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Requirements	Essential	Desirable
QUALIFICATION/ SPECIAL TRAINING Graduate level or equivalent Masters level degree, or equivalent professional experience Evidence of continuing professional development Management / supervisory qualifications (or equivalent experience) Business Intelligence NHS training (or professional body membership)	E E E E E	
KNOWLEDGE/SKILLS Comprehensive working understanding of data analytics / information infrastructure / data sources and components for strategic reporting and decision-making Ability to influence and build credibility with senior leaders across professional disciplines and organisational boundaries Excellent working knowledge of presentation of management information in tailored, understandable formats Excellent analytical and investigatory skills Expert knowledge and understanding of NHS and wider health service strategy performance management needs and to interpret this for strategic and operational Trust needs Excellent leadership skills Excellent change management skills Comprehensive range of IT skills	E E E E E E E E	
EXPERIENCE Extensive management experience at a senior level, presenting at Exec and Board level and influencing strategic decisions Extensive experience providing, analysing and interpreting business performance/intelligence data for strategic and significant operational requirements (preferably in an NHS or similar setting) Proven track record of successful management and implementation of projects at a senior level Experience of successfully managing a team Highly developed leadership skills Applying understanding of NHS Information systems and data reporting processes Experience of managing a business intelligence function of a large, complex organisation Demonstrable experience of leading and managing complex change projects	E E E E E E E	D D
PERSONAL ATTRIBUTES Ability to prepare board-level reports Be 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.	E	

Ability to travel to other locations as required.	E	
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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				
Laboratory specimens	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			Y	
Heavy manual handling (>10kg)	N				
Driving	N				
Food handling	N				
Night working	N				
Electrical work	N				
Physical Effort	N				
Mental Effort	Y			Y	
Emotional Effort	Y		Y		
Working in isolation	N				
Challenging behaviour	N				