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| JOB IDENTIFICATION |
| Job Title: **Digital and Information Senior Project Manager**  Responsible to (insert job title): **Head of Digital Strategic Delivery**  Department(s): **Strategic Delivery**  Directorate:  **Digital and Information**  Job Reference:  Last Update (insert date): March 2024 |

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| JOB PURPOSE |
| To provide project management services and Information Technology led consulting services to NHS Fife. This includes, but is not restricted to, the management of discrete and/or linked projects from initiation to handover, working with and providing guidance to NHS Fife for a significant change programme of Service Improvement Projects as approved by the Digital and Information Board in line with requirements and priorities set by NHS Fife Executive Directors Group.  To influence and drive forward change which will deliver significant improvements in patient care through efficiencies and improved quality of information.  The post holder will successfully develop and manage plans, risks and project resources. The postholder will also manage, coordinate and deliver the projects allocated, utilising the Prince2TM project management methedology, to deliver outcomes to the appropriate level of quality, on time and within budget, in accordance with the individual Project Plans. Stakeholder engagement will be key to effective delivery ensuring engagement in delivering the programme and anticipated benefits.  NHS Fife is ambitious in developing its Digital and Information Delivery Plan to support organisational change and modernise service delivery for the benefit of staff, patients, carers and the public. This post will act as a key advocate of this agenda. |

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| 3. DIMENSIONS |
| Strategic Delivery is a department within the Digital and Information Directorate within NHS Fife. Based within Lynebank Hospital, delivery is both across NHS Fife, Health & Social Care Partnership and throughout the East Region and may involve working on local or regional delivery of National objectives. Engagement will be across NHS Fife, and may involve General Practices, Community Services/Hospitals and Acute Services.  The post holder may have operational management of project staff. The post holder must be capable of applying management and leadership skills as appropriate to ensure that projects are delivered successfully.  Responsibility is assumed for all aspects of the design, development, operation and management of large scale IT projects.  **4. ORGANISATIONAL POSITION** |
| 5. ROLE OF DEPARTMENT |
| The overall aim of the Digital and Information Directorate is to deliver and maintain a comprehensive integrated digital and information strategy in order to ensure that the right information is provided in the right place at the right time, to support highest possible levels of diagnosis, treatment and care of patients and clients, to support continuous improvement of the health of the populations we serve and to achieve more effective integration between Health and the care services of our Local Authority and partners.    This includes patients’ case notes and other information for clinicians working in the community and primary care, in outpatient clinics, on the point of admission for inpatients/day cases and for review after discharge: it includes developing and supporting electronic information systems for clinical and management use: and it includes collection and analysis of data required by the Scottish Executive Health & Social Care Department, for local monitoring of activity or performance, and for surveillance and protection of the health of our populations  The Digital and Information Directorate has over 300 staff, a revenue budget of approximately £12m, annual capital budget of approximately £1m. The Directorate comprises the following departments:   * **Operations** – responsible for the overall IT service delivery to NHS Fife, H&SCP, Contractor Services and partner organisations including the delivery of the underpinning technical infrastructure and applications to support the health and corporate directorates across NHS Fife and partner organisations to agreed KPI’s and SLA’s. * **Strategic Delivery** - responsible for the development of the medium to long term Digital and Information /IM&T Strategy and the delivery of a large number of highly complex programmes and projects including significant service reconfiguration * **Information Management** – responsible for the collection and analysis of information, and delivery of knowledge management services. This service comprises Knowledge Services, and Business Intelligence Acute, Partnerships and Public Health. * **Information Governance & Security** – responsible for guidance and advice to the organisation in respect of the processes and procedures within NHS Fife to comply with all relevant legislation and guidance in relation to Information Governance and IT Security areas. * **Health Records** - delivery of Health Records services across NHS Fife. * **Business and Resource Management** – responsible for financial management, procurement & contract management, audit & FOI co-ordination and aspects of HR, health & safety, General Governance and facilities management activities. |
| 6. KEY RESULT AREAS |
| * Appraise initial project proposals and provide ongoing review and guidance, support the delivery of an effective management and control mechanism for the creation, approval, delivery and post implementation review of change projects across the NHS that will balance the need for effective governance whilst facilitating and speeding up the process for project approval.  1. Identify and utilise components of Prince2TM methodology most appropriate to the particular project, to ensure that the projects are managed with a controlled environment and adhere to NHS Fife standards, therefore delivering projects to agreed timescale, budget and quality criteria in line with Digital and Information Delivery plan. 2. Manage cross functional project team(s) and utilise the skills and experience of staff in these essential teams to maximise their effectiveness and efficiency in identifying and putting in place agreed working/technology standards for NHS Fife. 3. Produce comprehensive and fully costed Business Cases and present these to Executive Directors Group to secure funding for the Project(s).  * Contribute to setting up/amending contracts with 3rd party suppliers.  1. Prepare regular Project Manager highlight reports for the Project Boards, Project Teams and the Digital and Information Senior Leadership Team ensuring project objectives and milestones are defined and monitored. 2. Develop and manage the plans, risks & issues registers, Project Team and resources (inc. third party contributions and other NHS Fife resources) to deliver outcomes to the appropriate level of quality, on time and within budget, in accordance with the individual Project Plans.  * Resolving and escalating risks/issues as appropriate in order to maintain stakeholder visibility of such events and minimise overall business risk. * Initiate project exceptions where necessary, ensuring that corrective action is taken to bring the project back on track.  1. Apply Quality management processes to ensure that the project outputs are fit for purpose. 2. Create and manage communication plans to ensure that all relevant stakeholders are engaged in the projects and are kept appraised of progress, to ensure that business requirements are built in to the required specifications.  * Ensure that the organisation and staff are managed carefully through the process of change from any former operational environment to any new model or way of working, that the results are reviewed, and that adjustments are made, if necessary, to achieve the results as planned. This ensures effective training and communications are in place to aid in selling the vision of the Project’s goals at all stages. * Maintain awareness of current and future legislation and ensure that projects are legislation compliant, giving assurance to the projects’ stakeholders. * Ensure that there are active and effective links to other National, NHS Fife, Regional or Social Care Projects and initiatives where relevant by identifying the key linkages, representing the Project on other Project Steering Groups/Boards and developing joint working where required. * Ensure appropriate solutions are in line with the NHS Fife Digital and Information Strategy 2019-2024 or the strategic aims of the client.  1. Ensure that Information Governance, IT Security and Clinical Assurance standards are met and Information Technology based NHS controls are adhered to in implementing IT solutions. 2. Actively work with and provide guidance and advice to NHS Fife and external clients to ensure accredited clinical system suppliers and third party maintenance providers perform in accordance with agreed existing service levels and to develop a culture of continuous improvement. 3. Participate or take lead in the identification and specifications of new or amended services and/ or developments to support the needs of the Project. 4. Advise, guide and give support to NHS Board Digital and Information functions in implementing local changes required to support the Project. 5. Produce analyses and reports such as proposals, terms of reference, option appraisals, evaluations, post-implementation reviews, project board papers, highlight, and end-stage, exception reports in order to maintain regular and effective communications within the project environment. 6. Ensure the Project is subjected to effective post-implementation review to learn lessons and ensure that these are recycled into Project methodology and corporate policies. 7. Ensure all projects meet the requirements of the NHS Fife Standing Financial Instructions, as well as all other internal policies and procedures.  * Promote and support continuous improvement programmes within NHS Fife Strategic Delivery * Implementing systems giving direct improvement and benefits for enhanced patient care and business services. * Responsible for leading teams in a complex clinical, technical and solution environment. * Matching clinical design and system functionality between clinicians, managers and administrators working closely in conjunction with systems design, commercial service providers, IT and system support including appropriateness of training. * Responsible for successful solution integration across NHS Fife Health and Social Care settings in particular in relation to joint working with Fife Council, Education and Social Services and work in collaboration for information solutions (local and national). Consideration of interoperability is essential for implementations and new system procurements. * Developing and implementing policies/procedures for own functions and ensuring these are properly adhered to by all staff. Ensuring those policies/procedures that encompass other areas within Digital and Information as well as out with the Digital and Information directorate are communicated to the relevant staff. Policies may be written or software policies which are applied to systems. * Regularly undertaking research into new products, evaluating their effectiveness and applicability to the objectives of Digital and Information. Perusing innovative ideas and making recommendations on technologies. * Responsibility for the Health & Safety of own area (and department in general) and ensuring compliance with legislation. * Responsible for identifying Risks in own area (and department in general) and ensuring these are reported through the Digital and Information Risk Management Group. Managing and monitoring the risks throughout their lifespan. |
| 7a. EQUIPMENT AND MACHINERY |
| * PC/Tablet * General office equipment * Presentation equipment * Smartphone   Requires a good working knowledge of IT related Technologies this may include but not limited to   * + Server Platforms   + Wireless Technologies   + Computers (Desktops, Laptops & Tablets)   + Printers   + Smartphones |
| 7b. SYSTEMS |
| * Projects shared area: maintaining project status within the shared area to ensure a knowledge database of programme and project information is developed. * Maintenance of personal, departmental and divisional information using MS Office systems (including use of MS Project for project plans). MS Office is used by the majority of NHS Fife Projects and Strategy staff and managers. * Use of Internet and Intranets for research, education, obtaining of management information. * Use of additional systems may be required depending on the agreed software used with external client organisations. |
| 8. ASSIGNMENT AND REVIEW OF WORK |
| Work is assigned by the Digital and Information Head of Digital Strategic Delivery in line with the NHS Fife Delivery Plan. The post holder has considerable freedom to act working within high level direction and guidance as appropriate. The post-holder will be an important, core member of the project team and must demonstrate considerable initiative.  The post holder reviews and develops his/her own work on an ongoing basis using his/her own initiative. Work is reviewed by appropriate mechanisms such as programme boards / steering groups and by line/senior management at appropriate intervals (no less frequently than monthly). The post holder is subject to the formal NHS Fife appraisal of performance system, taking responsibility for delivering against agreed objectives. |
| 9. DECISIONS AND JUDGEMENTS |
| The post-holder will lead the Project Team and display effective decision making and problem solving skills throughout the project lifecycle, including redeploying project resources when required to keep the project on target. This will be allied to an ability to facilitate idea generation in the context of meeting identified business requirements and to foresee risks/issues and take appropriate corrective action. The post-holder will have the capability to develop and implement, when required, the necessary client organisation procedures and policies in relation to new business and systems development (IT and non-IT systems) and will guide and influence to ensure appropriate business and systems development and implementation for the organisation to contribute to delivering their organisational strategic plans.   * Ongoing project management decisions / recommendations in respect of such matters as project plans, budget management, resource & people management, risk and issue management and resolution / containment / escalation etc. The post holder will be free to take whatever decisions are required within the constraints of the project and project board remit, delegating duties to others where necessary. * Judgements around initiating change and improvements in systems and services. * Analysing complex situations/requirements and evaluating options. * Judgements on engaging with stakeholders. * Use own judgement, experience and specialised knowledge on deciding how to solve multi-stranded and complex business, change management or operational problems. * Creates, updates and authorises procedures within the remit of the job. |

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| 10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB |
| * Developing pragmatic approaches to change projects in partnership with all levels of stakeholder within NHS Fife and the Health and Social Care Partnership. * Accumulating, analysing and maintaining an appropriate diverse knowledge level of system requirements and associated workflows across a number of concurrent projects covering a diverse number of services across acute and community services and including inter agency working and across NHS Scotland * Having the experience to understand the effort required for tasks in Technical project and apply these to overall timescales and plans. * Delivering new and changing technology in an extremely visible and politically sensitive environment.  1. Dealing effectively with a number of simultaneous tasks, with the level of commitment urgency and adaptability that these require, and having the empowerment within the Programme to ensure that these are carried out within the agreed timescales often under quite severe time pressure. 2. Delivering high quality project management services to the respective projects, ensuring that the project deliverables meet the quality, timescale and budget requirements. 3. Leading and motivating the project team(s), using the skills and experience of the staff within these teams to maximise the efficiency and effectiveness of the teams. 4. Balancing priorities and managing stakeholder expectations throughout and across assigned projects. 5. Having the focus to quickly establish priorities and to ensure that required actions are followed through. This can be particularly complex when dealing with several services including other Digital and Information teams when endeavouring to satisfy deadlines across several concurrently running projects. 6. Developing and maintaining good working relationships with NHS Board, Regional and Health and Social Care partners. Dealing with end users in sometimes stressful situations in a patient, non-technical, helpful and competent manner 7. Managing and analysing the significant volume of correspondence and meeting notes associated with projects including reviewing large volumes of complex information. |
| 11. COMMUNICATIONS AND RELATIONSHIPS |
| Internal   1. Regular formal and informal meetings with the line manager. 2. Projects and Programmes colleagues and NHS Fife staff at all levels 3. Day to day liaison with members of the Project team to ensure effective communication and coordination of effort. 4. Direct liaison with project stakeholders throughout NHS Fife, eg. Senior Managers, and all other levels of staff (face-to-face meetings and delivery of presentations, as well as telephone and email communications). 5. Direct liaison with Procurement with respect to using resources from NHS Scotland’s preferred IM&T supplier, and resolving issues (face-to-face, telephone and email communications). 6. Direct liaison with NHS Fife Information Governance Group 7. Direct liaison with NHS Fife IT Clinical Governance Group 8. Direct liaison with NHS Fife IT Security officers   External   1. NHS Fife senior staff and executives 2. Scottish Government 3. Health and Social Care Partnership colleagues 4. NHS Boards Digital and Information staff. Direct liaison with NHS Board staff, eg. Digital and Information managers/staff on matters of project delivery and quality assurance, as well as the post holder providing advice and guidance on IT issues (face-to-face meetings, telephone and email communications, as well as presentation delivery). 5. Public Sector organisations and external clients on an ongoing basis for Project activities, progress, liaison with client in-house specialists – IT, OD, Change Management, IT/IG governance, etc. 6. System suppliers with respect to delivering under the accreditation requirements of NHS Scotland for elements within the post holders remit/projects (face-to-face, telephone and email communications). 7. Other areas within NHS Fife (face-to-face, telephone and email communications). 8. NHS Fife IT customers including when relevant independent practitioners and practice staff (face-to-face, telephone and email communications). 9. Clinical and clinical care management specialists 10. Management consultants (NHS Fife and external) 11. External / Internal auditors |
| 12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB |
| Physical  Light to moderate: including moving light equipment e.g. laptops, projectors for presentations; using keyboards regularly/frequently for work processing, spreadsheets etc and email. Infrequent travel to meetings around Scotland maybe required, however travel around Fife and East Region will be required. Delivery of workshops and training sessions may necessitate standing for long periods of time. This can vary from project to project but may involve consecutive days of workshop facilitation. Sitting for long periods at a PC for long periods of time typically more than half the shifts worked.  Mental  Intense concentration / in-depth mental attention frequently required eg. Contract / supplier negotiations, leading meetings, influencing NHS staff and managers at all levels of seniority, public speaking, analysing technical and other system problems and proposing solutions; often working under pressure and balancing multiple demands in complex/changing environments. Frequent interruptions are inevitable due to the variety of projects that may be underway.  Emotional  Ability to keep one’s own emotions under control when dealing with conflict situations in a pressured environment.  Ability to cope well with single point pressure.  Demonstrated tolerance of different attitudes, options and preferences. Ability to cope with unexpected problems and take responsibility. |
| 13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB |
| Qualifications   * Educated to degree level (or equivalent) in an Informatics / Information Technology or Business Management related subject. * Evidence of relevant continued professional development supported with a systems qualification or equivalent.   Experience   * Experienced Prince 2TM, APM or DSDM Agile project management practitioner * Experience in leading and managing a project delivery team. * Demonstrable experience in an IT environment. * Experience of using information for planning and management of resources and performance. * Experience of change management and skills to facilitate change.   Knowledge   * Thorough knowledge of national Digital and Information strategy and local Digital and Information Strategy is highly desirable. * Awareness of ITIL * Insight and experience of the complexities of technical refresh. * Understanding of IT tenders * Experience of technical gap analysis * Good understanding of NHS Fife direction, priorities and structures. * Knowledge of budgeting and resource allocation. * Knowledge of current legislation on Data Protection, Freedom of Information, Diversity etc.   Skills   * Influencing, negotiating and mediation skills, able to gain credibility and confidence of a wide range of NHS professionals and senior managers. * Excellent analytical skills and initiative to identify and resolve potentially complex problems spanning multiple systems and geographical/operational areas. * Use of keyboard * Excellent interpersonal skills, communication (verbal and written) and presentation skills. * Initiative, independence of action and maturity of judgement. * Good problem solving skills. * Ability to deal with often conflicting demands and priorities, and working under pressure. * Organisational skills. * Teamwork – Teamwork is critical to success. Project management staff are generally in the best position to review and/or amend processes and procedures and, most importantly, do the same with Customer perceptions. * Because project management is a stressful activity, a clear and helpful frame of mind is essential. * In a project management role active listening is key skill to understand the customers requirements |

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| 14. JOB DESCRIPTION AGREEMENT | |
| A separate job description will need to be signed off by each jobholder to whom the job description applies.  Job Holder’s Signature:  Head of Department Signature: | Date:  Date: |

**History:**

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| Version | Date | Comment |
| V1.0 | 2004 | Graded AfC7. |
| V1.1 | Oct 2018 | Updated to reflect current eHealth status/scope, |
| V1.2 | Nov 2020 | Updated to reflect change of name to Digital and information |
| V1.3 | Mar 24 | Updated Structure |