#### **DIGITAL SERVICES PROGRAMME MANAGER JOB DESCRIPTION**

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| JOB IDENTIFICATION |
| Job Title: Digital Services Programme ManagerResponsible to: **Head of Systems, Development and Implementation**Department: Digital ServicesDirectorate: Infrastructure & Support Services Job Reference: No of Job Holders: 2Last Update (insert date): March 2022  |
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| 2. JOB PURPOSE |
| The Postholder’s primary purpose will be to:* Lead and manage the setting up of Digital programmes and ensure appropriate governance and controls are in place to ensure successful delivery and realisation of benefits
* Assemble and manage a team to deliver an implementation and improvement programme to support national and local Digital strategy
* Create and manage a team structure that will provide Services with continuity, support, facilitation and training for implemented systems
* Manage and report on the delivery of Programme Benefits

The job scope includes management of all local and national Digital programmes and projects, including upgrades and developments of existing systems and implementation of new systems. This will also include continuity of user support, facilitation and training for existing systems.The Postholder provides specialist advice to the Head of Systems and Development and Implementation for all aspects of the Digital Technology Development Programme and change management goals. Regular updates and reports are also provided. |

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| **3. DIMENSIONS** |
| * A joint responsibility of a non-recurring revenue budget of approx £1.2m per annum
	+ Management of one of two Programme Teams consisting of Digital Services Project Managers (A&C Grade 6), Digital Services Facilitators (A&C Grade 5), Digital Services Project Coordinators (A&C Grade 4) and System Administrators (A&C Grade 4)
* Programme manage Digital technology projects, comprising of:
	+ Local Digital systems to support the NHS Ayrshire & Arran Digital Strategy
	+ Local implementation of national Digital systems to support the national Digital Strategy
	+ Relevant Health and Social Care Partnership projects
* Provide Digital systems to:
	+ General Practitioners
	+ Dental Practitioners
	+ Community Pharmacists
	+ Optometrists
	+ Acute and Community Hospitals
	+ Community Services
	+ Health and Social Care Partnerships
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| 4. ORGANISATIONAL POSITION |
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| 5. ROLE OF DEPARTMENT |
| The Directorate is responsible for delivering the following services on an organisation wide basis across NHS Ayrshire & Arran:* Cost effective Digital services to drive Transformational Change and the delivery of effective, efficient and safe patient care
* Developing and maintaining the technical IT infrastructure (servers, desktops, local and wide-area networks) to enable the sharing of information and knowledge across NHS Ayrshire & Arran in a secure managed environment.
* Providing support and professional advice on Information Technology; Information Management; Voice and Data Networks; Health Intelligence; Data Protection and Information Governance.
* Managing, developing and maintaining NHS Ayrshire & Arran’s estate and ensuring compliance with all statutory standards and working practices
* Delivering safe, effective and efficient clinical support services to provide the highest possible standards and quality of care to patients

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| 6. KEY RESULT AREAS |
| Programme Management* Programme manage the complex technical and business workstreams within the Digital Technology Development Programme ensuring each system is implemented to specification and benefits are delivered;
* Develop and manage the programme budget to costed plans to ensure best value and benefits realisation;
* Manage the budgets related to the Digital Technology Development Programme for staffing costs, overtime and on-call payments, Third Party development costs and any capital projects;
* Analyse, interpret and compare a range of options to ensure the delivery of the Digital Technology Development Programme;
* Contribute to the development of emerging Digital strategies, undertaking research and analysis of new technologies and their “fit” for NHS Ayrshire & Arran in support of procurement efforts;
* Manage all deliverables in line with relevant programme and project management methodologies, adjusting plans when necessary, managing and communicating the impact;
* Responsible for programme specification, design and development of major new or upgraded systems to meet the agreed requirements;
* Manage, assess and evaluate any risks and issues that may impact the delivery of the Digital Technology Programme for new and upgraded systems;
* Manage the dependencies and interfaces between programme projects and workstreams to agreed quality, timescale and budget;
* Manage the delivery of the change management aspects of the Digital Technology Programme by working closely with staff at a local, regional and national level;
* Influence and support the understanding and decision making process within the Department of Corporate Support Services and the wider organisation by communicating the benefits which will be delivered by technology;
* Identify projects and requirements, and develop business cases for Digital Technology projects across the organisation;
* Analyse and create detailed and complex plans for the implementation of all Digital Technology projects.

Leadership* Lead, from initiation to completion, the delivery, implementation and development of the Digital Technology Programme of projects and systems across a range of technically complex areas;
* Lead on the programme planning process, monitoring all programme activities against the Digital Technology Development Programme and initiate corrective action and resolution of issues where necessary;
* Manage and plan contract renewals of implemented systems and prepare stakeholders and strategic management for impact of system change;
* Optimise use of available resources by working closely with the Clinical Support Team as required for implementation and on-going support of all Digital Clinical Systems;
* Forecast, plan and assign resources to provide ongoing support, training, sustainable business-as-usual support, facilitation and improvement for existing and new systems.

 Communication* Represent NHS Ayrshire & Arran on a regional and national basis at digital technology technical groups to ensure cognisance of local plans and requirements;
* Provide regular detailed and summary reports to appropriate governance bodies at local and national level
* Contribute to national policy development in relation to Digital strategies, protocols and controls, e.g. User Access to sensitive information.
* Deputise for the Head of Systems and Development at local and national digital technology meetings as required

Staff Management* Manage and recruit team resources, including any contracted resources, to ensure delivery of projects to the appropriate quality, on time and within budget;
* Line manage programme resources , ensuring the on-going training and development of staff including technical and non-technical development, objective setting and performance reviews.
* Lead, motivate and develop staff to exceed expectations within a supportive and challenging environment of mental and physical wellbeing and organizational learning

Quality* Develop and maintain all reports, policies and procedures related to the Digital Technology Development Programme
* Ensure that regular quality assurance and risk assessments are carried out, managed and communicated.
* Approve purchase of equipment and supplies in order to meet the requirements of the organisation.
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| 7a. EQUIPMENT AND MACHINERY |
| * Personal Computer
* Printer
* Audio Equipment
* Video conferencing
* Mobile Phone
* Other office equipment including smartboard, projector and photocopier.
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| **7b. SYSTEMS** |
| * Devising and maintaining spreadsheets using Microsoft Excel, documents and templates using Microsoft Word, presentations using Microsoft PowerPoint, project plans using Microsoft Project. In addition, use is made of the intranet and of the internet. Also, use is made of manual filing systems.
* Understand and apply the concepts of performance management systems, quality assurance systems, benchmarking and best practice
* Proficient in the use of IT software to analyse data and to create management information to aid decision making and service development.
* A sound understanding of Acute, Primary Care and Community digital technology and systems.
* Staff payment and HR systems for completing duty sheets, staff change notifications, appointment letters
* Authorising and approving on-call and overtime claims for payment
* Approving annual leave requests
* Authorisation of IT contracts on behalf of NHS Ayrshire & Arran
* Access to eKSF for staff development
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| 8. ASSIGNMENT AND REVIEW OF WORK |
| * Work is assigned by the Head of Systems and Development and Implementation in line with local and national Digital Strategies, although much work will be self initiated and therefore there is a high degree of autonomy.
* Work can also be assigned by the national Digital Programme Boards via national targets
* The review of work is undertaken by the Head of Systems and Development and Implementation on a regular and informal basis, and formally through annual appraisal meetings
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| **9. DECISIONS AND JUDGEMENTS**  |
| * The postholder is responsible for making complex judgements and decisions across a wide range of digital technology related issues, taking into account at all times, conflicting demands for programme resources and organisational priorities.
* Work on own initiative within the context of agreed objectives and professional policies.
* Delivery, support and programme management specialist advisor to Digital Services on all implementation and system sustainability matters.
* Interpret technical, professional and administrative IT policies and take appropriate action within minimum guidelines and setting standards for others.
* Contribute to local, regional and national policies and procedures that are being developed.
* Use experience and specialised knowledge when making decisions.
* Use own judgement on how to solve multi-stranded and complex business, change management or operational problems.
* Provide innovative and transformational solutions to business problems
* Authorised signatory for purchases up to £5,000, staff overtime, on-call payments and 3rd Party support and maintenance contracts.
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| 10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB |
| * Working within a highly technical and changing environment.
* Providing solutions to complex requirements.
* Managing the delivery of new and changing technology in an extremely visible and politically sensitive environment.
* Managing to communicate the benefits of Digital systems and solutions when clinical expectation could be low.
* Challenging existing working practices, leading and managing organisational change.
* Dealing with aspects of patient confidentiality and data protection.
* Working within a high pressure environment providing project management and change management but where risk management in paramount.
* Keeping abreast of new technologies and prepare to deal with new technical environments.
* Motivating staff especially when faced with difficult and stressful situations pertaining to implementations and user concerns and problems.
* Frequently overcoming significant barriers to acceptance and compliance of new systems, sometimes in challenging environments, by using the highest level of interpersonal communication skills.
* Dealing with end users in sometimes stressful situations and maintaining a calm, patient, non-technical, helpful demeanour.
* Concentration required when analysing complex technical issues, writing reports and
* developing strategies
* Managing high volumes of communication via eMail, telephone and Lync etc.
* Dealing with staff performance and disciplinary issues.
* Delivery of a complex and wide range of technical and business change projects within the programme to budget and timescale.
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| **11. COMMUNICATIONS AND RELATIONSHIPS** |
| * Internal to department: Directors, Senior Management, colleagues and Project Managers about IT issues.
* Internal to Board: stakeholder user groups and end users ranging from secretarial staff to GPs, Directors and Assistant Directors and Consultants about IT issues, impact on users working arrangements and project deliverables, training and benefits delivery.
* The Programme Managers will liaise closely with the Digital Technology Clinical Support Team who will provide clinical expertise and advice and will form part of the implementation and support teams going forward.
* External: Negotiate with external organisations over service issues e.g. national development teams, national eHealth clinical leads and technical leads, national Digital Programme Board, the Health and Social Care Partnerships and suppliers.
* National programme and project groups and national user groups for specific systems
* Programme managers, directors and projects leads within other NHS organisations and the WoS digital community
* Establishing and maintaining regular written and in-person communications with all levels of staff
* This requires the post-holder to demonstrate patience, empathy and negotiating skills in stressful situations. The post-holder is also required to communicate complex technical information in a user friendly manner to non technical managers.
* Adherence to the Board’s Values and Behaviours when dealing with people.
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| **12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB** |
| **PHYSICAL EFFORT/SKILLS:*** Long travelling distances and times
* Driving skills
* Keyboard skills

**MENTAL EFFORT/SKILLS:*** Ability to perform general mathematical calculations for the purpose of creating business cases, budgets, and so on.
* Intense concentration, occasionally prolonged for strategy and report writing and technical reading, problem solving and system analysis and development
* Unpredictable work pattern
* Logical thinking
* Ability to effectively prioritise and execute tasks in a high-pressure environment.
* Proven analytical, evaluative, and problem-solving abilities
* Keen attention to detail
* Dealing with complex technical issues against deadlines

**EMOTIONAL EFFORT/SKILLS:*** Excellent interpersonal skills.
* Exceptional customer service orientation.
* Informing users of issues which may affect their productivity
* Empathy with colleagues and users
* Dealing with stressful, angry users

**ENVIRONMENTAL WORKING CONDITIONS:*** Mainly office based but can be subject to agile working and working from home
* Travelling to meetings
* Occasionally unpleasant conditions, exposure to dust and noise
* Server rooms within hospitals and clinics
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| **13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB** |
| Qualifications and Training* First degree plus relevant Masters Degree or evidence of equivalent experiential knowledge preferably within the NHS or public sector
* Management training and development/ Record of continuous professional development
* Driving licence
* Programme / Project Management qualification
* Relevant Professional qualifications, e.g. ITIL certification
* Management qualification
* Relevant technical qualification

Experience* Highly developed specialist knowledge underpinned by theory and experience of programme and project management principles.
* Related work experience with at least two in management roles.
* In-depth knowledge and understanding of NHS primary and secondary care services
* Proven track record of successful organisational change/ transformation leading to service improvement and benefit realisation
* Development of complex systems and implementation
* Effective management of budget and resources
* Empathy with and clear understanding of public sector values
* Corporate working at senior management level and shared decision-making responsibilities
* Contract negotiation

Competencies & Personal Skills* Knowledge, experience and expertise in staff management
* Excellent understanding of the organisation’s goals and objectives.
* In-depth knowledge of applicable data privacy practices and laws.
* Strong understanding of human resource management principles, practices, and procedures.
* Demonstrable transformational leadership skills
* Ability to develop and maintain effective working relationships with other members of the programme management team, senior managers and clinicians, project teams and third-party service providers.
* Ability to find innovative ways of solving or pre-empting problems.
* Demonstrable resource management experience
* Excellent communication and influencing skills
* Commercial acumen and business skills
* Emotional intelligence
* Understanding of the wider objectives for local and national Digital initiatives
* Good knowledge of budgeting and resource allocation procedures
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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: |