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| 1. **JOB IDENTIFICATION**   **Job Title:** Service Delivery Manager  **Responsible to:** Head of Applications  **Department:** Operations  **Directorate:** eHealth |
| **2. JOB PURPOSE** |
| To directly manage 12+ members of staff comprising of Support Team Managers,Senior & Junior Support Analysts, Facilitators, Hardware and Asset Management Support Analysts.    To input to and provide consultancy for requests for development and delivery of new and existing applications and database systems, support processes and service improvements, which support both the clinical and administrative functions of NHSGGC and partner organisations, ensuring requirements are prioritised in line with the strategic eHealth aims of NHSGGC.  Act as a Senior Programme Manager across the team’s clinical and service projects primarily focused on eHealth support and authorised projects, growing delivery of NHSGGC services and technologies.  To manage the delivery of application support and service delivery within NHSGGC and partner environment, including the organisations business systems, specialist clinical systems and clinical administration applications, through specialist teams. |
| **3. ROLE OF DEPARTMENT** |
| The overall aim of the eHealth Directorate is to deliver and maintain a comprehensive integrated information, technology and record management 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 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 Government Health Department, for local monitoring of activity or performance, and for surveillance and protection of the health of our populations.    The eHealth Directorate has approximately 1,700 staff, a revenue budget of approximately £80.m (incl annual Scottish Government ring fenced funding), annual capital budget ranging between £2-4m and non-recurring eHealth budget of approximately £10m.  The eHealth Directorate comprises the following departments:   * **Operations** – responsible for the overall IT and Telecommunication service delivery to NHSGGC including the delivery of the underpinning technical infrastructure and applications to support the health and corporate directorates across NHSGGC to agreed KPI’s and SLA’s. In addition, Information security and compliance. * **Strategy, Programmes and Innovation** - responsible for the development of the medium to long term eHealth Strategy and enabled Innovation Programmes, linking with Innovators such as clinicians, R&D, industry and SME's within NHSGGC, West of Scotland, and the broader Innovation community and the delivery of a large number of highly complex programmes and projects including significant service reconfiguration and System development, * **Information Management** – responsible for the collection and analysis of information, information governance and delivery of knowledge management services. This service comprises Knowledge Services (Libraries), Clinical Coding and Business Intelligence. * **Health Records** – delivery of Health Records services across NHSGGC, including provision of outpatient clinics and ward clerk services. * **Business and Resource Management** – responsible for financial management, procurement & contract management, audit, risk management, Programme Management Office (PMO), Information Governance, FOI responses and overarching aspects of staff governance and organisational development, Health & Safety, general Directorate wide governance and facilities management activities. |
| **4. ORGANISATIONAL POSITION** |
| Head of Operations  Head of Applications  Service Delivery Manager  **(This post)** |
| **5. SCOPE AND RANGE** |
| The role of Service Delivery Manager provides the end to end management and provision of operational support across the Operations Direct User Support Teams.  The ongoing operational support of over 200+ clinical and non-clinical systems within NHSGGC and Regionally requires continuous service improvement and commitment to align with commercial and local support models/developments and enhancements integral to the Boards Digital As Usual Strategy and this role will work in collaboration and contribute to strategic planning to deliver these objectives for the organisation. |
| **6. MAIN TASKS, DUTIES AND RESPONSIBILITIES** |
| The post holder has direct managerial responsibility, including personal development, appraisal, discipline and work evaluation for 12+ members of staff from the Direct User Support Teams, manages the development requirements and support service delivery to Board wide Directorates and Services, and works in conjunction in cross boundary requirements for partner organisations (where information needs to be shared). This often requires very complex workflows.  Application and Service Developments require the job holder to understand complex working practices across a wide range of medical/clinical professions in acute services translate them into technical solutions to facilitate the flow of information to support the healthcare practitioner and the patient, and implement these through managed projects. These systems and services directly impact the care provided to patients.  Advises and influences business clients and customers at senior management level regarding the delivery, costs, availability and functionality of services and systems and develops effective relationships whilst at the same time acting as the Client Manager for the eHealth Application service delivery function. Proactively seeks and manages development requests and provides implementation services for new and existing third party applications which enhance the deliverables of the NHSGGC clinical practice which forms a key part of the GGC eHealth strategy.    Takes overall responsibility for the financial and staffing aspects of the team’s operational management, service and project management as well as the full range of technical considerations involved. Possesses the confidence of the highest level of management in the ability to deliver an efficient and effective service within agreed time and cost constraints.  Manages Business, Clinical, Patient Care and PAS systems within area of responsibility, including support to many of which are required to be available 24\*7\*365, including direct provision of technical support and services for the teams applications / systems, when required.  Contributes to policy making at a high level with respect to the full range of matters including strategic planning, application and software procurement. Leads contributions and direction to National System & Application Developments and Projects, responsible for the support and implementation within NHSGGC Directorates and Services and provides advice on National Data Sets.  Ensures that the delivery of systems and services are monitored and maintained to the high levels of quality, standards and operability as defined within negotiated and agreed service level agreements, parameters or contracts. Ensures that service level agreements, contracts and negotiations with both internal and external suppliers are always aimed at meeting the business needs of the organisation in terms of operability, standards, quality, efficiency, performance and cost effectiveness.    Ensures that the necessary arrangements are in place to maintain or recover the delivery of systems and services in the event of any physical, technical or environmental disaster or major outage providing continuity of service to the client organisation.  Manages IT applications to facilitate information retrieval and analysis services which support National reporting requirements, SMR, ISD(s) and waiting time schemes. Manages IT applications to facilitate information retrieval and analysis services which support Directorate service planning, bed management, discharge, staff activity and service usage.  **More specifically:**  **Service Management**   * Manages the eHealth priorities to support strategic and business objectives. * Manage and deliver applications (PAS systems, clinical and administrative applications) ensuring focus on patient care, business processes and service requirements. Work closely with internal and 3rd Party suppliers, ensuring availability and continuity of applications, systems and services. Ensure active involvement in the contract management process of clinical systems/services to monitor and oversee performance of external supplier support Teams and ensure full integration with Direct User Support Team. * To co-ordinate work with third party suppliers involving the implementation of product updates, upgrades and fixes. * Establish and maintain close working relationships with both supplier and Client representatives to ensure that Operational and Service Level Agreements in support of clinical systems/services are formulated, reviewed, reported on and enhanced on an ongoing basis. Responsible for ensuring that SLA’s for the Departments key applications are met and managed. * Develop and implement key performance indicators for the measurement of accurate and prompt support of Service Delivery and Management of incidents and requests. Directs effective management of 3000+ support calls per annum assigned to Teams, ensuring they are assigned & prioritised appropriately and are progressed to Operational and Service Level Agreements. * Manages delivery of the departments Application Administration & Support Standards, Training Standards and Business Analyst Standards for the NHSGGC eHealth teams.   **Client Management**   * Act as a senior point of contact for the escalation of any IT related issues within assigned areas of responsibility. Provide a single point of senior client contact that will co-ordinate the IT Service provision for the nominated area. * Obtain working knowledge of processes and systems within Specialities and analyse and identify how IT can assist in the delivery of improved patient care. * Identify new or changes to IT related requirements arising from new business or clinical developments within the areas of responsibility. * Ensure that key Client contacts in areas of responsibility are informed of progress within Board and National eHealth led projects or other developments that impact services. * Identify services levels and availability of support required by areas of responsibility (e.g 24x7 cover) agree associated costs and identify funding or resources to obtain provision. * Maintain close working relationships with client/user representatives to ensure that SLA’s (Service Level Agreements) in support of clinical systems/services are formulated, reviewed and enhanced on an ongoing basis and ensure that senior IT staff are updated on developments and continued progress.   **Programme Management and Implementation**   * Ensure that the information, systems and processes which support the strategic eHealth objectives of NHSGGC and partner organisations are successfully scoped, developed and implemented. Requires understanding to re-assess priorities as business objectives change. To manage the successful delivery of developed or procured applications over multiple independent project work streams. * To develop comprehensive plans compliant with standard frameworks applied with NHSGGC. To develop and implement robust and appropriate communications plans for all stakeholders ensuring ownership and maximum take up of new clinical applications, thus ensuring maximum benefits achievement. Monitoring and reporting of programme progress, risk and expectations to the programme steering group. To deliver projects on time, in scope and on budget with the ability to address any implementation ‘drift’ and ‘manage out’ any associated risks. * To ensure that the database aspects of developments are in line with current industry and NHS Scotland standards and support Business requirements and needs. * To co-ordinate commissions arising from the eHealth Steering Group and provide leadership to working groups as required. * Business analysis, process mapping, re-engineering and re-design of existing and proposed operational environments for clinical and administrative settings. Definition of clinical and professional requirements, identification and evaluation of technologies to meet service needs. * Definition and implementation of support requirements necessary to sustain the service during and post project go live.   **Management of Staff (incl HR & Payroll Responsibilities)**   * Schedule and direct the activities of the teams, directly or via Support Team Managers, taking account of individual’s abilities and the requirements of the organisation. * Ensure all work is carried out and documented in accordance with required and agreed standards, methods and procedures (leading in specific areas of standard or processes as directed by the Head of Applications). * Motivate staff through the provision of appropriate development opportunities, training and objective setting and maintain a Personal Development Plan for each team member. * Maintain records of attendance, sickness or other absence and leave for team members. * Communicate with HR and Occupational Health advisors to notify them of any staffing issues or to work with Recruitment on any vacancies * Responsible for the recruitment and selection of potential new staff within Teams |
| **7a EQUIPMENT AND MACHINERY & 7b SYSTEMS** |
| The post-holder will use a range of standard it and office machinery & equipment, including:   * PCs (desktop/laptops) * other mobile/hand-held devices * scanners/photocopiers/faxes/MFDs * printers * telephony   The post-holder will use a range of systems and in doing so require advanced keyboard skills, including:   * Microsoft applications – Word, Excel, PowerPoint etc * Adobe and similar applications * email systems, internet and intranet * incident and risk management systems * various departmental databases * patient administration and management systems * financial reporting * SSTS and workforce Systems   The post-holder will use a range of manual recording and reporting systems, including:  files (contracts, personnel, technical & supplier literature, legislative). |
| **8. DECISIONS AND JUDGEMENTS** |
| The post-holder will agree objectives and key deliverables with the Head of Applications and Head of Operations.  The post-holder will be largely autonomous and will prioritise, initiate and organise their own workload on an ongoing basis, taking into account the needs of their direct Support Teams and wider eHealth Directrate and Board organisation and determining the best way to achieve short and long-term objectives by interpreting agreed national and professional policies and guidelines.  The post-holder will be required to set key result areas and objectives in accordance with NHSGGC policy and will have regular reviews on their achievements of these with the Head of Applications and Head of Operations. |
| **9. COMMUNICATIONS AND RELATIONSHIPS** |
| The post holder is required to communicate with;   * Other eHealth Directorate Professionals ensuring models of service delivery are achieved, negotiating the release of resources to perform areas of work, allied to this the post holder. * When required, will negotiate with the 3rd Party suppliers ensuring their compliance with the service delivery needs of the eHealth Directorate and its Clients. * Senior clinical staff to discuss information and data requirements during scoping and development phases of project, and throughout to implementation and sign off. * Board wide Directorates/ Directors, senior managers, Business and Project Managers, both advising and negotiating the use of new and emerging technologies. * Third party software Supplier Account Managers, negotiating changes to software and highlighting discrepancies within the product. * The NHSGGC eHealth Programme Office and eHealth Programme Board. * Local, regional and national groups such as but not limited to ‘Managed Clinical Network’ emphasis on Diabetes, Stroke and Heart Disease. |
| **10. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB** |
| The post holder is expected to deliver in line with strategic plans, unforeseen events can have an adverse effect on how time/resource is managed. As with any non-scheduled support environment, user expectation is of quick fix, which means post holder will re-act to situation. The job requires the juggling of large numbers of complex activities large and small to ensure that priorities are met for the clinical and business services in NHSGGC.   |  | | --- | | **Physical skills**   * The systems that are supported are key clinical systems and require quick fixes when problems occur this can be extremely pressurised. * Knowledge that major impact on clinical and medical services can be affected by initiative, decisiveness and promptness of reactions to loss of IT services can create high levels of stress, often requiring explosive effort. * Maintaining knowledge in areas of expertise including managerial, technical, legislative advancements, whilst continuing to carry out day to day activities. | | **Physical demands**   * The systems that are supported are key clinical systems and require quick fixes when problems occur this can be extremely pressurised. * Frequent, intensive concentration when working on highly complex business processes and management information issues. Lengthy periods of concentration are required whilst acknowledging frequent interruptions are an unavoidable element of the role and working environment. | | **Mental demands**   * Ability to deal with complexity of integrated Applications and Systems * Maintaining and increasing productivity within EU Working Directives and Contracted Hours. | | **Emotional demands**   * The post holder is also required to undertake stressful tasks concerning poor staff performance and disciplinary issues and managing complex interactions with staff’s personal circumstances. * Ability to deliver initiative, proactive approaches and subjectivity at times of high demand and pressure, such as major clinical or IT system outage affecting many users and/or many sites, or dealing with staff on emotional or personal issues. * Regular exposure to confidential/sensitive data, much can be distressing | | **Working conditions**   * Requirement to undertake additional out of hours (evening, weekends and holiday) work to minimise disruption to clinical services during IT upgrades, changes etc. * Requirement to work in clinical areas where IT services are deployed, which on occasions may be in close proximity to sensitive patient/clinical situations. * Inter-site and intra-site mobility, including travelling anywhere as required | |  | |
| **11. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB** |
| Ensuring that the most appropriate solution to any given problem is offered. This is achieved through not only an understanding of the business need but also an understanding of the people who carry out the business, be they Clinicians, Managers or administration staff. The challenge is heightened by the introduction of new technologies.  Being aware of National eHealth developments within the NHS.  Providing service improvements necessary to meet the aspirations of users that have an ever-increasing dependence on continually evolving eHealth services, whilst managing limited available resources.  Prioritisation of the workload to balance effectively the resources required to support strategic projects against those for ongoing support requirement, whilst preserving team dynamics and motivation.  Maintaining a working knowledge of the vast number of clinical IT applications.  Influencing and directing users to ensure that well informed decisions are made in support of the service. |
| **12. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB** |
| The post holder must have significant demonstrable experience in the analysis, specification, development and implementation of information systems, preferably within a public service environment – Essential.  Both theoretical and practical experience of database structures gained through achieving a relevant diploma or degree and/or previous practical workplace experience – Essential.  Proficient in the role of IT Service Delivery Management with exceptional problem solving abilities. (Preferably qualified in ITIL Service Management - International standard for Best Practice in IT Service Management) - Desirable  Experience in project management and knowledge of methodology such as ELMP, Six Sigma or Prince advantageous.  Ability to understand the business aspects of information systems and supported applications. – Essential.  Knowledge of technical aspects of systems; hardware, database, software and hardware integration environments and associated knowledge of legislation, best practices and procedures surrounding IT – Desirable.  High level of communication and negotiating skills within complex environment and situations and the ability to diplomatically deal with all levels of users, senior management and clinical staff, allowing post holder to influence decision making – Essential.  Organised approach to administration, workloads and prioritisation. Ability to prioritise and meet deadlines in a time constrained environment. Ability to exercise initiative and work independently – Essential. |