

Job Description

Job title:	Deputy CTO for Operations
Division:	Corporate Services
Board/corporate function:	Digital Healthcare Technology
Salary band:	Band 9
Responsible to:	Chief Technology Officer
Accountable to:	Medical Director, Digital Healthcare
Hours per week:	37.5
Location:	Cross site role based at 149 Tottenham Court Road (with opportunities for flexible working)

University College London Hospitals NHS Foundation Trust

University College London Hospitals NHS Foundation Trust (UCLH) is one of the most complex NHS trusts in the UK, serving a large and diverse population.

We provide academically led acute and specialist services, to people from the local area, from throughout the United Kingdom and overseas.

Our vision is to deliver top-quality patient care, excellent education and world-class research. We provide first-class acute and specialist services across eight sites:

- University College Hospital (incorporating the Elizabeth Garrett Anderson Wing and Grafton Way Building)
- National Hospital for Neurology and Neurosurgery
- Royal National ENT and Eastman Dental Hospitals
- Royal London Hospital for Integrated Medicine
- University College Hospital Macmillan Cancer Centre
- The Hospital for Tropical Diseases

We are dedicated to the diagnosis and treatment of many complex illnesses. UCLH specialises in women's health and the treatment of cancer, infection, neurological, gastrointestinal and oral disease. It has world class support services including critical care, imaging, nuclear medicine and pathology.

We are committed to sustainability and have pledged to become a carbon net zero health service, embedding sustainable practice throughout UCLH. We have set an ambitious target of net zero for our direct emissions by 2031 and indirect emissions by 2040.

UCLH Vision and Values

The Trust is committed to delivering top quality patient care, excellent education and world-class research.

We deliver our vision through [values](#) to describe how we serve patients, their families and how we are with colleagues in the Trust and beyond.

We put your **safety** and wellbeing above everything

Deliver the best outcomes	Keep people safe	Reassuringly professional	Take personal responsibility
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We offer you the **kindness** we would want for a loved one

Respect individuals	Friendly and courteous	Attentive and helpful	Protect your dignity
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We achieve through **teamwork**

Listen and hear	Explain and involve	Work in partnership	Respect everyone's time
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We strive to keep **improving**

Courage to give and receive feedback	Efficient and simplified	Develop through learning	Innovate and research
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Equality, Diversity, and Inclusion at UCLH

At UCLH, we take equality of opportunity seriously and are committed to being a diverse and inclusive employer, with a culture that creates a real sense of belonging and trust. Respect, inclusion and sensitivity are hallmarks of quality of our care. That is why it is our fundamental aim, to recruit, retain and promote a diverse mix of people from all backgrounds, cultures, and perspectives, who are representative of our local communities to support our world class research, innovation, and creativity. We are proud to have 5 different networks that are owned and led by our staff which give a voice to all our staff to feed up to leadership of the organisation, including the Trust board, thus creating a sense of community and support and help drive cultural change to become a more inclusive organisation.

Our staff networks are:

- Black, Asian and Minority Ethnic (BAME) Network
- Lesbian, Gay, Bisexual Transgender, Queer, Intersex and Asexual (LGBTQIA+)
- Women's
- Disability Network
- Mental Health Network

Flexible working

Due to the operational nature of this role, the post holder will need to be on site on a regular basis but may also take advantage of flexible working. UCLH is committed to supporting flexible working, and Digital Healthcare Technology encourages a range of remote and hybrid patterns for our teams. Flexible working options can be discussed with the recruiting manager.

Digital Healthcare

Our vision is to deliver top-quality patient care, excellent education and world-class research – enabled by world-class technology.

UCLH implemented Epic as its electronic clinical record across all sites in March 2019. It is at the heart of our Digital Healthcare ambition, and has created a step-wise improvement to research, clinical services, and patient experience. We have also launched our Research Hospital initiative. We aim to incorporate learning into all our activities, through our NIHR-funded Biomedical Research Centre, clinical trials and advanced analytics.

The Digital Healthcare Directorate was created in 2020. It is led by our Medical Director for Digital Healthcare, bringing together technology, our electronic health records, analytics and the development of the digital capability of our workforce. Its Technology arm is led by UCLH's Chief Technology Officer (CTO) and ensures that our technical systems enable us to deliver excellent clinical care and excellent experience for our patients and staff, to exploit the power of Epic and to deliver our Research Hospital objectives.

Job Purpose

The Trust seeks to be a world-leader in the utilisation of technology in healthcare, both to improve the quality and experience of care for our patients, and to support more modern and effective working practices for clinical and administrative staff.

The primary responsibility of the Deputy CTO for Operations is to ensure the efficient and safe delivery of the organisation's day to day technology systems and services. The post holder will assist the CTO in leading and implementing Digital Healthcare strategy while promoting technical credibility across the organisation. This role is one of two band 9 senior deputies reporting directly to the CTO: this post has a focus on Operations, including portfolio management, system management, service delivery, and ensuring continual service improvement. The other senior deputy is primarily responsible for Architecture including our technology roadmap, digital standards, enterprise and technical architecture.

UCLH works with an outsourced IT partner, Atos, for many of our IT projects and services. The Deputy CTO for Operations will lead the management of that contract and relationship. Our 10 year partnership with Atos continues until 2027 and the postholder will play a strategic leadership role as we plan the future delivery of our services.

Key Working Relationships

This post reports directly to the Chief Technology Officer and is expected to deputise for them, working with a key number of senior stakeholders and staff from across UCLH:

- Chief Technology Officer
- Medical Director of Digital Healthcare
- Senior deputy to the CTO with responsibility for Architecture
- Digital Healthcare Technology senior leadership team
- UCLH Executive and Senior Directors
- Divisional Managers and Divisional Clinical Directors
- Head of Electronic Health Records (EHR)
- Leadership of UCLH's outsourced IT partner, Atos
- Corporate Head of Finance
- Corporate Head of Workforce and HR Business Partners
- Senior Digital Healthcare colleagues at other NHS trusts within NCL

The Deputy CTO for Operations is a new role, and the post holder will take on line management responsibility for several senior staff currently reporting to the CTO.

The Digital Healthcare Technology senior team is commencing a period of engagement and consultation to consider the most effective working structure for senior staff reporting to the CTO. The precise line management structure reporting to this new post may therefore change over time. It will however continue to hold responsibilities for Projects, Service Delivery, and System Management, with at least one senior (8C or above) direct report in each of these areas.

Key Results Areas

The post holder will provide critical senior leadership to Digital Healthcare with key dimensions:

- **Operational leadership:** senior responsibility for all project delivery and business as usual technology service functions at UCLH including support, maintenance, engineering, changes to production and incident response. The postholder work with the CTO to ensure that the strategy of Technology is aligned with, and supports delivery of, UCLH's goals.
- **Senior management:** Deputising for the CTO at key meetings at the organisation's most senior level. Line management responsibility for Projects, Service Delivery, and System Management
- **Stakeholder management:** The postholder will play a visible leadership role representing Digital Healthcare and as such the ability to develop and maintain strong working relationships with senior colleagues, clinicians, wider staff groups and external stakeholders will be important.
- **Financial accountability:** manage significant capital and revenue budgets, monitoring and modelling costs, and delivering value for money to service functions
- **Commercial management:** build and manage relationships with commercial partners for service and project delivery

Main Duties and Responsibilities

Strategy and Leadership

- Lead the production and implementation of the organisation's operational technology strategies, formulating long term plans which will need to be adapted and revised to ensure they continuously meet the organisation's need.
- Be accountable to the CTO for delivering a large portfolio of these critical technology services and projects at UCLH
- Have a sound understanding of the UCLH Strategy, and identify how Digital Healthcare Technology can support the realisation of this strategy
- Interpret NHS England's strategy on digital innovation in order to establish goals and standards for UCLH technology services.
- Provide clear and visible operational leadership for Digital Healthcare Technology at UCLH; providing assurance and taking action where concerns are raised
- Build strong relationships with senior stakeholders from across UCLH, helping to translate the needs of the divisions into Digital Healthcare Technology operational strategy
- Take a proactive role in specifying, identifying, assessing and implementing new technology services for UCLH and presenting recommendations on these to senior audiences
- Hold responsibility for creating and reviewing operational technology policies which will have impact across the organisation
- Ensure regular testing of systems
- Undertake short and long term business planning factoring in resource requirements and flexibility to allow for evolution and amendments to plans where unforeseen changes occur
- Establish effective leadership relationships for service delivery, incident, problem, and change management of technology systems within UCLH, across the NCL ICS, with NHS England, and with other third parties
- Carry out regular professional development and research activity to remain current on evolving industry best practice in technology platforms and services, and make recommendations on these to the CTO and other senior staff

Management

- Direct line management responsibility for three distinct areas: Projects, Service Delivery and Systems. These areas already have their own senior managers at 8C or above.
- Deputise for the CTO on a regular basis
- Personally lead the response to serious ICT incidents at UCLH, ensuring the relevant internal and external stakeholders are engaged and respond appropriately
- Contribute to the analysis of technical and operational issues, engaging specialist expertise or escalating as appropriate
- Hold corporate responsibility for the provision of a technical service, ensuring the smooth running of Digital Healthcare technical and service delivery teams and being accountable for their performance and delivery
- Accountable for the setting of key performance objectives and for ensuring all team members have and undertake regular performance reviews

- Create an environment where teams thrive using a range of Organisational Development and Team Building approaches
- Coach and support colleagues, acting as a role model for the department and organisation
- Performance-manage programmes, projects, staff and suppliers, providing robust challenge and scrutiny to accountable parties where expectations and delivery are not being met
- Maintain high quality data, using modern tools, on UCLH technology systems, services, and assets, and use an evidence-based approach from these data to underpin decisions and improvements
- Ensure all data security and protection principles are applied consistently and effectively throughout the full portfolio of Technology projects, services and systems

Communication

- Provide and receive highly complex information, translating technical information into a format that can easily understood by stakeholders.
- Communicate highly contentious topics such as organisational change, which may need to be discussed with large groups of staff. This will require a high level of interpersonal and communication skills
- Provide regular written reports and dashboards to senior managers and executives for review and discussion.
- Confident in producing and analysing highly complex data to help inform decision making.
- Deliver presentations and briefings which demonstrate acute and considered awareness of political and commercial issues

Financial Responsibilities

- Manage a number of multi-million pound operational budgets, including both revenue and capital, and seek opportunities to drive down costs while maintaining efficiency, performance and quality of service
- Monitor and report on service and financial performance
- Develop business cases using expert knowledge to determine best courses of actions
- Regularly test goods and services for value for money
- Follow trust standing financial instructions as all times
- Maintain a clear understanding of the disposition of our physical and virtual IT assets

Commercial Management

- Lead the Trust's contractual relationship with a variety of outsourced technology suppliers, including our main technology service delivery contract with Atos
- Manage the financial and commercial dimensions of several complex outsourced contracts which will include the negotiation of contracts
- Obtain and apply legal advice on commercial, contractual, and procurement matters where appropriate
- Provide expert input to complex contractual and procurement matters
- Performance manage suppliers and undertake service improvement plans

Other

The job description is not intended to be exhaustive and it is likely that duties may be altered from time to time in the light of changing circumstances and after consultation with the post holder.

You will be expected to actively participate in annual appraisals and seek to implement our Equality, Diversity and Inclusion Policy and the objective to promote equality of opportunity in relation to the duties of the post. Objectives will be set, that your performance will be monitored against in conjunction with your manager.

You will be required to demonstrate a personal commitment to the Trust's Net Zero Strategy and to take personal responsibility for carrying-out your work duties in a way which is compliant with this strategy.

Person Specification

Requirements	Essential	Desirable	Assessment Criteria			
			A	I	R	T/P
Qualifications Degree or other qualification or evidence of relevant on-job qualification in e.g. Informatics, Engineering, Computer Science, Technology, Service Delivery	X		X			
Relevant qualification to Masters level in Engineering, Science, Healthcare or related area		X	X	X		
Recognised formal certification in at least one other area of professional IT – e.g. project management, digital safety management, information governance		X	X	X		
Knowledge of the design and operational management at least one type of specialist clinical record system in acute healthcare – e.g. EPR, PACS, pharmacy, digital pathology, LIMS, occupational health etc		X	X	X		
Membership of relevant professional body		X	X	X		

Requirements	Essential	Desirable	Assessment Criteria			
			A	I	R	T/P
Experience						
Extensive experience of complex technology and systems delivery	X		X	X		
Relevant technology experience gained within a healthcare environment		X				
Experience of managing delivery and performance of commercially provided IT systems and services	X		X	X	X	
Significant experience in a Senior ICT management role including working with a range of diverse senior stakeholders	X		X	X		
Experience of managing large complex budgets and commercial service delivery contracts	X		X	X	X	
Experience of managing large technical teams	X		X	X		
Experience of delivering mission critical technology services and systems	X		X	X	X	

Requirements	Essential	Desirable	Assessment Criteria			
			A	I	R	T/P
Skills and Abilities Highly developed people management skills with experience of all areas of staff management e.g. disciplinary, performance	X		X	X		
Highly developed programme and project management skills gained through working at a senior level	X		X	X		
Highly developed commercial and financial management skills gained through working at a senior level	X		X	X		
Extensive knowledge and strong understanding of systems implementation lifecycle	X		X	X		
Very good communication skills including the ability to articulate technical aspects to non-technical colleagues and senior managers	X		X	X		
Familiarity with information systems management practices (e.g. ITIL)	X		X	X		

Requirements	Essential	Desirable	Assessment Criteria			
			A	I	R	T/P
Good practical knowledge of IT systems at the infrastructure, application, business process and information layers	X		X	X		
Proven ability in coaching colleagues	X		X	X		
Ability to prepare and maintain complex documents using modern desktop tools	X		X	X		
Strong analytic ability with large complex datasets, using modern tools to maintain, analyse and present data	X		X	X		
Other Requirements						
Understanding of Equal opportunities & Confidentiality issues in NHS	X			X		
Flexible working hours for occasional meetings in early morning or evening	X			X		
Ability to occasionally travel to remote sites, both within UCLH services and external	X			X		
Ability to participate in the Technology On-Call rota	X			X		