 **LEEDS COMMUNITY HEALTHCARE NHS TRUST**

JOB DESCRIPTION

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| **Job Title:** Business Intelligence Manager  **Banding:** 8a  **Employing Organisation:** Leeds Community Healthcare NHS Trust  **Location:** White Rose Office Park  **Specialty/Department:** Business Intelligence  **Reports to:** Head of Business Intelligence |
| **Service Description**  The Business Intelligence and Performance Team works closely together to provide a full business intelligence service to the Trust and supports the Trust with monitoring and understanding performance.  The team manages all processes relating to the data we extract from our clinical information systems and its transition to insight and intelligence.  There are three teams within Business Intelligence and Performance.  The Warehousing Team design, develop and maintain the organisation’s SQL data warehouse solutions. They ensure appropriate structures are in place to enable easy access to high quality data and processing of those data into dynamic reporting solutions. They are responsible for the development and submission of the national data sets.  The Business Intelligence Team develop and maintain reports for presentation in the Performance Information Portal (PIP). This is the online tool that provides information to the organisation. The reports are currently delivered via SSRS and PowerBI. They work with customers to ensure that the reports present information to managers and services in a format that is easily understood and relevant to decision-making processes.  This team is also responsible for ensuring that all regular manual reports are generated and submitted on time. Wherever possible this team will work to minimise manual processes.  The Performance Team provide the first point of contact for queries from our clinical services supporting them by monitoring their performance, highlighting areas of interest and monitoring recovery plans. They work with services to help them understand and interpret their data. They create analytical models to support with areas such as capacity and demand or waiting list management. They also work alongside the Head of Business Intelligence and Performance to develop the list of KPIs used by the organisation to monitor and drive improvement.  This team also includes the Data Quality Lead. They are responsible for ensuring that processes to monitor and improve data quality are embedded in all our products. |

**Job Purpose**

The post holder will form part of Business Intelligence and Performance. They will manage the Business Intelligence Team and will be responsible for the development of business intelligence and reporting frameworks to enable regulatory, contractual duties and strategic priorities to be met. They will ensure that the primary function of the team is delivered. Namely to ensure that timely, accurate and relevant intelligence about healthcare services is produced to support the Trust’s business and clinical processes and associated decision-making.

The role will develop existing and new business intelligence systems and ways of presenting information to allow the Trust to effectively manage its services and improve patient care. The role will assist in delivering the Business Intelligence strategy by developing approaches for implementation and ensuring their successful roll out. It will provide direct line management to key Business Intelligence staff and leadership to the wider team. The role will deputise for the Head of Business Intelligence as required.

Working with Trust leaders and external colleagues (for example the Leeds Office of Data Analytics) the post holder will to develop and implement new information reports, flows and systems that meet the operational and strategic needs of the Trust and their stakeholders. This will include the analysis and presentation of complex and highly contentious data.

They will provide expert advice across a range of Information management and technology areas e.g. systems development, implementation, report production, analysis and interpretation and will lead the delivery of an analytical and data interpretation service which supports the trust to monitor quantitative and qualitative performance of activity, providing the opportunity to challenge performance in areas which are not within acceptable tolerances.

**Strategic Responsibilities**

The post holder will plan and be part of the provision of a comprehensive and integrated business intelligence reporting service across the Trust. They will ensure arrangements are in place which accurately report the performance of services for all levels of the organisation.

The post holder will create and maintain systems that provide timely and effective reporting that allows identification and investigation of variances. The post holder will take responsibility to ensure that the statutory reporting responsibilities of the Trust can be discharged through the reporting services established.

The post holder will have the following strategic responsibilities:

* To deputise for the Head of Business Intelligence and Performance as required
* Ensure the effective provision and use of information Trust-wide.
* The design and delivery of high-quality business intelligence reporting systems for the Trust.
* Working with Business Unit General Managers, service managers and other key stakeholders to assess reporting requirements and implement as appropriate.
* To be a Trust expert on the provision of reporting services.
* Deciding the best course of action for developing and supporting the Trust’s Business Intelligence systems in business as usual and when problematic situations arise.
* Contributing to the development of and implementation of an approach to data quality that ensures the availability of quality information.
* Promoting use of data and lead the development a data driven culture across the Trust, introducing new systems, techniques and processes as appropriate.

**Operational Responsibilities**

**Information Management**

* Lead the team to ensure the availability of accurate and reliable information for Business Units and Services to support service improvement and local monitoring. This may include information from systems across the organisation e.g. SystmOne, ESR, Datix
* Lead the production of appropriate data/information when necessary to enable the Trust to respond to ad hoc requests. Including development of new mechanisms to analyse and interpret data where these data are detailed and complex.
* Lead the analysis and interpretation of detailed and complex information, identifying discrepancies and variations making judgments and developing plans that impact across the health community and support the delivery of healthcare to the local population served. The information could also be incomplete, contradictory, politically or commercially sensitive and involve changes to individuals’ jobs and services provided to patients.
* Alongside the Head of Business Intelligence and Performance plan and organise a broad range of complex activities and projects which impact across clinical and non-clinical areas e.g., the delivery of new systems, information products, or data quality improvements.
* Provide expert input into implementation of new products and systems including development and analysis of requirements and design of new products.
* Lead on the development of initiatives to monitor data quality that fully embed data quality in all reporting and ensure these are implemented across the BI team.
* Monitor report development and maintenance in relation to data quality and escalate issues for appropriate action.
* Work in partnership with those managing the data warehouse and stakeholders to translate data into actionable information, including providing expert input to the development of data warehouse structures to support reporting.
* Create standard operating procedures, documenting routine working practices.
* To ensure the monitoring and accurate reporting of all principal performance reports to internal and external stakeholders. Produce specific project reports as required.
* To ensure all external targets and standards are clearly identified and monitored, ensuring that individual accountability for each target is clearly identified and indicated in all performance reporting.
* Assist the Head of Business Intelligence and Performance in the production and development of regular reporting to Senior Management that provide the Trust with appropriate quantitative reports and accompanying narrative.
* In conjunction with the Head of Business Intelligence and Performance develop and maintain processes to ensure that internal and external benchmarking arrangements are in place for all key areas of the Trust’s performances so that variances are identified and action taken.
* Lead on the introduction of business intelligence systems to support the effective management of trust services.
* Manage the provision of aggregate and patient-based information requirements in contracts with NHS, private sector and voluntary sector providers.
* Assist the Head of Business Intelligence and Performance in meeting statutory reporting obligations. This involves detailed analysis and interpretation of statutory and local requirements, determining the operational and technical changes required and prioritisation of these where there are competing concerns.
* Responsible for updating systems and processes to ensure policy derived from local or national requirements is implemented. This may be for organisation-wide business intelligence systems that impact over a number of services and teams.
* Ensure that strategic frameworks are designed to deliver information to staff at all levels within each organisation, fulfilling nationally mandated and statutory requirements in additions to local requirements for service improvement.
* Production of highly sophisticated clinical information enabling service leads to make considered informed decisions supporting the Trust aspirations of building a “Business Intelligence System”. These decisions may be controversial in nature as they could affect the design of existing and future clinical services.
* Assist the Head of Business Intelligence and Performance in reporting on a core set of appropriate measures on which the performance of the Trust is monitored.

**Information Systems Development**

* Responsible for the planning, development, review, update, upgrade and introduction of major new Business Intelligence systems to meet national and user requirements.
* To develop the business intelligence service to meet user and national requirements by formulating and adjusting plans and strategies and planning and organisation of a range of complex activities.
* Engage with the stakeholders to develop business requirements and translating requirements into a technical solution that meets the specification of customers.
* Test, adapt and develop business intelligence applications in response to new requirements
* Develop detailed procedures to enable effective information processes to be developed.
* Receive and act upon highly complicated technical information in order to support and develop business intelligence systems which meet clinical and business requirements.
* Evaluate and support the procurement and implementation of BI systems.
* Provide expert input into clinical systems developments ensuring that appropriate data is captured, is accurate and can be extracted as required to fulfil reporting requirements. This will impact beyond the scope of the Business Intelligence Team. It will be contentious at times and will require significant sensitivity and negotiation.
* Provide strategic input to the development of clinical and corporate information systems to ensure that appropriate information flows are in place kicking off projects to develop these where appropriate.
* Leads the project management activities for the third-party resources as required.
* Take an integral role in the specification, procurement, design and build of a new Business Intelligence System, capable of supporting the Trust’s corporate information and knowledge management aspirations.
* Work closely with the Data Warehouse Team, IT Manager, IT engineers and Informatics Manager to ensure that the hardware and software required to support data warehouse activities and wider Business Intelligence systems are adequately specified, delivered and supported.
* Contribute to ensuring that Informatics has appropriate procedures and systems in place to maintain and safeguard existing information systems and computer databases. This will involve producing system documentation and establishing appropriate system recover and backup procedures.
* Take responsibility for allocated procurements to ensure they are in line with the key processes in the NHS procurement guidelines and be able to evidence such compliance on behalf of the Trust when required to do so by any independent audit authority.
* Take responsibility for allocated procurements to make sure they are compliant with the European Procurement Directives and draw up procurement documents for publication in the Official Journal of the European Union (OJEU).
* To contribute the dialogue with suppliers on behalf of the Trust, ensuring that selection processes are open, equitable and auditable.
* All development should support the strategic objectives of the Trust as set out in the Business Intelligence strategy and key national publications such as strategies such as the NHS Long Term Plan.
* The post holder will be expected to work with the minimum of supervision within broad objectives, exercising their own initiative and judgement in order to develop and sustain suitable working practices and standard operating procedures.

# **Communication and User Liaison**

* Provide guidance, advice and support to managers on matters relating to healthcare information, commissioned activity, and service specifications. In the future this may include payment by results or tariff for community services.
* Contribute to development of service specifications with respect to information requirements expected between the Trust and its commissioners.
* Represent the Trust on local and national Information development groups where required.
* Ensure user involvement with development to new reporting and information solutions.
* Works with managers and colleagues to identify, manage and minimise risks within the overall organisational risk management frameworks. This includes understanding and applying knowledge of support role in safeguarding and incident management. Reporting and investigation of incidents using the Datix system within agreed service area.
* Communicating in an accessible format to a wide range of senior staff throughout health and social care organisations in Leeds; presenting, explaining, advising and engaging in detailed consultation.
* Communicating effectively on a 1 to 1 level with the Chief Executive and Directors or in group situations with the Trust Board, or Board Sub Committee or through awareness raising sessions with staff.

**Training Delivery and User support**

* Encourage users to access information as a corporate asset by publicising and promoting the information systems available and supporting users with help and advice on specific information issues.
* Provide expertise and advice to other staff in developing reports
* Manage user expectations of the Trust’s systems and ensure that staff are adequately skilled to derive benefit from the information collected. This could involve the creation, development and monitoring of training courses and reports to cover management and administrative staff.
* Provide clear explanations regarding the complexities and idiosyncrasies of the data presented.
* Ensure users are kept informed of any delays or problems with data delivery.
* Provide on the job (technical) training for appropriate members of the informatics and performance teams.

**Information Governance**

* Ensure best practices are implemented in respect of data protection in order to meet legal requirements on sensitive data as well the Trust’s Information Governance procedures.

**Personal and People Development**

* Ensure high standards of personal performance.
* Maintain a clear understanding of current NHS policy particularly IT and Information related programmes.
* Develop a thorough understanding of all the Trust’s information systems
* Keep up to date with advances in Health Informatics.
* Provide supervision, technical training, advice and guidance for junior members of staff.
* To maintain and extend technical knowledge and expertise, learning new skills as required and staying abreast of technological development and researching current best practice.
* Responsible for own time management of BI projects
* Line manages a team of specialised technical staff providing the performance reporting service.
* Line manage several groups of specialised project staff across a programme of projects.
* Support the training and development of staff.
* Implement relevant HR Policies and Procedures e.g. disciplinary, grievances etc.
* Support and develop the skills of the team under their leadership providing 1:1 support, training and access to development opportunities as appropriate.
* Ability to take action based on own interpretation of broad policies.
* Participates in the Trust’s appraisal system, matching organisational aims with individual objectives and undertaking appropriate training as required.
* Complies with the policies and procedures of LCH.

**Leadership**

* Ensures that a professional service and image is maintained at all time, thereby acting as a role model to all staff.
* Provides a leadership style which is underpinned by strongly held values around equality, diversity and openness; effectively builds and maintains relationships with direct reportee(s) and other key individuals across the organisation.
* Promotes diversity and equality by example through all aspects of their behaviour.
* Demonstrates leadership in everyday practice through identifying creative and innovative solutions, engaging in leadership development appropriate to level and encouraging development as part of the team.
* Delegates effectively and empowers team members to be self-sufficient and innovative.
* In the absence of senior managers, the postholder will be able to delegate, organise and prioritise to ensure safe delivery of the service.
* Inspires others to be positive in their support of continuous improvement.
* Ensures that individual objectives are clearly defined within the wider Directorate framework and in line with Trust’s objectives, using the appraisal process as a vehicle for this.
* Takes responsibility for their own and others’ health and safety in the working environment.
* Act as an ambassador for Leeds Community Healthcare Business Intelligence across the organisation and beyond
* Create, maintain and support working relationships at all levels within the Trust and also external agencies.

. **Learning and Development**

* Undertakes any training required to develop or maintain their proficiency within the service area and demonstrates competence within professional requirements.
* Evaluates own practice and identifies areas of development by setting appropriate objectives via the appraisal process.
* Is committed to delivering and sharing learning opportunities with students, team members and other agencies in order to develop self and others
* Identifies the collective development needs of the team and takes action to address these.

. **Partnership and Team Working**

* Actively works towards developing and maintaining effective working relationships both within and outside the Trust including other agencies.
* Responsible for communicating information to the team, providing advice and support as necessary. This can be challenging and complex in its content i.e. Implementing organisational and/or services changes.
* Explores the potential for collaborative working and takes opportunities to initiate and sustain such relationships.
* Responsible for investigation of complaints within own area if necessary. Working with internal and external service users in line with Trust policy and guidelines.
* Actively contributes to the multi-disciplinary team supporting the service user including communication with external providers and other agencies; acting as a credible source of information for other agencies/professionals involved as required.

. **Innovation and Quality**

* Works with managers and colleagues to continually improve the quality of service delivery within the overall organisational governance frameworks and corporate objectives.
* Researches relevant areas to support service development; e.g. review of data quality issue to investigate causes, surveys colleagues in services to determine how business intelligence products are being used. Uses the outcome of these to formulate plans for improvements
* Works with managers and colleagues to identify, manage and minimise risks within the overall organisational risk management frameworks. This includes understanding and applying knowledge of support role in safeguarding and incident management. Reporting and investigation of incidents using the Datix system within agreed service area.
* Acts as an advocate for service users recognising the boundaries of their knowledge; liaising and signposting on to other services/agencies as required.
* Ensures that service user experience is core to all service development gaining support from the appropriate teams as required.

In addition to these functions the post holder is expected to:

* In agreement with their line manager carries out such other duties as may be reasonably expected in accordance with the grade of the post.

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| **Effort Factor Information** | |
| **PHYSICAL EFFORT**  What physical skills needed in the role require, speed, accuracy, dexterity and or manipulation of objects (includes both clinical and non-clinical posts)? Please provide specific examples.  Is the post holder required to lift equipment? If yes, please specify type of equipment, weight (approx. kilos) and frequency of the requirement. Please provide specific examples. | Accuracy, and dexterity in the operation of keyboards for a few hours per day is a routine part of this job.  Occasional lifting of Computer Equipment etc. and boxes of literature, < 10kgs in weight, may be required. |
| **MENTAL EFFORT**  Describe the amount of concentration required within the day-to-day job. What is it the employee will have to concentrate on? Please give examples of how often and for how long this concentration occurs. Please provide specific examples of when mental effort is required.  Is the post holder required to drive a vehicle? If so please specify duration and frequency. | Frequent, prolonged mental effort is required every day, often for periods of many hours. |
| **EMOTIONAL EFFORT**  Does any part of the job require any emotional effort? What elements of the role expose the employee to emotional effort?  How often does this happen? Please provide specific examples. E.g. exposure to child protection issues | Postholder required to deal with staffing and disciplinary issues. |
| **WORKING CONDITIONS**  Is the post holder required to work in extreme heat or cold, with smells, noise or fumes which are unavoidable, even with the strictest health and safety controls? Does the post holder work with clients or patients who express aggressive verbal or non-verbal behaviour or similar. Please describe the requirement and the frequency with which this may occur. | The employee is exposed to normal office-working conditions.  Whilst most of the work of the employee is based around the computer there are some tasks that do not require VDU input. |

**TERMS AND CONDITIONS OF SERVICE**

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| **Band:** | 8a |
| **Hours:** | 37.5 |
| **Contract:** | Permanent |
| **Salary:** | £53,755 - £60,504 per annum |
|  | New staff will normally be appointed to the minimum of the pay band. Staff transferring from one post to another in the same pay band within the NHS will enter the band at the same point that they were previously on. Staff promoted within the NHS will enter the new pay band at the minimum or the first point of the new pay band that gives them an increase in salary. Any previous NHS service will be subject to confirmation by the Payroll Department. |
| **Annual Leave:** | The annual leave year runs from 1 April to 31 March following.  The full entitlement being 27 days for a full year and pro rata  for an incomplete year's service. An additional 2 days will be  awarded after 5 years service plus a further 4 days after 10  years service. This is in addition to 8 public and statutory days  holiday. |
| **NHS Pension:** | The post is pensionable unless you opt out of the scheme or  are ineligible to join and your remuneration will be subject to  deduction of contributions in accordance with the National  Health Service Pension Scheme. In the event of you not  wishing to join the scheme you should complete form SD502  on your commencement date. |
| **Medical:** | The appointment maybe subject to you completing a declaration of health form, which may lead to a full medical examination upon request. |
| **Notice:** | Giving notice – you are required to give the Trust 12  weeks written notice of termination of your employment.  Receiving notice – with the exception of ‘Summary Dismissal’ you will be entitled to receive notice of 12 weeks or your statutory notice entitlement whichever is the greater.    Statutory entitlement is:  For staff with more than 4 weeks continuous service, entitlement to notice is 1 week for each year of completed service up to a maximum of 12 weeks. |
| **PROFESSIONAL REGISTRATION**  Where it is a requirement as part of this job role to be registered with a Professional Body, you are required to maintain and update your registration in line with the Trust’s Professional Registration Policy. You are required to provide proof of your registration status on your appointment, at renewal of registration or at any other time as requested by the Trust. It is also a requirement for you to comply with any Codes of Professional Conduct and to update/satisfy any Continuous Professional Development conditions.  It would also be a requirement for you to comply with any Codes of Professional Conduct and to update/satisfy any Continuous Professional Development conditions.  **REHABILITATION OF OFFENDERS ACT 1974**  Because of the nature of the work for which you are applying, this post is exempt from the provisions of Section 4(2) of the Rehabilitation of Offenders Act 1974. Applicants are, therefore, not entitled to withhold information about convictions which for other purposes are 'spent' under the provisions of the Act, and, in the event of employment any failure to disclose such convictions could result in dismissal or disciplinary action by the Trust. Any information given will be completely confidential and will be considered only in relation to an application for positions to which the Order applies.  **DBS CHECK (Formerly CRB)**  This post is subject to the Rehabilitation of Offenders Act (Exceptions Order) 1975 and as such it will be necessary for a submission for Disclosure to be made to the Disclosure & Barring Service to check for any previous criminal convictions.  The Trust is compliant with the Disclosure & Barring Service ‘Code of Practice’, a copy of which is available on request.  The Trust welcomes applications from a wide range of candidates including those with a criminal record. It undertakes not to discriminate unfairly against any subject of a Disclosure on the basis of a conviction or other information revealed. A full Trust policy on the Recruitment of Ex-offenders is available on request.  **SECTION 11 COMPLIANCE**  **Safeguarding Children and Vulnerable Adults**  All employees are required to act in such a way that at all times safeguards the health and well being of children and vulnerable adults. Familiarisation with and the adherence to the Trust’s Safeguarding policies is an essential requirement of all employees as is participation in related mandatory/statutory training.  **ORGANISATIONAL AND STATUTORY REQUIREMENTS**  All employees should understand that it is their personal responsibility to comply with all organisational and statutory requirements, e.g. Health and Safety; Equal Treatment and Diversity; Confidentiality; Infection Prevention and Control.  **MENTAL CAPACITY ACT (MCA 2005 CODE OF PRACTICE)**  This Act applies to all persons over the age of 16 who are judged to lack capacity to consent or withhold consent to acts which are considered by health and social care professionals to be in the best interests of their welfare and health.  The Mental Capacity Act 2005 imposes a legal requirement on health and social care professionals to ‘have regard to’ relevant guidance within the Code of Practice when acting or making decisions on behalf of someone who lacks capacity to make the decision for themselves. Furthermore, they should be able to explain how they had regard to the Code when acting or making decisions.  Detailed guidance is available in the Mental Capacity Act 2005 Code of Practice http://www.dca.gov.uk/legal-policy/mental-capacity/mca-cp.pdf  **NOTE**  This job description does form a part of the contract of employment and indicates how that contract should be performed. The job description will be subject to amendment in the light of experience and in consultation with the postholder.  **JOB SHARE**  This post is suitable for job sharing and when filled on this basis will attract all normal terms and conditions of service outlined above, but on a pro rata basis if appropriate.  **SMOKING**  The Trust operates a no smoking policy and is smoke free. | |

LEEDS COMMUNITY HEALTHCARE NHS TRUST

PERSON SPECIFICATION – Business Intelligence Manager

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| **Attributes** | **Essential** | **Desirable** | **How identified?** |
| **QUALIFICATIONS**  **& TRAINING** | Master’s degree in data science or other relevant field or significant equivalent relevant experience  Must be willing to participate in any relevant training identified to develop skills required to carry out duties | Significant evidence of professional and personal development  Post graduate qualification in leadership or management. | Application Form  Interview |
| **EXPERIENCE** | Significant post qualification experience and a proven ability to deliver reporting to a large complex organisation  Previous experience demonstrating an understanding of current NHS structures and the key policies affecting it and in particular those affecting Trusts  Significant experience in people management  Significant experience in the delivery of organisation-wide business intelligence solutions | Experience of developing solutions using PowerBI and SQL Server Management Services  Working knowledge of data warehousing principles and techniques | Application Form  Interview  Desktop exercise |
| **KNOWLEDGE & UNDERSTANDING** | Understanding of Information Governance and Confidentiality  Understanding of equality and diversity issues and how this affects patients, visitors and staff  Understanding of what the NHS Constitution means to you, and your responsibilities to the public, patients and colleagues  Knowledge and understanding of developing and implementing sustainable strategic plans |  | Application Form  Interview |
| **PRACTICAL & INTELLECTUAL SKILLS** | Effective leadership and people management skills and the ability to lead, coach, appraise, develop and motivate staff  Excellent interpersonal and communication skills including written & verbal reasoning with the ability to communicate at all levels. Ability to present to audiences of varying levels and mixed professional backgrounds  Ability to communicate in stressful circumstances eg in challenging meetings with staff or other stakeholders, where the material may be complex, sensitive and/or contentious  Influencing and negotiation skills and the ability to lead discussions and negotiations to a conclusion ensuring agreement and implementation of actions and the ability to make informed decisions on information made available  Ability to effectively challenge systems and processes to ensure use of resources is maximised  Ability to plan and coordinate a broad range of complex activities  Excellent analytical, interpretation and critical reasoning skills and capable of effective problem solving  Ability to work under pressure and handle multiple agendas ensuring workload is prioritised effectively  Effective team worker  Highly developed computer literacy skills demonstrating the ability to create and present complex financial information using computer software packages | Good understanding of health and social care services and delivery in a range of organisations  Clear commitment to the improvement of services  Record of delivering change within an organisation | Application Form  Interview  Test |
| **ATTITUDE & BEHAVIOUR** | Sensitive to the needs of others and has an awareness and responsiveness to other people’s feelings and needs  Values differences; regards people as individuals and appreciates the value of diversity in the workplace  Able to work as part of a team, co-operating to work together and in conjunction with others and willing to help and assist wherever possible and appropriate.  Able to develop, establish and maintain positive relationships with others both internal and external to the organisation.  Able to work under pressure, dealing with peaks and troughs in workload.  Positive attitude to dealing with change; flexible and adaptable, willing to change and accept change and to explore new ways of doing things and approaches  Highly motivated and reliable  Has a strong degree of personal integrity; able to adhere to standards of conduct based on a sense of right and wrong and be dependable and reliable  Demonstrates values consistent with those of the Trust.  Ability and willingness to adopt a flexible approach to work on the occasions it may be required. |  | Application Form  Interview  References |