

Candidate Information Pack



Message from Ben Travis, Chief Executive

Thank you for your interest in working at Lewisham and Greenwich NHS Trust and for taking the time to read this information pack.

You will be joining the organisation at an important time. We are proud of how our staff have met the demands of the Covid-19 pandemic over the last year, and we continue to work hard to restore all our non-Covid services and to reduce waiting lists.

With a turnover of around £650 million, we provide services to over one million people from Queen Elizabeth Hospital in Woolwich, University Hospital Lewisham and a range of community settings in Lewisham. We also provide some services at Queen Mary's Hospital in Sidcup.

We are committed to supporting all our 7,000 staff as part of our drive to become a great place to work for everyone. As a result, we've reduced our vacancy rates from a high of 17.5% in 2018 to under 8.5% at the time of writing, and we're delighted that our staff retention is now in the top five in London.

In their most recent inspection (from February 2020), the Care Quality Commission (CQC) also found improvements across the organisation – giving us an improved rating of "Good" in the Well-Led and Effective domains, in addition to the rating of "Good" that we had already achieved in the Caring domain. Our community services are rated as "Outstanding", and we've got a strong foundation to build on as we continue to improve services for patients.

There is much to be proud of, and over the last year, our emergency performance has been among the strongest in London, despite our emergency departments being among the busiest in the capital. Queen Elizabeth Hospital in Woolwich regularly achieves the fastest ambulance turnaround times in London. The critical care unit at the hospital is one of the few in the country to meet the gold standard for consultant and junior doctor staffing.

University Hospital Lewisham has the largest stroke rehabilitation centre in the country, and the third largest specialist centre in the UK for treating blood conditions such as sickle cell. The hospital is one of the few in the country to offer opt-out HIV testing in the emergency department, ensuring that any patient who has a blood test is routinely screened for HIV.

We are a centre for the education and training of medical students and nurses, midwives and allied health professionals. We are pioneering new roles that will support the changing needs of our patients and are one of the largest employers of physician associates in the country.

I am very proud to work for Lewisham and Greenwich NHS Trust, and I hope that you are excited about the opportunity of joining us.

Ben Travis

Chief Executive

A handwritten signature in black ink, appearing to read 'Ben Travis', with a long horizontal flourish extending to the right.

Our vision, values and priorities

Our vision

To work together to provide high quality care to every patient, every day.

Our priorities



Quality

Continually improve safety and quality



Patients

Put patients at the heart of everything we do



People

Support and develop our workforce to live our values every day



Partnership

Work effectively with partner organisations



Money

Ensure we spend every penny wisely

Our values



We treat our colleagues with respect and compassion



We take responsibility for our actions



We learn, develop and share knowledge



We work together for patients and colleagues



We work as a team to improve quality

JOB DESCRIPTION

Job Title: Principal Population Health & Care Analyst

Grade: 8b

Department: Transformation

Responsible to: Associate Director of Transformation/ Programme Manager (PH&C)

Contract/ Hours: Permanent with remote working (37.5 hours)

Job Summary:

Lewisham is the only borough in South East London to have a population health management information system (Cerner HealthIntent) that is capable of driving change, innovation and clinical effectiveness across the borough. The post-holder will therefore work closely with public health consultants, local stakeholders and third-party consultancies to explore epidemiology through the use of HealthIntent, and design new models of transformative care that will deliver proactive and more sustainable health care services.

The postholder will own and lead the analytic functions and team for the Lewisham Population Health and Care system and will be pivotal in the development, implementation and functionality of the system. They will work closely with the Programme Manager, System Architect and Data Quality team to support the overall running of the PH&C priorities, by building a combination of subject matter expertise and analytical oversight.

The post holder will lead on data flows and data source management; utilising Microsoft Power BI, Tableau and SQL Server. They will also be responsible for managing complex data queries, often where there is a range of possible answers and translate these complexities to non-technical audiences, ensuring we deliver quality health and care.

We are looking for an experienced people manager with a strong teamwork ethic, who can not only direct and schedule the day to day work of the analysts but also develop and upskill the team for the future.

The job description and person specification are an outline of the tasks, responsibilities and outcomes required of the role and will be reviewed regularly as we evolve and grow overtime as a programme. The job holder will carry out any other duties as may reasonably be required by their line manager.

Key Result Areas & Performance

1. Strategic Direction

- 1.1. To promote and support the strategic objectives by understanding where HealthIntent data can support for example:
 - The Lewisham Health Care Partner (LHCP) programme
 - Its recovery plans
 - Public health Joint Social Needs Assessment (JSNA)
 - Opportunities identified by the Right Care packs
 - Demand for Adult Social Care data in the future
 - Other national priorities and themes e.g., Core20PLUS5
- 1.2. To support the programme manager by using deep knowledge of analytics and reporting to drive the strategic direction of the programme, e.g.:
 - Reviewing opportunities identified by other Cerner clients
 - Reviewing all Cerner tools available to us to pull out key insights and strategies
 - Using analytics to connect registries to identify high risk patients missing multiple care pathway interventions
 - Connecting individual projects
- 1.3. To promote and support the development of the Trust's mission, values, aims and objectives
- 1.4. To play a major role in modernising the role and delivery of data analytics within the programme in line with the strategic direction of the Trust
- 1.5. To work with and support the ICS/CCG Transformation team and the PH&C team to implement change management
- 1.6. Ability to think strategically whilst leading a team to deliver results across a number of complex projects with numerous interdependencies
- 1.7. Develop a data strategy to improve the information and outputs of HealthIntent (HI) by:
 - Reviewing gaps in data
 - Reviewing the data sources available to us

- Developing a process to prioritise data gaps, sources, cost relevance and importance to improve the work being carried out in HI
- Working with the System Architect to understand feasibility of onboarding new data and its process, often involving manual uploads, e.g. retinal eye screening data, adult social care or EMIS community data

2. Service Delivery and Performance Management

- 2.1. Be the key point of contact for, though not exhaustive, test issues, change requests, service requests, data validation
- 2.2. To lead and manage the workload of the analytics team and maintain links to all partner analysts trained on the system to provide support and training when needed
- 2.3. Create standards for design, documentation, development, and deployment of analytics content, e.g. ensure consistency of coding, developing style guides and agreeing consistency of ethnicity coding across all dashboards
- 2.4. Work with the System Architect to monitor and make recommendations to improve analytical performance; and understand and document both existing and new data models and analytics
- 2.5. Strengthen validation processes e.g. peer reviewing to ensure thorough validation, as well as ensure analysts have a library of ways to validate data against other trusted sources, e.g. Fingertips
- 2.6. Manage and maintain housekeeping and consistency of dashboards and versions (demo, PID, non-PID)
- 2.7. Maintain all project management tools and techniques, including risk and issue log, lessons learnt, Asana and agile methodology
- 2.8. To ensure the establishment and maintenance of good relationships and communication across the LHCP partnership, and with the wider Trust, promoting a culture where clinical and other staff are actively

involved in decisions on how services are provided and targets delivered

- 2.9. Propose changes to own project/service and make recommendations for other projects/service delivery
- 2.10. Maintain and share detailed knowledge of relevant NHS guidance, information strategy, compliance framework and policies
- 2.11. To assist with or lead on the investigation and response to formal complaints as required, taking steps to ensure that lessons are learnt from issues which give rise to complaints and that these issues are not repeated
- 2.12. Establish and embed strategies to proactively manage and improve the quality of source data, e.g poor coding, data quality issues, data entry gaps, to correct and enhance the overall data quality of HealthIntent
- 2.13. Foster links and encourage sharing of resources across other BI teams in Lewisham and across SE London

3. Workforce

- 3.1. To be accountable to the Assistant Director/ Programme Manager for the financial performance of key delegated budgets within identified specialties, taking actions to limit spending when required
- 3.2. To develop cost reduction, income generation and efficiency proposals as required and implement them successfully
- 3.3. To line manage a team of data analysts, ensuring that all staff are managed in accordance with the Trust's HR policies and procedures. This includes recruitment and selection, performance management, appraisal, training and personal development
- 3.4. To be responsible for PH&C training across all partner analysts. Encourage an environment of collaboration, information and knowledge sharing to enable the upskilling of both analytical and technical knowledge of the system and support continuous growth, e.g:
 - developing data science skills
 - in-house building and maintenance of dashboards
 - maintenance of Cerner built dashboards to develop an independent team and programme,

- writing technical user guides
- 3.5. To explore ways of sharing and combining skills and resources across LGT BI or SEL BI teams. Reviewing structures and processes by understanding other Cerner client structures
 - 3.6. Provide BAU tasks and suggestions on ways to analyse the data for trends and focus areas to cover quieter periods in the project workflow

4. Risk and Quality Management

- 4.1. Ensure that the risk register is maintained and kept up to date and that key actions are completed
- 4.2. Work with colleagues and senior stakeholders across the programme to effectively communicate and share best practice
- 4.3. Research and share best practice in population health analysis to support and ensure quality service
- 4.4. Demonstrate and evidence quality assurance processes

5. Transformational Change Management and Innovation

- 5.1. Experience of acting as a catalyst for change with a track record of successfully delivering change focusing those responsible for service delivery on developing the right insight, capability and culture
- 5.2. Experience of business process mapping, identification of action to transform and improve services
- 5.3. Experience of changing ways of working to adopt consistent operating models across geographically disparate and semi-autonomous organisations
- 5.4. Experience of identifying opportunities for delivering efficiency and improvements in service and implementation of standardised approaches and processes to drive consistent ways of working
- 5.5. Be able to translate analytical outputs into transformational areas for action

6. Activity and Contracts

- 6.1. Manage external contracts with relevant third parties and consultancies, ensuring contractual agreements between parties are upheld and that deviations are managed and controlled e.g., data science resource

7. Financial Management

- 7.1. Responsible for budgets/ matching the available budget to the appropriate staff resources and projects and for ensuring that the budget breaks even, co-ordinating and monitoring expenditure
- 7.2. Provide financial reports to Directors and the Board as required
- 7.3. Deliver projects to comply with key performance indicators, and best practice guidance
- 7.4. Support the portfolio of programmes/projects managing and delivering agreed benefits

8. General

- 8.1. Support the ongoing development of Information Governance to support the programme priorities
- 8.2. The post holder will have access to patient identifiable data (PID) to support data requests and analysis and will be one of the key decision makers in providing, authorising and releasing PID for any project analytical requests
- 8.3. Any ad hoc duties related to the above, commensurate with the banding of the post and current capacity

Partnerships:

Internal

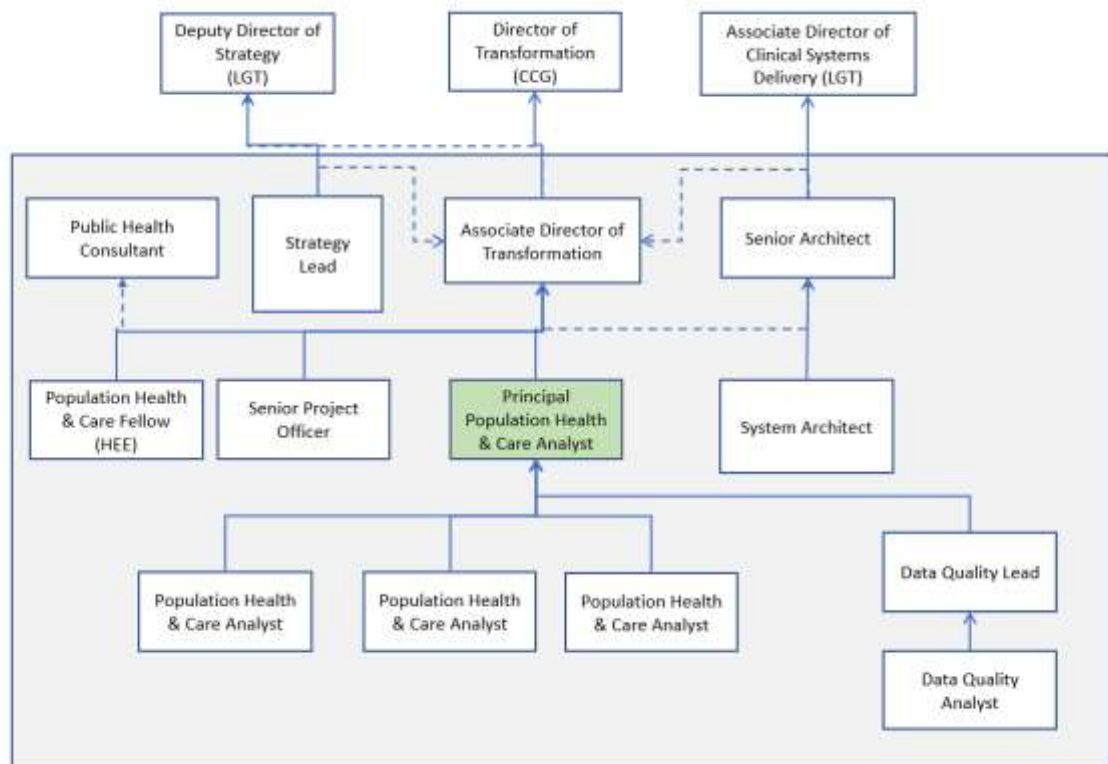
- Lewisham Health and Care Partners senior management
- Business Intelligence Teams within partner organisations
- Information and Performance Teams within partner organisations
- Information System managers
- Programme Team analysts
- Data scientist

External

- Cerner Programme Team

- Directors/Senior Managers (commissioners) representing NHS England, CCGs, CSUs, Strategic Transformation Programmes (STPs) and Integrated Care Systems (ICS)
- Private sector contractors, as providers or commissioners
- Service User Representatives
- External suppliers and contractors
- Industry
- Other NHS organisations

Structure Chart



General

Effort, Skills and Working Conditions

Advanced IT skills

Required

Physical effort

The role does not involve the postholder in a high degree of physical effort

The postholder may be sat at a computer station for prolonged periods of time

The postholder is required to travel between Trust sites and to regional meetings as required

There are frequent times when they will be required to sit and/or stand and/or walk

Mental effort

The postholder requires high levels of concentration at all times, as they deal with heavy demands from a variety of sources.

The postholder will require stamina.

The postholder will be subject to frequent interruptions due to the operational nature of the role.

The work is often unpredictable and the postholder may have to adapt to change in short time frames and be able to deliver outcomes.

Emotional effort

Exposure to staff management i.e. dealing with long term sickness, redeployment and redundancy, discipline and grievance, employment tribunals and difficult change management issues

Postholder has to be able to work successfully under pressure of time and resources

Working conditions

Frequent sitting and VDU use

Frequent concentration and an unpredictable work pattern

Interruptions to deal with urgent matters

Equipment and Machinery

- PC Telephone
- Photocopier and Scanner
- Printer

General Information

Review of this job description

This job description is intended as an outline indicator of general areas of activity and will be amended in the light of the changing needs of the organisation. To be reviewed in conjunction with the post holder on a regular basis.

Confidentiality

The post holder must ensure that personal information for patients, members of staff and all other individuals is accurate, up-to-date, kept secure and confidential at all times in compliance with the Data Protection Act 1998, the Caldicott Principles and the Common Law Duty of Confidentiality. The postholder must follow the record keeping guidelines established by the Trust to ensure compliance with the Freedom of Information Act 2000.

Data Protection Act

All staff who contributes to patients' care records are expected to be familiar with, and adhere to, the Trust's Records Management Policy. Staff should be aware that patients' care records throughout the Trust will be subject to regular audit.

All staff who have access to patients' care records have a responsibility to ensure that these are maintained efficiently and that confidentiality is protected in line with the Trust's Confidentiality Policy.

All staff have an obligation to ensure that (care) records are maintained efficiently and that confidentiality is protected. Staff are also subject to this obligation both on an implied basis and also on the basis that, on accepting their job description, they agree to maintain both patient/client and staff confidentiality.

In addition, all health professionals are advised to compile records on the assumption that they are accessible to patients in line with the Data Protection Act 1998.

Systems and IT skills requirements

All Trust staff needs to have the essential IT skills in order to use the Trust Clinical Information Systems as well as other required IT related applications in their jobs. Initial and on-going IT applications and IT skills training will be provided to underpin this requirement.

Health & safety

All staff must comply with all Trust Health & Safety Policies and Procedures. Staff must be aware of the responsibilities placed on them under the Health and Safety at Work Act (1974), and to ensure that agreed safety procedures are carried out to maintain a safe environment for employees, patients and visitors.

Professional registration

- i) If you are employed in an area of work which requires membership of a professional body in order to practice (e.g. Nursing & Midwifery Council for nurses), it is a condition precedent of your employment to maintain membership of such a professional body. It is also your responsibility to comply with the relevant body's code of practice. Your manager will be able to advise you on which, if any, professional body of which you must be a member.
- ii) You are required to advise the Trust if your professional body in any way limits or changes the terms of your registration.

- iii) Failure to remain registered or to comply with the relevant code of practice may result in temporary downgrading, suspension from duty and/or disciplinary action, which may result in the termination of your employment.
- iv) If you are required to have registration with a particular professional body or to have specific qualifications you must notify your manager on appointment of such fact and provide him or her with documentary evidence of them before your employment commences or, at the latest, on your first day of employment. Furthermore throughout your employment with the Trust, you are required on demand by your manager to provide him or her with documentary evidence of your registration with any particular professional body or in respect of any required qualifications.

Risk management

All Trust employees are accountable, through the terms and conditions of their employment, professional regulations, clinical and information governance and statutory health and safety regulations, and are responsible for reporting incidents, being aware of the risk management strategy and emergency procedures and attendance at training as required.

All staff have a responsibility to manage risk within their sphere of responsibility. It is a statutory duty to take reasonable care of their own safety and the safety of others who may be affected by acts or omissions.

All managers throughout the organisation have a responsibility to ensure that policies and procedures are followed, that staff receives appropriate training that a local risk register is developed and monitored on a quarterly basis and any changes reported to the Clinical Risk Management Group and Strategic Risk Management Committee.

Managers are responsible for implementing and monitoring any identified risk management control measures within their designated area/s and scope of responsibility. In situations where significant risks have been identified and where local control measures are considered to be potentially inadequate, managers are responsible for bringing these risks to the attention of the Clinical Risk Management Group and Strategic Risk Management Committee if resolution has not been satisfactorily achieved.

Infection Control

All Trust staff are responsible for protecting themselves and others against infection risks. All staff regardless of whether clinical or not are expected to comply with current infection control policies and procedures and to report any problems with regard to this to their managers. All staff undertaking patient care activities must attend infection control training and updates as required by the Trust.

Financial Regulations

All staff are responsible for the security of the property of the Trust, avoiding loss or damage of property, and being economical and efficient in the use of resources. Staff should conform to the requirements of the Standing Orders, Standing Financial Instructions or other financial procedures including the Code of Conduct and Accountability and the Fraud and Corruption Policy.

Safeguarding Children

All staff must be familiar with and adhere to Trust child protection procedures and guidelines.

General

- The post holder may be required to work at any of the Trust's sites in line with the service needs.
- The post holder must at all times carry out his/her responsibilities with due regard to the Trust's Equal Opportunities Policy.
- This job description describes responsibilities, as they are currently required. It is anticipated duties will change over time and the job description may need to be reviewed in the future.
- All staff have a responsibility to participate in the Trust's Performance Appraisal Scheme and to contribute to their own development and the development of any staff that they are responsible for appraising.

Valuing Diversity

It is the aim of the Trust to ensure that no job applicant or employee receives less favourable treatment on the grounds of sex, sexual orientation, marital/partnership status, race, religion, age, creed, colour, ethnic origin, disability, part time working status and real or suspected HIV/AIDS status and is not placed at a disadvantage by conditions or requirements which cannot be shown to be justifiable. To this end the Trust has a Single Equality Scheme and it is for each employee to contribute to its success.

No smoking policy

There is a smoke free policy in operation in the Trust. In accordance with this policy smoking is positively discouraged and is not permitted anywhere within the buildings, on the premises or grounds.

Designated smoking areas or smoking rooms are not permitted. Support is provided for staff members who wish to stop smoking.

Waste disposal

All staff must ensure that waste produced within the Trust is segregated and disposed of in such ways that control risk to health, or safety of staff and the public alike in accordance with relevant legislation and procedures contained within the Trust policy.

Role Model the Trust Values

We want to make sure that we serve local people in Lewisham, Greenwich and beyond as effectively as possible. As well as continuing to attract and support good staff, we need to make sure that the culture in the organisation – or rather “the way we do things” – is right.

Our values are:

- We treat everyone with respect and compassion
- We work as a team to improve quality
- We take responsibility for our actions
- We work together for patients and colleagues
- We learn, develop and share knowledge

PERSON SPECIFICATION

Job Title: Principal Population Health & Care Analyst

Banding: 8b

	Essential	Desirable
Qualifications	<ul style="list-style-type: none"> • Educated to master level within a mathematical, statistical, economical or similar analytical discipline, or significant equivalent proven experience in specialist area (A/I) • Degree and/ or equivalent senior management experience (A/I) • Evidence of continuing professional development (A) • Evidence of relevant continued professional development in specialist area (A/I) 	<ul style="list-style-type: none"> • PRINCE 2/MSP Practitioner / Foundation • Membership of a Professional Body e.g. BCS
Experience	<ul style="list-style-type: none"> • At least 5 years of operational, clinical, financial or health care analysis work experience • Data management, data-oriented programming and development work experience of at least 4 years • Excellent data analysis skills, including advanced Power BI/Tableau and Microsoft SQL Server skills (A) • Experience of delivering data visualisation programmes (A) • Significant experience of staff management, including the setting of objectives, team and individual appraisal, recruitment and disciplinary issues (A/I) 	<ul style="list-style-type: none"> • Experience of managing outputs and doing Quality Assurance when working with external teams and vendors • Knowledge of performance and contract management systems • Knowledge of Python and/ or R

	<ul style="list-style-type: none"> • Evidence of leading projects from inception to delivery, ensuring services and objectives are met • Significant budget management experience, including reducing costs, monitoring and determining corrective action • Significant knowledge and experience of designing and implementing data models to meet business questions (A/I) • Understanding of NHS Information Governance and regulatory needs (A/I) • Relevant experience in supporting users with knowledge of NHS data reporting, data quality, performance management and Service Improvement (A/I) • Must have an understanding of the background to and aims of current healthcare policy and appreciate the implications of this on engagement (A/I) 	
Knowledge/ Skills	<ul style="list-style-type: none"> • Must have good context, data, analytical and consultancy skills • Influences development of data in programme area • Able to mentor others in understanding large and complex datasets and data sources and in assessing quality and reliability • Ability to communicate and present complex quantitative and qualitative 	<ul style="list-style-type: none"> • Knowledge of statistical techniques • Knowledge of data science approaches for analysing big data

	<p>analysis in a clear and precise manner to non-technical audiences, including senior stakeholders, and making decisions where opinions differ/ no obvious solution</p> <ul style="list-style-type: none">• Able to use techniques like segmentation and/ or clustering to better understand population being modelled/ identified• Ability to use informed persuasion to influence others• Technical skills in data management, business intelligence and analytics – including data modelling, data visualisation (e.g. Tableau, Business Objects, Power BI) and other supporting tools, e.g. Microsoft BI stack• Familiarity with project management/ development techniques such as Agile, Prince 2 and/ or MSP• Ability to identify risks, anticipate issues and create solutions and to resolve problems in relation to project or service delivery• Ability to work without supervision, providing specialist advice to the organisation, working to tight and often changing timescales under pressure• Interpreting national policy for implementation• Demonstrable experience of directly managing, developing, motivating teams/individuals to ensure success• Experience of delivering against competing priorities and deadlines	
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	<p>while also directing the work of teams/individuals</p> <ul style="list-style-type: none"> • Able to use task management tools like Asana, Microsoft Teams, JIRA etc. 	
<p>Values and Behaviour</p>	<ul style="list-style-type: none"> • Able to make a connection between their work and the benefit to patients and the public • Ability to operate in a value-driven style consistent with the values of the NHS and specifically LGT values • Works across boundaries, looks for collective success, listens, involves, respects and learns from the contribution of others • Values diversity and difference; operates with integrity and openness • Works well with others, is positive and helpful, listens, involves, respects and learns from the contribution of others • Consistently looks to improve what they do, look for successful tried and tested ways of working, and also seeks out innovation • Actively develops themselves and supports others to do the same • Needs to have a thorough understanding of and commitment to equality of opportunity and good working relationships both in terms of day-to-day working practices, but 	

	<p>also in relation to management systems</p> <ul style="list-style-type: none"> • Self-awareness in teams of emotional intelligence, biases and personal triggers with cultural sensitivity and awareness • Values diversity and difference operates with integrity and openness • Embrace change, viewing it as an opportunity to learn and develop • Demonstrates honesty and integrity and promotes organisational values 	
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Occupational Health	Does this post require EPP clearance?	No
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Post Holder's name/s:

Post Holders' Signature/s: **Date:**

Manager's Name:

Manager's Signature: **Date**