

Enhanced Access, IT & Digital Lead

Job Description

East End Health Network - Tower Hamlets PCN 2

Job Title	Enhanced Access, IT & Digital Lead
Pay	£45,000 per annum (inclusive of London Weighting)
Hours	40 hours per week
Line Manager	Network Manager
Location	East End Health Network - Tower Hamlets PCN 2

Primary Care in Tower Hamlets:

The local population in Tower Hamlets has high and complex health needs complicated by a high level of patient turnover and significant numbers of patients who do not have English as their first language.

GP Practices in Tower Hamlets tend to be the first point of contact for not only health services, but also for many welfare services.

Background and context:

The Primary Care Network model begun in Tower Hamlets in 2008 through the Primary Care Resource project. Key components of the project included:

1. The creation of local federated Networks of primary care practices across the eight LAPs (Local Area Partnerships)
2. Development and delivery of care packages for key Long-Term conditions e.g., Diabetes and health promotion e.g. smoking cessation.
3. The realignment and integration of Community Health and Social Care services, to deliver care on a Network model.
4. To ensure the promotion of healthy lifestyles is embedded into all care pathways, supporting Tower Hamlets residents to make healthy lifestyle choices and ensure access to appropriate statutory and voluntary services

Since then, the Network model in Tower Hamlets has helped manage people living with long term conditions such as diabetes and heart disease, or suffer with mental health issues and may need to access their local health services more often. Networks also started to form integrated teams by working together and with community, mental health, social care, pharmacy, hospital and voluntary services in order to meet the needs their local population.

From July 2019 a key part of the [NHS Long Term Plan](#) was introduced, in the form of Primary Care Networks. PCNs are based on general practice registered lists, typically serving natural communities of around 30,000 to 50,000 patients. They should be small enough to provide the personal care valued by both patients and healthcare professionals, but large enough to have impact and economies of scale through better collaboration between general practices and others in the local health and social care system, including community pharmacies. It builds on the core of current primary care services and enables greater provision of proactive, personalised, coordinated and more integrated health and social care. Clinicians describe this as a change from reactively providing appointments to proactively care for the people and communities they serve. Where emerging primary care networks are in place in parts of the country, there are clear benefits for patients and clinicians

The East End Health Network profile:

The Network was originally formed in June 2009 and comprises four practices: Albion Health Centre, Blithehale Medical Centre, Health E1 Homeless Medical Centre and The Spitalfields Practice. These practices are situated in the LAP 2 (Local Area Partnership) area of Tower Hamlets. The Network was legally constituted in 2012 and became known as the East End Health Network Co Ltd (eehn.co.uk)

Job Summary:

The EA Access, IT and Digital Lead role is made up of two core areas. The Enhanced Access part of the role, which is focused on developing, managing and delivering the PCNs Enhanced Access service to the Network population. This involves setting up the service in accordance to EEHNs EA delivery plan and managing all necessary systems and processes, along with the workforce. The role has a particular remit in overseeing the service provision, including monitoring all/any serious incidents, costs associated with delivering the service and daily appointment activity. Management of EA clinics is integral in ensuring service provision is optimal, stable, efficient, of high quality and above all safe.

The IT and Digital part of the role is responsible for leading, developing and managing IT and digital projects within the Network. This includes developing and implementing strategies that are aligned with PCN goals, ICB targets and NHS priorities. The IT Digital Lead aspect of the role requires working closely with the Network management team, member practices and other local and regional partners.

Key Duties and Responsibilities

See below Enhanced Access Lead based key duties:

- Responsible for putting in place an efficient and robust EA activity reporting structure that ensures systematic capture, repository, reporting and analysis is undertaken
- Responsible for creating, updating and scheduling EA clinics
- To work closely with the EA Clinical Lead in ensuring all relevant and requisite policies and protocols is produced, is made easily accessible to the EA team and updated where changes have been made.
- To ensure everyone working for the EA service is effectively and appropriately inducted, all HR checks and documents completed and sent to the PCN Manager
- Responsible for producing, updating and issuing JDs for all EA roles.
- Responsible for developing and maintaining an efficient, responsive and accurate rota management system to eliminate void periods where sessions are not booked
- To act as an ambassador/spokesperson for the EEHN EA service ensuring
- To ensure practices and patients are aware of the service and of any changes made and setup a mechanism to routinely capture feedback

- Oversee the service and ensure it complies with CQC regulations, EA service specifications and in line to achieve targets
- To ensure the digital infrastructure is setup and aligned to the objectives of EEHNs EA service
- To configure and setup EMIS Clinical systems (EMIS Community/GP Connect) and ensure appropriate and requisite templates, clinical codes and workflow processes is in place
- To oversee and manage patient messaging, ensuring it is done in accordance to EEHN patient interaction and engagement strategy, as well as monitoring cost (in terms of credits utilised)
- Communication platforms such as websites are updated regularly.
- To ensure weekday and weekend pre-bookable and same day provisions, including any 111 provision is easily accessible to practices and patients
- To ensure optimal EA capacity is achieved for all weekday and weekend provisions
- To proactively and systematically monitor utilisation rates (including DNAs) along with EA KPIs set by the commissioners.
- To ensure the mix of appointments offered is evidenced based and in accordance to patient needs/gaps
- To develop a responsive and robust Information governance system that ensures patient data entered, stored, shared and utilised is in adherence to GDPR framework and NHSE guidelines
- To work closely with the EA Clinical Lead in producing a robust Clinical Governance system and oversee and support its implementation
- To setup an efficient, effective and safe significant event system that monitors, reviews and r
- To oversee and manage systematic undertaking of clinical and procedural audits to ensure care delivered is safe, of high quality and in accordance with regulatory requirements
- To facilitate a culture or of quality improvement through learning, training and development
- To ensure EEHNs EA services are advertised to patients, including notification on practice websites, notices in local urgent care services and publicity into the community, so that it is clear to patients how they can access these appointments and associated service.
- Ensure ease of access for patients including:
 - All practice receptionists able to direct patients to the service and offer appointments to extended hours service on the same basis as appointments to non-extended hours services
 - Patients should be offered a choice of evening or weekend appointments on an equal footing to core hour's appointments.

- Identifying issues of inequalities in patients' experience of accessing general practice via local evidence and develop actions for resolution
- Effective connection to other system services, i.e. 111 enabling patients to receive the right care from the right professional, including access from and to other primary care and general practice services such as urgent care services

See below IT and Digital Lead based key duties:

The IT Digital Lead aspect of the role will focus on three key areas data (capture, analysis and application to facilitate an improvement approach to change), technology (utilization, optimization and development) and digital maturity (system connections, innovation, integration and communication).

- Develop and implement digital strategies to align with business goals that are underpinned by NHSE and NEL ICB priorities
- Lead and manage digital projects, including website development, IT infrastructure update and management, and digital initiatives.
- Support practices with IT & Digital support pathways to ensure issues raised with IT support providers are resolved within an adequate timeframe.
- To introduce and integrate new technology within existing PCN systems whilst also creating capabilities for PCN teams to utilise these in the most optimal way possible
- To find efficient and effective ways of capturing practice/PCN data, reporting/presenting this in an accessible and user friendly format, then analysing it to facilitate positive change/improvement
- To ensure PCN and Practice IT infrastructure is up to date in good working order to support delivery of PCN services, and developed in light of changes/priorities
- Manage relationships with external partners and practices to ensure smooth delivery of IT/digital projects.
- Collaborate with cross-functional teams to ensure IT/digital projects are integrated with overall PCN strategy.
- Analyse and interpret data to measure the effectiveness of digital initiatives and make data-driven decisions.
- Stay up-to-date with the latest digital technologies and trends, and recommend new technologies to improve digital performance.
- Manage a budget and ensure that digital projects stay within budget constraints.

- Drive the planning and prioritisation of changes that will improve the delivery of services and improve user experience.
- Develop and manage an overall transformation plan for the organisation, including managing risk, considering the potential impacts on the organisation, and determining resource requirements.
- Provide feedback to leadership on the progress of current initiatives, capacity for change, improvement, and issues so that plans can be adapted in response.

Communication and Engagement:

The Enhanced Access, IT and Digital Lead will also have expertise in communication and engagement, specifically in bringing people together and gaining support and buy-in for change. This expertise will be used to:

- Build and maintain good working relationships with internal and external stakeholders.
- Initiate and participate in the development of effective systems of communication and cooperation between teams and other internal partners.
- Ensure that changes are aligned with agreed priorities and have ownership and engagement from leaders and staff.
- Identify best practices and learning from other areas that could apply to the organisation and communicate this to staff.
- Make connections across the organisation to support learning and sharing of best practices.
- Lead or participate in relevant working groups, project groups, and other forums to agree on changes, share learning, and discuss challenges.

Information and data management

The post holder must understand and use data to drive improvement and assess impacts. These skills will be used to:

- Take a data-driven approach, looking at evidence and information available to support understanding of challenges, identify possible solutions and track the impacts of changes that have been made.
- Bring together data from various sources and use information to develop insights into working practices, effectively tailoring content to meet the audience's needs.
- Effectively present and communicate data to practices and PCN staff at all levels to increase understanding of operational challenges
- Interpret data and highlight variation to support open discussion about where variation is and is not warranted
- Help PCN and practice staff understand the limitations of particular data sets and where other information may be available to supplement understanding of issues
- Support and encourage a focus on data in understanding the effectiveness of changes made
- Seek and secure analytical resources to support the PCN in developing and implementing appropriate data and information-sharing mechanisms
- Use data to track and assess the impact of changes made to operational processes and to track trends and developments over time.

Policy and Service Development

With responsibility for supporting the PCN to identify and progress with transformational change, the post holder will have expertise in understanding and interpreting national and system-wide policy developments and initiatives to local circumstances and contexts.

This expertise will be used to:

- Maintain a good knowledge of emerging policies from the Department of Health and Social Care, NHS England and Improvement and other relevant government departments and agencies, and support PCN staff to understand and interpret these locally.
- Work with the ICB to support the development of overall primary care transformation strategies and their delivery.
- Support the PCN and member practices to adapt and apply specific policies and initiatives to local needs and to prioritise national or system-level initiatives based on local requirements.

Key Working Relationships

- Patients
- GP, nurses and other practice staff
- Other members of the Paramedic-First contact practitioner team
- Locality / GP prescribing lead
- PCN Manager
- PCN Operations Officer
- PCN Clinical Director

Special working conditions

- The post holder is required to travel independently between work sites and to attend meetings etc hosted by other agencies

Equal Opportunities

- East End Health Network is committed to an equal opportunities policy that affirms that all staff should be afforded equality of treatment and opportunity in employment irrespective of sexuality, marital status, race, religion/belief, ethnic origin, age or disability. All staff are required to observe this policy in their behaviour to fellow employees.

Confidentiality

- All employees are required to observe the strictest confidence with regard to any patient/client information that they may have access to, or accidentally gain knowledge of, in the course of their duties.
- All employees are required to observe the strictest confidence regarding any information relating to the work of East End Health Network and its employees and member practices. You are required not to disclose any confidential information either during or after your employment with East End Health Network, other than in accordance with the relevant professional codes.
- Failure to comply with these regulations whilst in the employment of East End Health Network could result in action being taken.

Data Protection

- All employees must adhere to the East End Health Networks Policy on the Protection and Use of Personal Information, which provides guidance on the use and disclosure of information. East End Health Network also has a range of policies for the use of computer equipment and computer-generated information. These policies detail the employee's legal obligations and include references to current legislation. Copies of the policy on the protection and use of personal information, and other information technology, can be found in the East End Health Network policies and procedures manual.

Health and Safety

- East End Health Network expects all staff to have a commitment to promoting and maintaining a safe and healthy environment and be responsible for their own and others welfare.
- The post-holder must comply at all times with the practice's health and safety policies, in particular by following agreed safe working procedures and reporting incidents using the Practice Risk Incident Reporting System.

Risk management

- You will be responsible for adopting the risk management culture and ensuring that you identify and assess all risks to your systems, processes and environment and report such risks for inclusion within the East End Health Network risk register and that of each member practice.
- You will also attend mandatory and statutory training, report all incidents/accidents, including near misses, and report unsafe occurrences as laid down within each practices Incidents and Accidents Policy at East End Health Network.

No smoking policy

- Incidents and Accidents Policy is a 'no smoking organisation' therefore staff are not permitted to smoke whilst on duty.
- All staff are expected to recognise their role as ambassadors for a healthy lifestyle. As such, staff should not smoke whilst in uniform, in NHS vehicles or on East End Health Network Co Ltd or other healthcare premises.

Other duties

- There may be a requirement to undertake other duties as may reasonably be required to support East End Health Network

Rehabilitation of Offenders Act 1974

- The nature of this work requires that this post is exempt from the provisions of section (42) of the Rehabilitation of Offenders Act 1974 (exemptions) Order 1975.
- Applicants for this post are not entitled to withhold information about convictions, which for other purposes are 'spent' under the provisions of the Act. In the event of employment, any failure to disclose such convictions could result in disciplinary action or dismissal.
- Any information given will be completely confidential and will be considered only in relation to an application for a position to which this order applies.

Equality and diversity

- The post holder must cooperate with all policies and procedures designed to ensure equality of employment.
- Co-workers, patients and visitors must be treated equally, irrespective of gender, ethnic origin, age, disability, sexual orientation, religion etc.
- Personal development
- The post-holder must take responsibility in agreement with his/her line manager for his/her own personal development by ensuring that continuous professional development remains a priority.
- The post-holder will undertake all mandatory training required for the role.
- The post-holder will attend supervision sessions as agreed and arranged.

Miscellaneous

- Work as part of the team to seek feedback, continually improve the service and contribute to business planning.
- Undertake any tasks consistent with the level of the post and the scope of the role, ensuring that work is delivered in a timely and effective manner.
- Duties may vary from time to time, without changing the general character of the post or the level of responsibility.

Person Specification

Area	Description	Essential / Desirable
Qualifications	Educated to master's degree level or equivalent professional experience	E
	Professional qualification or experience in IM&T to demonstrate subject matter expertise	E
	Project management qualification, such as PRINCE or equivalent experience	E
	Managing Successful Programmes (MSP) qualification	D
Experience	At least five years experience in Digital / IM&T project management or transformation experience in a Health or Social Care Environment	E
	Experience in project delivery through the entire project lifecycle from initiation to delivery	E

Competencies	Good understanding of the Digital agenda within the NHS and Social Care / Care Sector	E
	Good understanding of current healthcare policy relating to primary care and integrated care	E
	Awareness of the positive disruption that digital change can bring	E
	Can deliver technical information in a non-technical way to a range of stakeholders	E
	Can communicate effectively in a range of situations, from presentations to 1:1	E
	Able to work on your own and as part of a team	E
Physical skills	Working knowledge of MS Office and good keyboard skills	E
Autonomy	Ability to work on own initiative and organise workload, allocating work as necessary	E
	Ability to make decisions autonomously	E
Equality and Diversity	Demonstrates knowledge and understanding of equality of opportunity and diversity, taking into account and being aware of how individual actions contribute to and make a difference to the equality agenda	E
Financial resources	Experience in budgetary responsibility and understanding of financial processes	D
Other	An ability to maintain confidentiality and trust	E
	Used to working in a busy environment	E
	Adaptability, flexibility and ability to cope with uncertainty and change	E