



Chief Information &  
Technology Officer



Starfish



# Welcome

Dear Applicant

Thank you for your interest in joining us as Chief Information and Technology Officer at a pivotal moment in our development.

The Health Foundation is an independent charitable foundation committed to bringing about better health and health care for people in the UK. Through giving grants to those working at the front line, to carrying out research and policy analysis, we shine a light on how to make successful change happen that is improving health and health care for the UK population. We believe that every person in the UK should have access to the same standard of health care, irrespective of their background. The coronavirus pandemic has had an unprecedented impact on our national health and care services; it has also further highlighted great health inequalities across the country between wealthy and deprived areas.

Through our research, data analysis and policy insights, we are informing individuals and companies across the health and social care system to navigate their way through the current challenges, as well as building the evidence needed to understand the longer-term implications the pandemic will have on the nation's health. Our work is centred on the creation, curation and dissemination of health and health care related information and its secure handling and management are critical to protecting our reputation.

This role comes at an important time for us at the Health Foundation as we continue to explore new, agile ways of working and implement hybrid models. As a part of the senior leadership team, you will provide effective leadership, insight and innovation to ensure the Foundation takes advantage of new digital tools and technologies to enhance our work and empower our people. You will also provide robust oversight and assurance over our infrastructure, information compliance and security policies.

The ideal candidate will be a transformational leader who shares our values and who can engage, inspire and influence at all levels; you will provide a clear vision, harness the ideas and talents of our committed staff and develop our future information and technology strategy as we continue to grow our organisation. You will be able to build credibility quickly with a range of stakeholders and be an active member of the senior leadership team, with strong communication skills and a commitment to continuous improvement in all aspects of their work.

This is a senior role within the Foundation that is highly visible across the organisation. We are therefore looking for an individual who is comfortable advising and guiding senior leaders, but also won't shy away from being hands-on when required. Finally, as an inspiring leader, you will embrace the role of managing a small and diverse team and know what it takes to get the best out of people. We are committed to improving our approach to diversity and inclusion and you will help by contributing to our development.

I hope, having read the information below and published on our website, that you are inspired to join our organisation. If you believe you can demonstrate the experience, skills and attributes we are looking for, I very much look forward to hearing from you.

**Paul Hackwell**  
**Chief Operating Officer**

# About the Health Foundation

Our aim is a healthier population, supported by high quality health care that can be equitably accessed. We learn what works to make people's lives healthier and improve the health care system.

The Health Foundation make links between the knowledge gained from working with those delivering health and health care and their research and analysis. The aspiration is to create a virtuous circle, using what they know works on the ground to inform effective policymaking and vice versa.

The Health Foundation believes good health and health care are key to a flourishing society. Through sharing what learnings, collaborating with others and building people's skills and knowledge, we aim to make a difference and contribute to a healthier population.

The Foundation employs approximately 180 people with an office in Blackfriars, Central London. The organisation has several teams: Improvement; Policy; Economics; Research; Data Analytics; Healthy Lives; Communications; Investments and Corporate Resources (HR, Finance, Operations, IT, etc.). There is a high level of satisfaction amongst employees and an attractive, modern working environment.

Here are some examples of our work:

<https://www.health.org.uk/evidence-hub>

<https://www.health.org.uk/news-and-comment/charts-and-infographics/what-geographic-inequalities-in-covid-19-mortality-rates-can-tell-us-about-levelling-up>

<https://www.health.org.uk/news-and-comment/charts-and-infographics/hospital-use-clinically-extremely-vulnerable-population>

<https://q.health.org.uk/news-story/coming-soon-a-new-q-lab-uk-project-in-partnership-with-nhsx/>

For more information, visit [www.health.org.uk](http://www.health.org.uk). You can find a copy of the Strategic Plan here. You can also find more details about the Foundation's current work on Twitter [www.twitter.com/healthfdn](https://www.twitter.com/healthfdn)

## The road ahead for the Health Foundation



## Background & Context

Like many organisations, we are transitioning to a hybrid working model. Our 200 people have a high degree of flexibility around when and where they work, based on high trust. We have a comprehensive programme of internal development, investing in our people, how we work, the tools we use and the spaces we work in.

This creates some interesting challenges for our new Chief Information & Technology Officer:

- Supporting a data-rich, evidence-based organisation
  - Working with researchers, analysts, data scientists and data managers
  - Providing tools and infrastructure for analysts
  - Ensuring the safe and effective use of public and secure data sets
  - Protecting the foundations reputation for high quality, independent, insight and analysis.
- Supporting the development of the organisation
  - As our people transition to hybrid working, there is an increasing reliance on technology
  - Our people need to adopt ways of working as they adapt to hybrid, including support for synchronous and asynchronous working
  - Our office needs to adapt as it is used more intentionally for collaboration, innovation, and reconnecting
  - Our teams and leaders need guidance and support as we grow and mature from a small into a mid-size organisation, with a greater focus on operational effectiveness and efficiency
  - Leading the development of our operational, technical and risk maturities, which are highly variable.
- Creating and managing a sound infrastructure
  - Taking a risk-based approach to improving our resilience
  - Giving assurance and confidence to allow the organisation to become more agile
  - Improving our cyber and data security within a friendly, open, high trust culture.



# Role Description

**Accountable to:** Chief Operating Officer.

**Direct reports:** Team of 20, with 4 direct reports across IT, Facilities, Operations and Compliance

## Role Purpose

To provide leadership and strategic direction to support the Directors and Senior Leadership Teams in the achievement of the Foundation's objectives. You must be able to engage with senior stakeholders, understand their challenges and influence through compelling outcomes. Reporting directly to the Chief Operating Officer, you will have responsibility for ensuring the Foundation remains operationally resilient, both currently and in anticipation of future events and changes within the organisation and the wider environment.

Supported by wider Operations, Technology, Compliance and Facilities teams you will be able to craft a vision, communicate well and motivate others. With a passion for delivering through others' you will develop strategies that ensure that the implementation that follows will support and enable the work and continued development of the Foundation: operational effectiveness, digital and physical Infrastructure, information compliance and security. You will be part of a senior leadership team that will modernise and transform the way we work, ensuring that the Health Foundation thrives in a hybrid working world. You will have experience of managing budgets, leading, and managing a team and excellent communication skills.

Key business applications that are relevant to this role in the context of The Health Foundation include: Microsoft 'stack' O365 and Azure; Salesforce (crm & grant-making); Keyedin ; Dynamics 365 Business Central; Dynamics\_business-central ; Cezanne\_hr ; 'R' ; SAS; Github.

## Key responsibilities and accountabilities

- Partners with the Directors Team and senior management colleagues to translate the strategic aims of the organisation into programmes of work across their portfolio of responsibilities.
- Ensures that the organisation's core internal processes are efficient and fully support the operations of the business teams.
- Builds and leads high performance, service oriented and organisationally aligned teams across Operations, Technology, Compliance and Facilities.
- Ensures that the various work programmes, projects and other initiatives have a strategic coherence and support the broader vision and goals of the Foundation.
- Ensures that technology is deployed and used to improve organisational effectiveness and to enable a collaborative and connected workforce.
- Ensures the design, development and implementation of management information capability to support decision making across an organisation.
- Collaborates effectively across the organisation to enable development of relevant initiatives, and leads delivery across all areas of Operations, Technology, Compliance and Facilities back into the business, delivering a seamless experience for employees and managers.
- Leads on the identification and engagement with external expertise that can assist and support with the delivery of agreed organisationally aligned objectives.
- Ensures the Health Foundation has in place the appropriate systems, processes, working practices and accreditations to effectively mitigate the risks around cyber security and data protection.
- Ensures the work of the Operations, Technology, Compliance and Facilities teams is designed and implemented to achieve genuine measurable impact and so improve the work of the Foundation as a whole.
- Ensures the work carried out by the teams' models good practice in project management, change management and solution design and is aligned to the Foundation's behaviour framework.

# Person Specification

In your written application, please refer to the criteria set out under Part One below. Parts Two and Three will be explored with selected candidates at interview.

## Part One

### Knowledge and Experience

- Experience of developing operational and technology strategies that supports the overarching strategy of the organisation.
- Experience of building and managing strong relationships at the level of senior leadership coupled with an ability to challenge effectively and influence colleagues at this level.
- A strong track record in building and developing excellent teams that are well motivated and empowered to do great work.
- Strong business acumen and the ability to translate business needs into appropriate strategies and plans across Operations, Technology, Compliance and Facilities.
- Experience of transforming business processes and the development of new operating models.
- A good understanding of modern digital technologies and how their deployment can enable organisations to work effectively and efficiently and deliver on their plans.
- Experience and expertise in the development and use of risk management techniques.

## Part Two

### Skills and Abilities

- Highly collaborative with the ability to adapt your style, think on your feet and have a can-do mentality.
- An ability to plan effectively and consider the short, medium and long term implications of initiatives.
- Highly collaborative with the ability to adapt your style, think on your feet and have a can-do mentality.
- A high level of influencing skills, stakeholder management, diplomacy and adaptability in a changing, complex and uncertain environment.
- Ability to lead a team and effectively manage staff and resources from a variety of disciplines.
- The ability to absorb information, critically evaluate it and make considered, succinct and well-argued recommendations, sometimes in uncertain circumstances – orally and in writing.
- The capacity to lead and manage change effectively.

## Part Three

### Leadership Style and Behaviours

- Agile leadership style and high learning capacity, able to explore complex and ambiguous challenges and influence stakeholders effectively.
- Establishes and maintains credibility with a range of internal and external stakeholders.
- Demonstrates a high level of personal drive, energy and commitment.
- Works effectively and confidently with ambiguity and uncertainty.
- Works flexibly, openly and collaboratively and in a way that is responsive to the needs of internal and external stakeholders.
- Prepared to make strong cases to support needs around cyber security and data protection.
- Brings highly developed interpersonal and relationship building skills and works co-operatively and effectively with a wide range of internal colleagues.
- Effectively plans and organises; sets and works to deadlines.
- Presents complex information simply and effectively, to all levels of the organisation either individually or in groups, orally and in written form.
- Has a drive for continuous improvement across the organisation.



# Terms of Appointment

<b>Salary</b>	This role attracts a salary of circa £95,000 per annum.
<b>Location</b>	Our office is based at 8 Salisbury Square, London, EC4Y 8AP. We have introduced new working arrangements to support hybrid working which offers more choice over when and where our people work, in a high trust / high support environment. We expect all our colleagues to work within a 7am to 7pm framework, spread over Monday to Friday, with core hours of 10.00-15.00 and a minimum average one day per week in the office.
<b>Pension</b>	The Foundation will match and double employee pension contributions up to a maximum employer contribution of 10%.
<b>Annual leave</b>	25 days per year (with an additional three days given when the office closes at Christmas), plus statutory holidays.
<b>Additional benefits</b>	Generous benefits which include: enhanced occupational sick pay scheme; income protection scheme following 26 weeks of continuous sickness, or disability; death in service benefit of six times annual salary; enhanced maternity, paternity and adoption policy; funding for job-related development plus corporate learning and development opportunities.
<b>ED&amp;I</b>	We are committed to improving our approach to diversity and inclusion and you will help by contributing to our development.



# How to Apply

To make an application, please go to <https://starfishsearch.com/jobs/chief-information-technology-officer/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the experience and knowledge criteria.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

**Closing date:** Monday 13th December 2021

**Preliminary interviews with Starfish:** Early January 2022

**Final Panel Interviews with Health Foundation:** Late January 2022





