



CAJE REF: 2019-0019

### JOB DETAILS:

<b>Job Title</b>	Chief Architect (Integration) (National Data Resource)
<b>Pay Band</b>	Band 8d
<b>Hours of Work and Nature of Contract</b>	37.5hrs
<b>Division/Directorate</b>	National Data Resource
<b>Department</b>	National Data Resource
<b>Base</b>	Flexible

### ORGANISATIONAL ARRANGEMENTS:

<b>Managerially Accountable to:</b>	NDR Programme Director / Senior Responsible Officer
<b>Reports to: Name Line Manager</b>	NDR Programme Director / Senior Responsible Officer
<b>Professionally Responsible to:</b>	Health Board / Trust Directors (ICT and Informatics), Chief Clinical Information Officers, Senior Transformation Leads, Senior Programme Leads

NHS Wales Informatics Service is currently working with Welsh Government, health boards, trusts and other stakeholders to deliver the ambitious programme. A delivery team is being established and this is an exciting opportunity to lead a truly transformative programme across Welsh health and care.

Our values are:

- We **LEARN** from our colleagues through the sharing of knowledge and experience to continually improve our service
- We take **PERSONAL RESPONSIBILITY** for what we do, being honest with ourselves and others
- We **CARE** about the people we support and those we work with
- We **RESPECT** and treat everyone in the way that we would wish to be treated
- We act with **INTEGRITY** to build trust
- We are **PROUD** to be part of NHS Wales and our achievements.

### **Job Summary/Job Purpose:**

NHS Wales is creating world-leading National Data Resource (NDR). The NDR is being developed to better enable health and care professionals to improve patient experience and service outcomes. The NDR aims to deliver a more joined up approach to health and care data, using common language and technical standards. It will improve the way data is collected, shared and used across health and care organisations in Wales and will drive forward the interoperability of health and care systems. The NDR will provide improved analytics capability and will enable better decision making for clinicians, operational managers, data scientists and other decision makers and users of data.

The Chief Architect (Integration) is a senior leadership and technical specialist advisory role within the NDR Team, which is responsible for the overall leadership, management and delivery of the NDR programme and specified, associated Integration / API Projects. The key elements of the post include delivering the required technical aspects of the various Business Case(s) and a leading role on the technical and operational aspects of the Procurement Documents (PD's) and Programme Plan; managing and co-ordinating the functional Integration / API aspects of the competitive dialogue process; leading and managing the support with the relevant technical advisors and leading the engagement process with the Assurance Groups ;

The Chief Architect (Integration) will have a strategic role within the organisation and will deputise for Directors, including deputising at Executive level meetings both externally and internally.

### **DUTIES AND RESPONSIBILITIES:**

The post holder will report to the Programme Director and Senior Responsible Officer and be professionally accountable for managing financial, physical and human resource to achieve the successful delivery of multiple work areas. The key duties and responsibilities of the post are:

#### **PROJECT MANAGEMENT**

To lead implementation of the NDR technical requirements in all their dimensions and achievement of the objectives of the Integration / API Project(s).

To lead on the development of the Integration / API Project(s) planning, ensuring that the plans are delivered within agreed funding.

Using advanced theoretical and practical knowledge to provide and receive highly complex and sensitive information on technical matters to include:

- Organisational architecture
- Business architecture
- Information architecture
- Applications architecture

- **Technological architecture**

The post holder will be responsible for planning and organising the technical aspects of the Integration / API Project(s), including business case(s); procurement documents; project agreement; and competitive dialogue process. To lead on the planning of the relevant NDR workstream(s).

To provide and present complex and sensitive reports to the Programme Board; and other larger groups on Integration / API and requirements and to ensure any required monthly reports are provided for the Project(s).

The post holder must demonstrate expert and specialist knowledge of recognised Project Management methodologies and delivery mechanisms, preferably Agile / Scrum. These skills will be essential in the management of the Technical Advisors prior to, and during, the Competitive Dialogue process and will allow the post holder to analyse and exercise judgement on highly complex facts and situations often requiring interpretation and evaluation of options. This will ensure that the correct skill mix of technical support is available throughout the Competitive Dialogue Process and beyond and will ensure that the Technical Advisors are delivering to time, quality and within pre agreed budgets.

The post holder has responsibility for ensuring that the Project(s) complies with all risk management requirements and as part of the corporate body for managing risks to the programme overall lead for corporate governance.

The post holder will ensure excellent project governance is observed throughout the Integration / API Project(s), in particular the compliance with Standing Orders and Standing Financial Instructions.

To liaise with Welsh Government and external bodies to research best practise and develop new delivery approaches that optimise performance and value for money.

### **COMMUNICATION, ENGAGEMENT AND NEGOTIATIONS**

The post holder will be expected to possess highly developed interpersonal and communication skills to support the following roles and responsibilities:

Provide, receive and analyse significant, highly complex, sensitive and often contentious technical, administrative, financial and specialist information (e.g. complex multi-stranded programmes and capital schemes) involving communication with Programme(s) and Project sponsors/directors, executive managers, professional consultants, legal agents, senior clinicians, operational staff, contractors and suppliers.

Provide highly complex, sensitive and/or contentious information e.g. communicating significant changes where there are significant barriers to understanding and resistance to change or when communicating in a very hostile, antagonistic or highly emotive atmosphere. This will be in verbal, written or presentation formats and on a variety of subjects. For example the post holder will need to present to local community and special interest groups

on complex and technical matters relating to the development of the new National Data Resource. In doing so the post holder will be required to adapt their presentation style to meet the needs of the audience.

Facilitate option appraisal workshops in an environment where there are extremely strong and opposing views and objectives e.g. communicating to the local community significant changes in hospital processes.

To facilitate sessions throughout the competitive dialogue process, and communications to Bidders, using negotiation, persuasion, motivational techniques and reassurance skills where appropriate.

To play a leading role on the Integration / API Project(s) Engagement with the Clinical Assurance and the Service Advisory Groups, working closely with other colleagues. The post holder will have particular responsibility for the accuracy and effectiveness of the transfer of operational and commercial information between the Groups and the Competitive Dialogue Process.

The post holder will undertake regular negotiation with senior NHS professionals, directors and managers in a financially constrained health economy on issues that have a significant impact on the quality and performance of services, challenging practice and established management processes.

To work collaboratively with Corporate Departments, Service and Clinical Groups and to ensure effective relationships across a range of members of staff in order to effectively engage Health Board and Trust workforce in the process.

The post holder will communicate directly with a range of bodies such as the Welsh Government, Local Authorities, Health Boards, Shared Services Partnership, Suppliers, Advisors and Internal and External auditors.

### **POLICY DEVELOPMENT**

The post holder will be responsible for a range of policy implementation and policy development across a large portfolio.

The post holder will be responsible for implementing a range of policies relating to the NDR programme.

The post holder will be responsible for ensuring that the NDR programme is implemented in line with the requirements of the Welsh Well Being and Future Generations policy.

The post holder will be responsible for the interpretation of all national policies relating to the NDR programme on behalf of the Programme Board.

The post holder will actively develop and deliver new NDR policies and promote service modernisation and development. This will include providing advice on local and national guidelines and advising on how these should be interpreted and implemented.

The post holder will undertake research and ensure that innovation and good practice is disseminated throughout the programme so as to maximise efficiencies programme wide, maximising spread and sustainability.

To support the development and execution of the Procurement Documents for the National Data Resource, developing innovative policy that is applicable nationally.

### **ANALYSIS AND JUDGEMENT**

The post holder will need to exercise judgment involving highly complex facts and figures and situations, which require the analysis, interpretation and comparison of a range of options e.g. options for how to design and build the new National Data Resource.

The post holder will be expected to analyse and assess conflicting information where expert opinion may differ or information may not be viable relying on judgment and critical thinking to deliver an appropriate outcome. For example the post holder will be required to analyse and assess, on behalf of the programme, a variety of potential designs, put forward by UK leading architects, for the new National Data Resource. It will be the responsibility of the post holder to lead the process of evaluation and to recommend a Preferred Option to the Programme Board.

The post holder will exercise specialist knowledge across a range of managerial work procedures and practices underpinned by theoretical knowledge and practical experience.

Create reports from internal and external sources for consideration at Board level. For example the post holder will be required to create multi-stranded statistical analysis reports on a regular basis to the Programme Board on Project performance, Advisor performance against KPIs and Project risk analysis.

The post holder requires specialist skills for the expert analysis and interpretation of highly complex technical information such as financial models, technical value for money reports and complex legal agreements. They are required to advise the Board and its members of the implications of taking alternative courses of actions in respect of business cases, scheme designs, financing options and Project delivery.

To oversee the development of the required technical elements of all business cases for the NDR programme. To support the 5 Cases of the OBC & FBC for the new NDR and prepare value for money case(s) that will satisfy the Programme Board, Welsh Government and Commissioners.

To oversee and manage the development of the Integration / API elements of the procurement documentation and support the PQQ and ITPD evaluation methodology that will deliver an effective, value for money solution for the programme.

To analyse and evaluate the technical evaluation of PQQ and ITPD responses, to ensure bidders have capability and capacity to deliver the requirements of the Project.

To manage, analyse and evaluate the technical evaluation of Bidder's responses throughout dialogue, focussing on the assessment of deliverability, efficacy and value for money of their proposals.

To plan and organise a broad range of complex project activities and adjust plans and strategy as required using analysis, interpretation and a range of options.

The post holder will need to assimilate and summarise complex documents, compare facts and analyse situational data from a range of sources, develop options and assess risks and opportunities to the organisation and facilitate consensus building and decision making.

The post holder will be expected to work independently guided by broad health and social care strategies and organisational policies and specific local and national guidelines, advising on how these should be interpreted and implemented.

To analyse and evaluate complex information within the technical work stream(s) and provide significant input into the Design and Integration / API work stream (s).

To be responsible for the delivery of all the key duties of the technical team ensuring all tasks and responsibilities are fulfilled to the requisite standards of timeliness, accuracy and quality. To continue the ongoing development of the team to ensure it continues to be a professional, innovative, well-motivated and effective team. Ensure all staff provide a professional, effective and responsive service across the Integration / API Project(s) and are respected for their professionalism.

The post holder will support, and deputise for, as required, the NDR Programme Director and the SRO in the working with key stakeholders including Welsh Government and Bidders.

### **PROFESSIONAL LEADERSHIP**

As a senior member of the Programme Board and Leadership Team, offer strategic direction on leadership to the organisation and their immediate teams.

To provide professional leadership to the NDR Programme Team, ensuring the achievement of high standards of professionalism, accuracy, and reliability in the delivery of technical advice and information to the organisation. This will include coaching, mentoring, resource planning, standard setting, performance management and individual development.

To be responsible for delivering an expert professional role within the organisation, managing and investigating highly complex technical and commercial issues and providing interpretation of national policy and guidance.

To have a high level of understanding of the national perspective and future strategy for NHS Wales and related areas of Health and Social care to ensure that staff are fully aware of implications and can contribute effectively to service improvement.

To ensure the programme's aims and objectives are clearly communicated to staff within the team ensuring that a culture of continuous improvement and professional excellence is achieved.

To develop and empower all members of the NDR Programme team to perform to high standards and be innovative.

## **HUMAN RESOURCE MANAGEMENT**

To support the process to ensure all technical staff work to competencies which are regularly assessed and appropriate to the needs of the service in line with Agenda for Change and the Knowledge and Skills Framework.

To ensure that annual objectives, PDPs are agreed with all staff in line with programme objectives and the KSF.

To be responsible as a line manager across a number of Project teams and for major areas of Project Activity, including the design, build and operational stages of the new National Data Resource.

In line with the organisational policy, provide effective management support to employee relation issues, which may include acting as a decision maker, in, for example, disciplinary, sickness hearings etc. as required.

## **INFORMATION RESOURCES**

The post holder will be responsible for a variety of information systems on behalf of the Integration / API workstream of the NDR Programme. This will include the various systems components of the new national data platform for the NDR

The post holder will be responsible for adapting/designing information systems to meet the specifications of the NDR Programme Director.

The post holder will be required to analyse and interpret complex information and to regularly produce complex reports and make presentations to the Board, formal sub-committees, Project Board(s) and Directors/senior members of the health economy, and relevant external parties.

The post holder will be required to regularly communicate with other Informatics Projects / work streams, especially the other workstreams delivering the national informatics plan.

The post holder will present complex and contentious technical information and data in a manner appropriate for the audience, ranging from formal presentations to large audiences to one to one meetings with staff, Executive leads or external stakeholders. The post holder will require the ability to absorb

and process information from a variety of sources and link with both internal and external professionals to determine and formulate appropriate action plans.

The post holder will be required to manage communications of highly complex and contentious information. Therefore, the post holder will be required to deploy a wide range of personal attributes e.g. the ability to lead, motivate, consult, negotiate and mediate in order to overcome such significant barriers to acceptance or understanding.

To provide and receive highly complex and sensitive information relating to service delivery, workforce issues and political imperatives and manage such communications and information sensitively and professionally.

The post holder must be able to use data and their understanding of the service provision to provide analysis and options to support service redesign and delivery and communicate complex financial information in a manner that is appropriate to support such analysis

### **RESPONSIBILITIES FOR FINANCIAL AND PHYSICAL RESOURCES**

The post holder is responsible for budget setting across a number of services, including external consultants.

The post holder has budget responsibility across several services including estates, capital finance, external consultants and facilities and utilities.

The post holder is responsible for the management of physical assets as part of the NDR programme.

The post holder is responsible for the development, monitoring and management of the Integration / API Project budget, ensuring that regular budget statements are reviewed quickly and that the impact on outturn of significant current variances is clearly understood by colleagues.

The post holder will ensure robust systems of governance for the Integration / API Project(s) (financial, staff, audit and information) and risk management is in place.

The post holder will lead the organisation by example in the promotion and delivery of good financial management so that the programme's resources are safeguarded, used appropriately, economically, efficiently and effectively.

### **HEALTH AND SAFETY**

The post holder will contribute to a healthy, safe and secure working environment by adhering to health and safety regulations, programme policies, procedures and guidance. Take necessary action in relation to risks in the workplace including supporting others to manage risks and reporting incidents as necessary.



The post holder will participate in and facilitate meetings which require a high level of concentration on a wide range of topics, with a variety of audiences and mixtures of attendees.

The post holder will be required to adapt to and undertake different or new duties in line with professional and service developments.

The post holder will have standard key board skills

The post holder will be office based with regular travelling as required.

*This Job Description is intended as a general guidance to the duties and responsibilities of the post and is not, therefore, exhaustive. It will be subject to review in light of changing circumstances and in consultation with the post holder.*

### **PERSON SPECIFICATION**

<b>ATTRIBUTES</b>	<b>ESSENTIAL</b>	<b>DESIRABLE</b>	<b>METHOD OF ASSESSMENT</b>
<b>Qualifications and/or Knowledge</b>	<p>Master Degree or equivalent in an appropriate discipline/or equivalent professional experience</p> <p>Membership of an appropriate professional institution, working towards or willing to work towards (e.g.BCS, FED-IP)/or equivalent professional experience</p> <p>Evidence of relevant further higher level education (post graduate) and/or training and/or CPD Extensive Experience of planning and implementing complex projects</p> <p>Continued professional development (CPD)</p>		Application form and pre-employment checks
<b>Experience</b>	Extensive experience, working at a senior level in a large, complex organisation		Application form and interview

	<p>Significant senior technical management experience</p> <p>Experience of designing and implementing Integration / API requirements to deliver large highly complex national IT programmes</p> <p>Extensive knowledge of Integration / API requirements and regulations</p> <p>Experience of delivering compliant and robust business cases, specifically affordable and demonstrating value for money</p> <p>Experience of the relevant technology markets and their potential impact on affordability and deliverability of projects</p> <p>Proven track record of successfully introducing service improvement or organisational change in a complex environment</p> <p>Experience of strategic thinking at a senior level</p> <p>Significant experience of working with staff, their representatives and trade unions/professional organisations</p> <p>Demonstrable success in building, leading, motivating, managing and developing teams</p> <p>Participation in significant change management projects</p> <p>Ability to influence at all levels and a highly strategic thinker</p>		
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<b>Aptitude and Abilities</b>	<p>Ability to analyse and appropriately present often highly complex information</p> <p>Proven ability to achieve targets and objectives within a demanding and pressured environment against challenging deadlines</p> <p>Sound judgement, decision making and organizational skills</p> <p>Able to interpret legislation, national guidance as appropriate to the role</p> <p>Able to demonstrate a high level of interpersonal skill, displaying credibility, influence and political acumen</p> <p>Ability to communicate verbally and in writing in a manner which is clear, fluent and persuasive</p>	<p>Ability to speak Welsh</p>	<p>Application form and interview</p>
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### **GENERAL REQUIREMENTS**

**Values:** All employees of the Trust are required to demonstrate and embed the Values and Behaviour Statements in order for them to become an integral part of the post holder's working life and to embed the principles into the culture of the organisation.

**Registered Health / Informatics Professional:** All employees who are required to register with a professional body, to enable them to practice within their profession, are required to comply with their code of conduct and requirements of their professional registration.

**Healthcare Support Workers:** Healthcare Support Workers make a valuable and important contribution to the delivery of high quality healthcare. The national Code of Conduct for NHS Wales describes the standards of conduct, behaviour and attitude required of all Healthcare Support Workers employed within NHS Wales. Health Care Support Workers are responsible, and have a duty of care, to ensure their conduct does not fall below the standards detailed in the Code and that no act or omission on their part harms the safety and wellbeing of service users and the public, whilst in their care.

**Competence:** At no time should the post holder work outside their defined level of competence. If there are concerns regarding this, the post holder should immediately discuss them with their Manager/Supervisor. Employees have a responsibility to inform their Manager/Supervisor if they doubt their own competence to perform a duty.

**Learning and Development:** All staff must undertake induction/orientation programmes at Corporate and Departmental level and must ensure that any statutory/mandatory training requirements are current and up to date. Where considered appropriate, staff are required to demonstrate evidence of continuing professional development.

**Performance Appraisal:** We are committed to developing our staff and you are responsible for participating in an Annual Performance Development Review of the post.

**Health & Safety:** All employees of the organisation have a statutory duty of care for their own personal safety and that of others who may be affected by their acts or omissions. The post holder is required to co-operate with management to enable the organisation to meet its own legal duties and to report any hazardous situations or defective equipment. The post holder must adhere to the organisation's Risk Management, Health and Safety and associate policies.

**Risk Management:** It is a standard element of the role and responsibility of all staff of the organisation that they fulfil a proactive role towards the management of risk in all of their actions. This entails the risk assessment of all situations, the taking of appropriate actions and reporting of all incidents, near misses and hazards.

**Welsh Language:** All employees must perform their duties in strict compliance with the requirements of their organization's Welsh Language Scheme and take every opportunity to promote the Welsh language in their dealings with the public.

**Information Governance:** The post holder must at all times be aware of the importance of maintaining confidentiality and security of information gained during the course of their duties. This will in many cases include access to personal information relating to service users.

**Data Protection Legislation:** The post holder must treat all information, whether corporate, staff or patient information, in a discreet and confidential manner in accordance with the provisions of the current Data Protection legislation and Organisational Policy. Any breach of such confidentiality is considered a serious disciplinary offence, which is liable to dismissal and / or prosecution under current statutory legislation (Data Protection) and the HB/Trust Disciplinary Policy.

**Records Management:** As an employee of this organisation, the post holder is legally responsible for all records that they gather, create or use as part of their work within the organisation (including patient health, staff health or injury, financial, personal and administrative), whether paper based or on computer. All such records are considered public records and the post holder has a legal duty of confidence to service users (even after an employee has left the organisation). The post holder should consult their manager if they have any doubt as to the correct management of records with which they work.

**Equality and Human Rights:** The Public Sector Equality Duty in Wales places a positive duty on the HB to promote equality for people with protected characteristics, both as an employer and as a provider of public services. There are nine protected characteristics: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex and sexual orientation. The HB is committed to ensuring that no job applicant

or employee receives less favour-able treatment of any of the above grounds. To this end, the organisation has an Equality Policy and it is for each employee to contribute to its success.

**Dignity at Work:** The organisation condemns all forms of bullying and harassment and is actively seeking to promote a workplace where employees are treated fairly and with dignity and respect. All staff are requested to report and form of bullying and harassment to their Line Manager or to any Director of the organisation. Any inappropriate behaviour inside the workplace will not be tolerated and will be treated as a serious matter under the HB/Trust Disciplinary Policy.

**Safeguarding Children and Adults at Risk:** The organisation is committed to safeguarding children and adults at risk. All staff must therefore attend Safeguarding Children & Adult training and be aware of their responsibilities under the All Wales Procedures.

**Infection Control:** The organisation is committed to meet its obligations to minimise infections. All staff are responsible for protecting and safeguarding patients, service users, visitors and employees against the risk of acquiring healthcare associated infections. This responsibility includes being aware of the content of and consistently observing Health Board Infection Prevention & Control Policies and Procedures.

**No Smoking:** To give all patients, visitors and staff the best chance to be healthy, all Health Board sites, including buildings and grounds, are smoke free.

**Flexibility Statement:** The duties of the post are outlined in this Job Description and Person Specification and may be changed by mutual agreement from time to time.

**Job Title: Chief Architect (Integration)**

**Organisational Chart**

