

CAJE REFERENCE **HD2019/0076**

DATE APPROVED **28/05/2019**

DATE UPDATED **27/03/2024**

JOB DESCRIPTION

JOB DETAILS

Job Title: Head of Pembrokeshire Integrated Transformation

Pay Band: 8b

Directorate: Primary, Community & Long-Term Care

Department: Pembrokeshire County

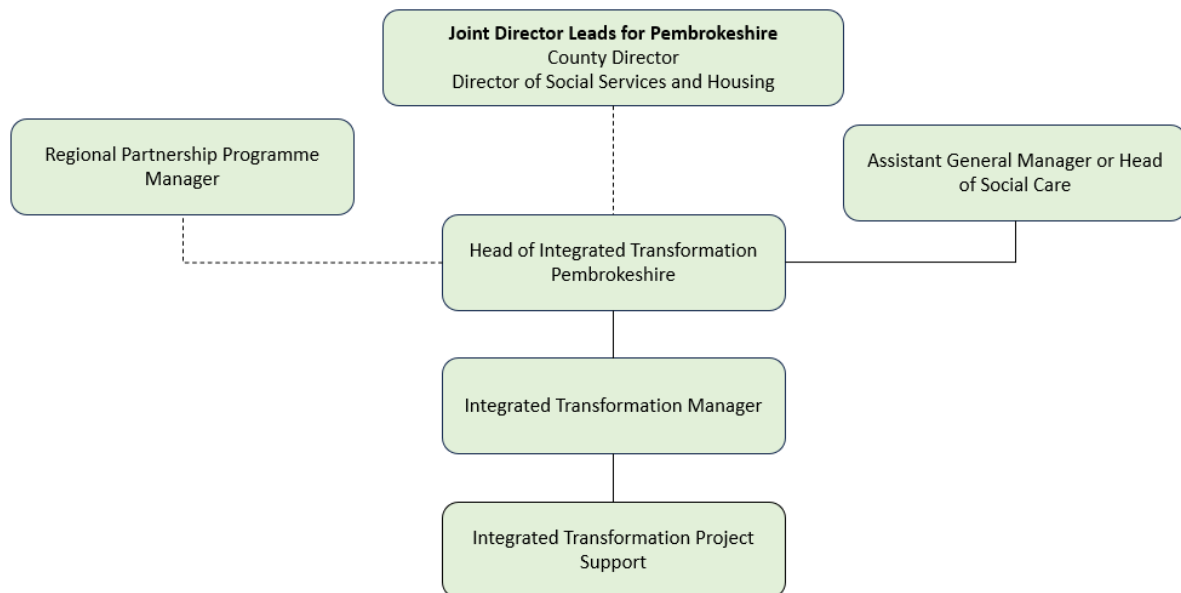
ORGANISATIONAL ARRANGEMENTS

Accountable to: County Director Pembrokeshire & Director of Social Services PCC & Regional Partnership Programme Manager

Reports to: Assistant General Manager Primary and Community Care

Responsible For: Integrated Transformation Team

Organisation chart:



JOB SUMMARY / PURPOSE

The post holder will be strategically accountable to Director of Social Service and Housing, County Director and the Regional Partnership Programme manager and will be supporting and line managed day to day but the Assistant General Manager.

They will have strategic and operational management lead responsibility for the design, monitoring, evaluation and reporting of the Pembrokeshire Integrated Transformation Programme.

The post holder will be key in leading in how we can transform the health and care system through integrated partnership working.

Lead on a regionally defined programme funded through the Welsh Government's Regional Integration Fund and forming part of the Healthier West Wales initiative.

Specifically lead on strategic delivery governance for the Pembrokeshire Transformation Programme, undertaking some direct project / programme management (including chairing project groups and development of proposals and business cases)

The post holder will ensure that transformation initiatives are coherent and managed using appropriate project management methodologies, service improvement tools and techniques.

Provide Quality, Service Improvement and Programme Management expertise and support to assist the Pembrokeshire System to deliver its strategic aims of integrated population health, social care and wellbeing services.

Support the County Director and Director of Social Services in managing and driving change for the whole system and in the design and delivery of fully integrated and aligned services as part of the wider health, social care and third sector provision.

Responsible for strategically linking across the whole system at a regional level to ensure parity across health and social care through alignment to the West Wales Regional Partnership Board and the Models of Care.

The post holder will have management responsibility for staff within the Pembrokeshire Transformation Programme.

Responsible for promoting innovation in all appropriate service change projects within Pembrokeshire County.

The post holder will be the lead for Pembrokeshire in progressing the Regional projects as part of the Regional Integration Fund under the Models of Care.

Take a lead role in communications and engagement for Pembrokeshire County, ensuring comprehensive stakeholder mapping for all projects, and associated communication and engagement plans, including the equality, diversity and inclusion agenda.

MAIN DUTIES AND RESPONSIBILITIES

Support the County Director and Director of Social Services in driving forward the strategic transformation programme delivery, working closely with the Healthier Pembrokeshire Strategic Board, providing ongoing accountability to the Integrated Executive Group, and the Regional Programme Board

Provide constructive challenge to the system, maintaining independence and impartiality to the Health Board/Local Authority and taking a 'best for the overall system' view.

Provide leadership managerially for the resources and staff within the Transformation Programme.

Enable effective delivery of services which reflect local community and stakeholder influence and Health Board/Pembrokeshire County Council vision, through successful delivery of the strategy.

Ensure that the Transformation change programme successfully delivers the ethos of A Healthier Wales and ensuring alignment of all projects within Models of care.

Ensure that Health Board, Pembrokeshire County Council and West Wales Regional Partnership Board strategies, programme and project delivery are clearly communicated to all staff so that a full contribution can be made to strategic delivery and implementation of service plans that reflect these.

Direct, lead and motivate staff to ensure a high standard of professionalism, efficiency and effectiveness in strategy delivery, ensuring that activity is aligned to all partner agency's strategies.

Undertake coaching, mentoring, resource planning, standard setting, performance management, team and individual development to ensure a culture of continuous improvement and professional excellence.

Regularly monitor and review strategic programme and project delivery to ensure it fits within County and Regional plans.

Regularly monitor and review project plans, working with the Healthier Pembrokeshire Strategic Board, IEG and RPB, adjusting for changes in local need to be responsive to changes in national and regional policy guidance.

Strategically lead the integration of services where appropriate to develop an operational model that delivers the service change required to deliver the Transformation Programme.

Programme and Project Management

Responsible for the management of staff and resources in their area of responsibility, providing appropriate leadership, support and development.

Work with County Director, Director of Social Services, RPB lead, and partner organisations in the strategic and operational design of service change.

Provide innovative proactive advice and support to a range of organisations, managers and staff in overseeing the delivery of service change and innovation.

Ensure that strategic aims and objectives are clearly communicated to all staff so that a full contribution can be made to implementing partners' strategic and operational plans.

Regularly monitor and review programme and project plans, adjusting for changes in local need and in response to changes in national and regional policy guidance.

Lead and sponsor projects to develop new ways of working in line with regional strategies and business plans.

Negotiate with other senior health and social care professionals and partners on a regular basis in relation to strategic issues, providing the required level of challenge on actions.

Work independently within local and national strategy, policy and guidelines, interpreting those to inform local policy and project development.

Ensure the delivery, review and monitoring of the actions, required to deliver long term strategy and plans.

Strategy Delivery

Develop and implement a strategic programme of engagement and partnership working with our key local stakeholders and communities to deliver the Pembrokeshire County transformation agenda, and lead key partnership projects that will turn aspirations into practical, tangible change.

Lead responsibility for the coordination of the development and writing of the Pembrokeshire County annual, medium term and long term plans, working closely with the County Director, the Director of Social Services and the RPB to assure correlation between the financial and narrative templates; drawing together key information from a range of sources and engaging, influencing and facilitating with a wide range of stakeholders through the Healthier Pembrokeshire Strategic Board to gain agreement on the final content.

Strengthen and support services in the delivery of complex transformation programmes that significantly reduce costs or increase income through the provision of change management and project delivery advice, tools, performance management and focus of executive intervention to unblock constraints, challenging those with differing opinions.

Ensure programmes are actively managed and that linkages between people, organisations, timescales and actions are clear. Ensure programmes are sharply focused, with clear communications across the programme and with relevant stakeholders.

Aligning strategic planning and delivery with the development, design and implementation of the West Wales Regional Partnership board business planning process, working in partnership with Finance Team. Supporting the County Director and Director of Social Services in the development of the County business planning.

Work with voluntary organisations, patients and the public to ensure their active and effective participation in the planning and evaluation of services.

Link with the RPB Capital team and planning over the development and implementation of the capital development programme for the sites managed.

Work with external agencies, third sector and primary care in collaborative schemes to deliver service development and improvement and share best practice.

Develop models to modernise structures that support new ways of working and service development and improvement based on best practice.

Service Improvement

Undertake research and gather information or commission such activities which will build intelligence, create opportunities to analyse and support the implementation of the Transformation Programme.

Ensure projects are successfully delivered to the highest standards and efficiency.

Ensure that all agreed local, regional and national targets are met.

Effectively translate service improvement plans into concrete working practices which improve the efficiency and quality of care to patients and contribute to the overall achievement of the County objectives.

Ensure all national and local strategies and legislation are embedded into strategy delivery.

Monitor project activity and review on an ongoing basis against agreed strategy.

Ensure that changes implemented and policies written are in line with WG guidelines, partner strategy and best practice.

Responsible for service development projects to deliver on County's agenda for continuous improvement.

Summarise documents and analyse data from a range of sources to develop options and risks and opportunities to develop the service working in partnership with stakeholders.

Work proactively with colleagues to drive through change, to improve the patient experience across the whole designated service area.

Develop arrangements for managing and providing services which incorporate the strategic development and local implementation of service improvement.

Work with voluntary organisations, patients and the public to ensure their active and effective participation in the planning and evaluation of service.

Communication and Engagement

Communicate effectively and establish good working relations with a wide range of people, organisations and stakeholders.

Lead and develop the County's equality, diversity and inclusion agenda, ensuring national policy and legislation is developed, interpreted, understood and responded to appropriately within service provision and providing reports to the Healthier Pembrokeshire Strategic Board, Local Authority Scrutiny and the Regional Partnership Board as appropriate.

Build and maintain strong influential relationships with colleagues, staff and internal and external stakeholders e.g. Third sector.

Provide training, presentations and information to a range of groups comprising staff, members of the public, senior staff and colleagues from partner organisations. The subject matter may include service changes or strategic direction requiring negotiation or agreement.

The post holder requires very strong analytical, interpersonal and negotiation skills as they will often have to cope with and resolve conflict; they will frequently be involved in discussions which will be highly complex and in some instances contentious.

implement mechanisms to deliver widespread stakeholder engagement and partnership working, and effective consultation as appropriate.

Produce reports to provide information for Welsh Government and other key stakeholders.

Participate in and facilitate meetings at a variety of locations within and outside of the County.

Support the facilitation of effective communication across the County and Region in relation to Quality and Safety, Risk Management and Health and Safety in care.

Finance and Resources

Responsible for the management and monitoring of the budget for their designated area of responsibility. Overall accountability for the budget for their designated area of responsibility.

Develop costed improvement plans for areas of responsibility as required by County Director and Director of Social Services and West Wales Regional Partnership Board.

Upon agreement of annual investment plans by Regional Partnership Board or Integrated Executive Group, budgets are delegated to County and managed by the post holder on behalf of the partners. The post holder must ensure partners only commit resources up to the value that is being delegated, and not above it.

There is a requirement to ensure the budget is managed in accordance with any associated guidance. They should not exceed the financial sum, including the achievement of any match targets. The post holder will ensure that partners are aware they are responsible for any overspend incurred.

In addition to RPB annual investment plans, the post holder will have responsibility for the management and monitoring of any other budgets for their designated area of responsibility. They will have overall accountability for the budget for their designated area of responsibility.

Ensure finances are managed in accordance with any savings targets.

Personal and People Development and People Management

Manage staff so as to ensure that the team meets the objectives set by the County and that each member of staff has excellent opportunities for development so that they may fulfil their potential.

Line manage and be responsible for ensuring an effective system of performance management, including PDR for all direct reports and their staff.

Participate in workforce planning and succession planning for programme and project management expertise.

Ensure all direct reports are aware of their managerial responsibilities for HR issues within their area of responsibility.

Work with HR to ensure that robust HR policies and processes are in place for all areas of responsibility within the County.

Ensure that staff within services are working to competencies that are regularly assessed and appropriate to the service in line with Agenda 4 Change and Key Skills Framework.

Prepare for and take an active part in the PDR process in accordance with organisation policy in partnership with reviewer, identify opportunities to develop own competence/own skills in order to achieve objectives.

Provide appropriate support to others to improve their knowledge and understanding and share own knowledge, skills and experience with others during induction and training sessions for staff.

Provide leadership and advice in relation to the training and development requirements of the workforce.

Promote a service culture that ensures high standards of practice, learning from events and sharing of best practice.

Provide specific advice to and/or undertake investigations into concerns involving conduct, practice or standards, ensuring that appropriate action is taken.

Information Processing

Ensure there are robust systems and processes in place for maintenance and removal of records and office administration.

Ensure compliance with policies and procedures and support development of appropriate systems and processes.

Ensure up to date records are maintained of staff absence returns, annual leave, sickness records and attendance sheets and that returns are made to payroll as required.

Evaluate projects through utilising service data and analysing situations to create reports on service requirements, interpreting data to offer recommendations on strategy delivery within their designated area of responsibility.

Regularly produce reports and presentations for a range of groups including senior management team, staff groups, third sector and partners.

Responsible for project audit to evaluate the impact of service modernisation on performance within services within their designated area of responsibility.

Research and utilise best practice in proposing service improvement projects using an evidence based approach and the outcomes of relevant audits.

Health, Safety and Security

Act within legislation, policies and procedures relating to information governance.

Attend statutory/mandatory training.

Ensure the delivery of Health and Safety requirements for staff, clients and visitors.

Based on JD HD2019/0076 matched and approved 28/05/2019

Quality

Support others effectively during times of change and work with others to overcome problems and tensions as they arise.

Ensure that own workload is managed effectively and autonomously to deliver against business priorities in a timely manner with an ability to regularly reframe original premise demonstrating flexibility in thinking, openness of mind and readiness for frequent change.

Responsible for strategic development of services balancing proactive service development against operational pressures and stakeholder requirements.

Work with the County Director and Director of Social Services to ensure quality standards are integrated into the programme management process.

Ensure the skills and structures are in place within the service to facilitate quality improvement, including leading on embedding the Pembrokeshire Transformation programme and principles.

Equality and Diversity

Take the lead in promoting equality of opportunity and diversity in own area of responsibility. It is intended to go beyond compliance with equality legislation and move towards a situation where there is awareness in your area of and active commitment to the need to ensure equality of opportunity and the benefits of diversity.

Effort & Environmental

Frequent use of VDU.

Be able to attend face to face meetings across Regional footprint.

Reading and writing of complex documents clinical and non-clinical.

Analysing a variety of reports.

Involved in HR interviews, disciplinary, complaints.

Dealing with frequent interruptions telephone calls from land or mobile telephones, e-mails etc.

Dealing with difficult situations via telephone calls and meeting re concerns, complaints.

General

Structures for supervision and delegation/direction of work.

Recruitment, selection and retention of appropriately skilled staff.

Induction, professional education and development and performance review.

PERSON SPECIFICATION

ATTRIBUTES	ESSENTIAL	DESIRABLE	METHOD OF ASSESSMENT
Qualifications and Knowledge	<p>First degree or equivalent level of experience.</p> <p>Masters or equivalent level of experience.</p> <p>Post graduate management qualification or equivalent experience.</p> <p>Experience at senior level.</p> <p>Knowledge of WG, PCC and UHB principles and standards of governance.</p> <p>Knowledge of NHS, WG, RPB, PCC and UHB strategies, policies and plans including HR policies.</p> <p>Demonstrates knowledge of the strategic issues facing Health and Social Care in Wales.</p> <p>Knowledge of strategic healthcare agenda relating to service delivery.</p>	Coaching or mentoring qualification	Application form

Experience	<p>Experience of planning and implementing long term strategy.</p> <p>Experience of performance management and service improvement projects.</p> <p>Experience of working at a senior level in a large, complex organisation.</p> <p>Track record of introducing service improvement and managing organisational change.</p> <p>Experience of managing staff and working with staff Trade Unions/staff representatives.</p> <p>Experience of financial management. Involvement in management of change projects.</p>		Application form and interview.
Language Skills		<p>Welsh Speaker (Level 1)</p> <p><i>Full details around the expectations associated with level 1 may be found at the bottom of this page</i></p>	Application form and interview.

Aptitude and Abilities	<p>Skills in team building and motivating and developing staff.</p> <p>Ability to achieve targets and objectives within a challenging environment.</p> <p>Ability to make decisions in high pressure situations.</p> <p>Ability to analyse and present information to a wide range of audiences.</p> <p>Excellent interpersonal and negotiating skills.</p> <p>Able to communicate verbally and in writing clearly, and in order to influence.</p> <p>Able to interpret and implement guidance and legislation in relation to the role.</p> <p>Able to organise own workload and that of the team to meet objectives and operate effectively.</p> <p>Standard keyboard skills.</p> <p>Resilient in order to achieve change within a challenging environment.</p> <p>Flexible in order to encourage work with partner organisations and across boundaries.</p> <p>Innovative and constantly striving to seek improvement.</p> <p>Responsive to needs of the service and those of patients, families and partners.</p> <p>Encourages staff in their development.</p>	Welsh Speaker	Interview
Values	<p>Ability to embrace the following personal values and behaviours on a daily basis -</p> <ul style="list-style-type: none"> • Dignity, Respect and Fairness 		

	<ul style="list-style-type: none"> • Integrity, Openness and Honesty • Caring, Kindness and Compassion <p>Ability to demonstrate a commitment to our organisational values -</p> <ul style="list-style-type: none"> • Working together to be the best we can be • Striving to develop and deliver excellent services • Putting people at the heart of everything we do 		
Other	Ability to travel within the service and across Wales to attend meetings in a timely manner.		Application form and interview

Level 1 Welsh

(Please note that for this particular post level 1 in spoken Welsh is desirable but not essential)

Listening/Speaking: Pronounce Welsh words, place names, department names, etc. Greet and understand a greeting. Use basic every day words and phrases, e.g. thank you, please, excuse me, etc. Understand / pass on simple verbal requests of a routine / familiar / predictable kind using simple language, e.g. 'May I speak to...'. State simple requests and follow up with extra questions / requests in a limited way.

Reading/Understanding: Understand simple key words and sentences on familiar / predictable matters relating to own job area, e.g. on signs, in letters.

Writing: Fill in simple forms, note down simple information, e.g. date and venue of a meeting, Welsh address, etc.

GENERIC STATEMENTS

NHS CODE OF CONDUCT FOR MANAGERS

**** For Managers only:**

The post holder will be expected to adhere to the standards laid down in the NHS Code of Conduct for Managers and at all times act in a manner that reflects and promotes the values of the HB.

The post holder must ensure all activity and service objectives are effectively met in compliance with HBs standing orders and SFIs, scheme of delegated authority and employment legislation.

REGISTERED HEALTH PROFESSIONAL

**** For Registered Health Professionals only:**

All staff who are members of a regulatory body must comply with standards of professional practice/conduct. It is the postholders responsibility to ensure they are both familiar with and adhere to these requirements.

HEALTHCARE SUPPORT WORKERS

**** For Healthcare Support Workers only:**

All healthcare support workers should be familiar with and must comply with the Code of Conduct for Healthcare Support Workers in Wales.

COMPETENCE

The post holder is required to participate in the Hywel Dda PDR process and work towards meeting identified development needs.

The postholder is required to demonstrate on-going continuous professional development.

At no time should the postholder work outside their defined level of competence. If the postholder has concerns regarding this they should immediately discuss this with their Manager/Supervisor/Consultant. The postholder has the responsibility to inform those supervising their duties if they are not competent to perform a duty.

TEAM BRIEF

The post holder is required to actively participate in Hywel Dda Team Briefing in order to aid communication within the Health Board.

Managers and supervisors will regularly deliver the Team Brief verbally to their own staff teams by means of a Core Brief and additional departmental information.

RISK MANAGEMENT/HEALTH & SAFETY

The postholder has a responsibility to themselves and others in relation to managing risk, health and safety and will be required to work within the policies and procedures laid down by the Hywel Dda. All staff have a responsibility to access occupational health, other staff support services and/or any relevant others in times of need and advice.

The postholder has the responsibility for monitoring the progress on action plans in relation to risk, health and safety.

The postholder has the responsibility for the development of risk profiles and a risk register within their area of responsibility.

The postholder has the responsibility for developing systems to monitor performance against agreed performance indicators.

HARRASSMENT & BULLYING

The HB condemns all forms of harassment and bullying and is actively seeking to promote a workplace where employees are treated with dignity, respect and without bias. All staff is requested to report any form of harassment and bullying to their line manager or to any Director of the HB.

RECORDS MANAGEMENT

The postholder has the responsibility for timely and accurate record keeping and where appropriate in accordance with professional guidelines.

The postholder has the responsibility for the creation and maintenance of records in accordance with Hywel Dda policy and the data protection act.

FLEXIBILITY STATEMENT

The developing and rapidly changing nature of the organisation will require considerable flexibility from the post holder. This job description indicates the main functions and responsibilities for the post and is not intended to be a fully inclusive list and the duties and responsibilities specified in this job description are subject to change as the needs of the HB evolve. On agreement with the post holder, this job description will be amended, as necessary, in the event of future organisational and professional changes and/or personal development.

CONFIDENTIALITY

All staff may have access to confidential information about patients, staff or health service business. On no account must such information be divulged to anyone who is not authorised to receive it. Confidentiality of information must be preserved at all times whether at or away from work. 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 Act) and the HB Disciplinary Policy.

EQUAL OPPORTUNITIES

It is the aim of the Hywel Dda HB to ensure that no job applicant or employee receives less favourable treatment on grounds of gender, religion, race, colour, sexual orientation, nationality, ethnic or national origins or is placed at a disadvantage by conditions or requirements which cannot be shown to be justifiable. To this end, the HB has an Equal Opportunities Policy and it is for each employee to contribute to its success.

OUTSIDE EMPLOYMENT/OUTSIDE INTERESTS

Any other work or outside interests must not conflict with the duties and responsibilities of your attendance for work as an employee of the HB.

ENVIRONMENTAL

The Hywel Dda Health Board is committed to its environmental responsibilities. The Board recognizes that its activities, including energy consumption, waste generation, transportation emissions, water use and resource consumption, have a significant impact on the environment. As an integral part of its commitment to ensure high quality patient care, all staff have a responsibility to adhere to environmental policy and procedure at both an organisational level and within their own area of work to ensure legal compliance. Staff will do their utmost to minimize the environmental impacts of Health Board activities and services, and seek to continually improve operations to minimize their environmental effects. Staff should take note of relevant communications and attend mandatory training when required.

SMOKE FREE POLICY

All Health Board sites and premises and grounds are designated as smoke free areas. This policy applies to all staff, contractors/service providers, patients*, visitors and the public.

SAFEGUARDING ADULTS AND CHILDREN

Every employee of the Health Board, whatever their job, role, profession, status or place of work, paid or voluntary, has a responsibility for Safeguarding both adults and children. Staff must:

- Understand the nature of abuse and how children and adults might be at risk of harm and neglect.

- Understand their own safeguarding responsibilities and what actions they may need to take.
- Know where they can access local policies and procedures in relation to Safeguarding Children and Safeguarding Adults.
- Report allegations or suspicions of abuse to their line manager, including suspicions about a colleague or manager, irrespective of their status, profession or authority. This includes whistle-blowing
- Know how to make a Safeguarding referral to Social Services and/or the Police for both adults and children to report allegations or if they have concerns.
- Know what services, advice and support are available locally to vulnerable children and adults and how to access help needed.

INFECTION CONTROL

"The document Commitment to Purpose: Eliminating Preventable Healthcare Associated Infection: A Framework of actions for healthcare organisations in Wales stipulates that all staff must understand their responsibility and accountability for Infection Prevention & Control and the Health Board must be assured of this on an ongoing basis".

IP&C is the personal and individual responsibility of all Health Board staff. All staff have a responsibility to protect and safeguard 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; and best practice guidance in order to maintain high standards of Infection Prevention & control.

GENERAL

The postholder needs to ensure they are familiar with their terms and conditions of service.