



Norfolk and Waveney
Clinical Commissioning Group



Director of Digital &
Data at the new ICS



Welcome

Dear Applicant

Thank you for your interest in joining Norfolk and Waveney ICS.

We're looking for a Director of Digital & Data to work as part of a dynamic team leading the development and delivery of the long-term Digital Transformation strategy of the Integrated Care Board (ICB). The role reports directly to the ICB Director of Performance, Transformation and Strategy and is professionally accountable to the national CIO.

This is a fantastic and far-reaching opportunity. You will be driving the ICB's progress towards meeting the What Good Looks Like framework, and the forthcoming Target State Architecture. You will also work with digital teams across the ICS, leading and defining the system Digital Strategy, to ensure it reflects and integrates the strategies of our partners.

Norfolk and Waveney has great potential. Your expertise, knowledge and enthusiasm for digital transformation, digital leadership, digital innovation, and change projects will help us deliver ambitious and strategic programme goals and benefits for our patients and citizens, supporting better care, quality and productivity.

The formation of the new Integrated Care System comes at a time when the health service and our partners from all sectors must do more to help people with long term and chronic conditions live well. As a unitary board, we'll be working together to improve outcomes in population health and healthcare, tackle inequalities, enhance productivity and value for money and help the NHS support broader social and economic development.

We plan to become a truly high performing system, embedding ways of working that are successful in the longer-term. We already have so many impressive examples of local team working, patient and citizen engagement and innovation. Together, we will build from the bottom up, support the front line and put patients, families and communities first in everything we do.

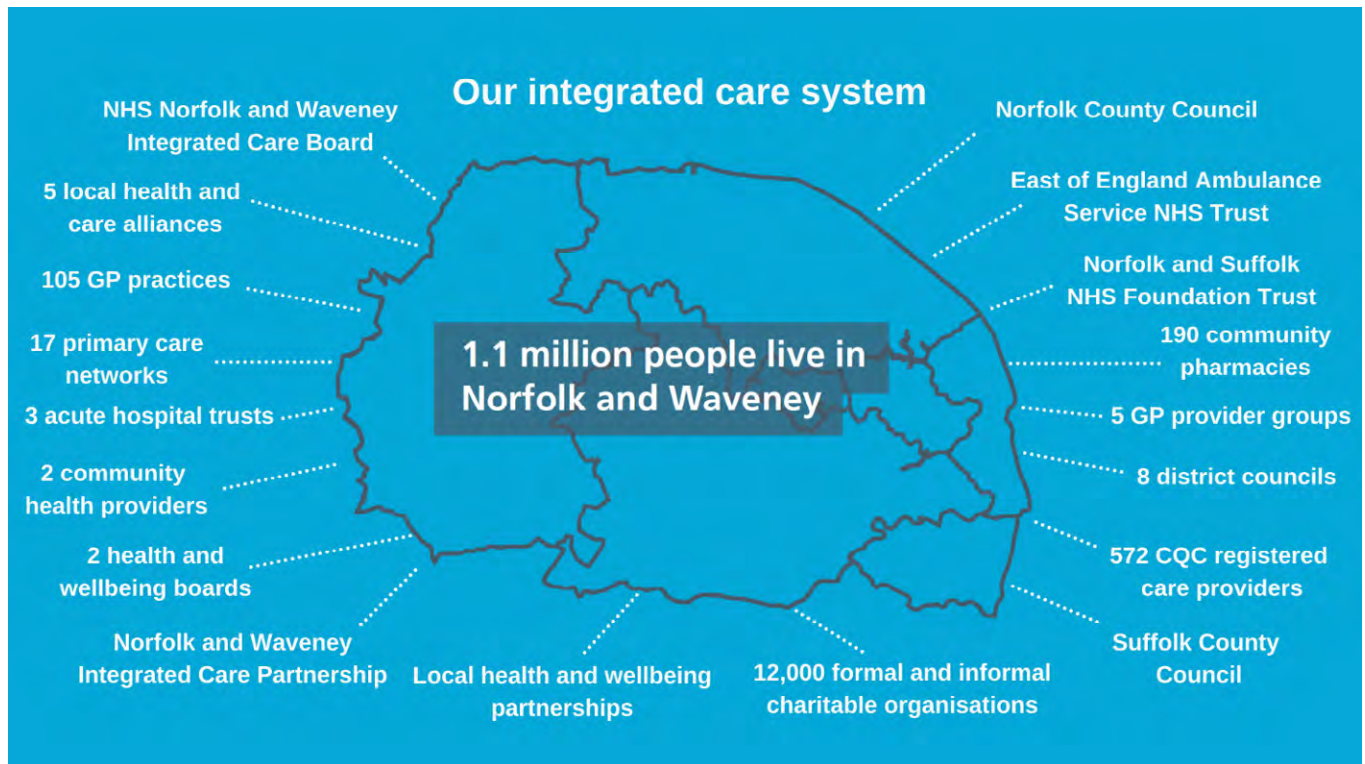
This is a pivotal moment in time and our opportunity to prove that integrated care is the way forward, that we can deliver new services that support our population with the needs they have today, and that everyone working in health and social care can thrive and enjoy a good work-life balance.

If you believe you have the skills, experience and qualities we are seeking, I very much look forward to hearing from you.

Andrew Palmer
Director of Performance, Transformation and Strategy

About the organisation

What we cover



Our Partners

Our partnership in Norfolk and Waveney has nine members, but we also work closely with our local healthwatch organisations, district councils, the voluntary, community and social enterprise sector and others:

- NHS Norfolk and Waveney CCG
- James Paget University Hospitals NHS Foundation Trust
- Queen Elizabeth Hospital King's Lynn NHS Foundation Trust
- Norfolk and Norwich University Hospitals NHS Foundation Trust
- Norfolk County Council
- Suffolk County Council
- Norfolk and Suffolk NHS Foundation Trust
- Norfolk Community Health and Care NHS Trust
- East Coast Community Healthcare CIC

Our Goals

- To make sure that people can live as healthy a life as possible. This means preventing avoidable illness and tackling the root causes of poor health. We know the health and wellbeing of people living in some parts of Norfolk and Waveney is significantly poorer – how healthy you are should not depend on where you live. This is something we must change.
- To make sure that you only have to tell your story once. Too often people have to explain to different health and care professionals what has happened in their lives, why they need help, the health conditions they have and which medication they are on. Services have to work better together.
- To make Norfolk and Waveney the best place to work in health and care. Having the best staff, and supporting them to work well together, will improve the working lives of our staff, and mean people get high quality, personalised and compassionate care.

How we're led



The Rt Hon Patricia Hewitt, Chair Designate, Norfolk & Waveney ICB

The Rt Hon Patricia Hewitt is a former Secretary of State for Health and has been the Independent Chair of the Norfolk and Waveney Health and Care Partnership (ICS) for the last four years. She has been instrumental in driving the partnership forward with senior clinical and management colleagues across the patch.



Tracey Bleakley, Chief Executive Designate, Norfolk and Waveney ICB

Tracey was CEO of Hospice UK from 2016. This is a national charity that works for those experiencing death, dying and bereavement and supports 200 hospices across the UK. Prior to this, Tracey was the Chief Executive of the Association of Police and Crime Commissioners.

Find out more

Read more about us at <https://www.norfolkandwaveneypartnership.org.uk/>

Our People Plan 2020-2025 is also [available here](#)

Role title Director of Digital & Data

Accountable to ICB Director of Performance, Transformation and Strategy

Main accountabilities of the role

Setting strategy and delivering long-term transformation

- You will create and encourage a digital- first approach across the ICS and foster the sharing of innovative improvement ideas from frontline health and care staff.
- You will ensure local achievement of the 'What Good Looks Like' guidance and forthcoming target state architecture framework, as set out by NHSX, ensuring all organisations in the local system achieve at least a good state of digital maturity.
- You will be responsible for developing and driving the implementation of the ICB plans for Digital and Information Transformation Strategy to achieve the triple aims across health and social care, primary and secondary care, physical and mental health care.
- Ensuring coherence with national health and care policy, standards, and strategic priorities. Including
 - the NHS Long Term Plan and
 - the Net Zero agenda.
- These plans are designed to support elective recovery times, tackle health inequalities, and deliver the objectives of the NHS Long Term Plan.
- You will drive the leadership and management of Digital, Data and Technology (DDaT) strategy to support the safe and efficient sourcing, implementation, and adoption of digital and data solutions to transform the planning and delivery of care and wider business operations.
- You will support the production and delivery of a five-year plan for the ICB with the Director of Performance, Transformation and Strategy, other board members, partners across the ICS and the local community.
- You will ensure the ICS achieves all relevant cyber security standards and compliance with the Data Security and Protection Toolkit (DSPT) and maintains high levels of cyber-resilience and redundancy.
- You will ensure Information Management coherence across the local ICS system – ensuring local systems are interoperable and data flows in the interests of patients, clinicians, and system planners.
- You will work closely with the ICB executive team and be responsible for ensuring that the system successfully delivers its strategic and operational objectives from the digital strategy. This will be done working in partnership with system senior leaders and the director teams.
- You will provide expert professional digital and technological advice to the ICB Director of Performance, Transformation and Strategy and Executive team, ranging from core informatics to opportunities to deploy innovation to wider revolutionise care pathways.
- You will provide professional leadership of the system from the perspective of digital investment. Ensure new and emerging technologies are evaluated and integrated into the digital strategy and programmes where appropriate to support process change and improvement arising from changes in NHS policy, clinical practice, and other significant business developments.
- You will provide strategic leadership across the system, ensuring there is sufficient capacity and capability within the digital teams to deliver the strategic digital plans within the agreed budgets and timescales, while continually developing a multidisciplinary leadership team to realise the clinical and care benefits of digital investment, to the system.

Building trusted relationships with partners and communities

- You will need to ensure the chief financial officer is content with the overall digital budgetary approach and controls, including through demonstrating the significant cost savings achievable through digitisation, and work closely with the other ICB Directors to deliver financially sustainable services.
- In addition, you will need to build robust and productive relationships with NHS England and NHS Improvement, NHSX, NHS Digital, local government, NHS trust executive directors and chief executives, Local authority executives and elected members, national digital leads, primary care and voluntary and independent sector partners etc.
- You will also need to build a community of digital leaders across the ICS.
- You will take a user centred design approach to identifying and deploying technologies, placing user research and user experience at the heart of your work.
- This will include engaging proactively with patients, service users, citizens, their families, and clinicians.

Leading for social justice and health equality

- Reducing health inequalities is a core objective of the ICB and the Director of Digital and Data will foster a culture in which equality, diversity, inclusion and allyship are actively promoted across the ICS.
- Data and digital tools can be an extremely powerful tool in reducing inequalities.
 - When done well, it allows service managers to identify and understand trends or pinch points and improve service access.
 - When done poorly, it also risks entrenching exclusion and/or inequalities.
- You will be responsible for driving data-evidenced change on behalf of the ICB and on behalf of NHS England and NHS Improvement, focusing on ensuring that inequalities across the system are addressed.
- You will ensure population needs are met through equitable investment, and ensure no population is inadvertently excluded from reaping the benefits that digital innovation can bring.

Driving high quality, sustainable outcomes

- You will work with other ICB executive colleagues to oversee the quality of all health services delivered in the ICS area, including implementing a safer and just culture, safer systems, and safer care.
- You will ensure there is clinical input, including robust and considered challenge, into ICB decision-making at all levels.
- You will promote patient and public involvement in the design and decision-making process and champion the delivery of digitally enabled transformation across all clinical services and non-clinical operations.

Providing robust governance and assurance

- You will support a strong culture of public accountability, probity, and governance, ensuring that appropriate and compliant structures, systems, and process are in place to minimise risk and promote the freedom to speak up.
- You will establish ICS governance to regularly review and align all organisations' digital and data strategies, ICS cyber-security plan, programmes, procurements, services, delivery capability and risks.
- You will provide assurance to system leadership for cybersecurity, risk and opportunity management through oversight and integration into the ICS wide risk management.
- You will create an accountability culture/system that ensures that all partners are accountable for the DDaT-enabled System.

Creating a compassionate and inclusive culture

- You will create and promote a culture of inclusive, professional leadership.
- You will be visible as a collaborative leader and role model, engaging health, and care professionals across the whole system in the development and delivery of the ICB plan. This includes:
 - Providing mentoring and support to other DDaT professional leaders.
 - Ensuring that DDaT professional leaders are supported to perform their roles and given opportunities to develop.
 - Ensuring that the talent management and development of DDaT professional leaders is embedded at all levels of the system.

On call commitments

You will participate in the ICB's 2nd (Gold) On Call rota. Undertake and remain compliant with relevant training, including attendance at exercises and take the lead in incident management as required.

Part one

Knowledge, experience and qualifications

- Evidence of sustained personal and professional development with Masters' level qualification or equivalent experience.
- Significant experience at a senior level, and at scale, in leading digitisation, strategy and roadmap development and execution to improve customer / consumer experience and outcomes.
- Significant senior commercial experience and knowledge in the development and deployment of digital technologies and channels that lead to subsequent uptake to yield major cost improvements and enhanced end user outcomes.
- Extensive experience of developing and implementing effective systems and processes in a large organisation, or across a network of organisations, using agile approaches where appropriate.
- Sound knowledge of the health, care and local government landscape and an understanding of the social determinants of public health.
- Successful track record of addressing discrimination and inequalities, with an excellent understanding of practices that reduce health inequality, improve patient access, safety and contribute to strong leadership and governance.
- Experience of navigating the media and political stakeholders is an asset.
- Knowledge of financial planning and budgeting, and oversight and control of public funds.

Part two

Skills and abilities

- Able to lead complex and sometimes contentious change and transformation at significant scale.
- Exceptional communication and influencing skills that engender community confidence, strong collaboration and partnership.
- Analytical rigour and numeracy.
- Strong critical thinking and strategic problem solving; the ability to contribute to a joint strategic plan and undertake problem resolution and action.
- Sophisticated leadership and influencing skills.
- Able to build compassionate cultures where individuals and teams thrive at organisation, partnership, and system levels.

Part three

Values

- Personal commitment to the values of the NHS Long Term Plan, the NHS People Plan, Nolan Principle and the Fit and Proper Persons regime.
- Demonstrates a compassionate leadership style with a track record of improvements to equality, diversity, and inclusion.
- Lives by the values of openness and integrity and has created cultures where this thrives.

Terms of Appointment

Remuneration

The role is offered at a salary of £114,500-£138,750. Starting salary will depend on experience.

Please note that final appointment is dependent on the passage of the Health and Care Bill, and, subject to any potential amendments made to that Bill, will be made formally by the ICB Chair / Chief Executive Officer on establishment.

Contract

This is a full-time permanent appointment.

Flexible Working

The organisation is committed to offering flexible, modern employment practices, which recognise that all staff need to strike a sensible balance between home and work life. All requests to work flexibly will be considered.

Location

Norwich with flexible working available.

Pension

The NHS Pension Scheme is the default scheme for all NHS employees. You would automatically be enrolled into the scheme.

Further details can be found on the NHS Pensions website: [Membership of the NHS Pension Scheme | NHSBSA](#)

Annual leave

The annual leave year runs from the 01 April to the following 31 March. The basic paid annual leave provisions under 'Agenda for Change' in a full annual leave year for an employee are set out below:

Length of Service

On appointment
After 5 years' service
After 10 years' service

Annual Leave and General Public Holidays

202.5 hours (27 days) + 60 hours (8 days)
217.5 hours (29 days) + 60 hours (8 days)
247.5 hours (33 days) + 60 hours (8 days)

Supplementary duties

Data Protection and Confidentiality

All employees are subject to the requirements of the Data Protection Act 2018 and the General Data Protection Regulation (GDPR) and must maintain strict confidentiality in respect of patient, client, and staff records.

Equality and Diversity

The organisation is committed to promoting equal opportunities to achieve equity of access, experience, and outcomes and to recognising and valuing people's differences. This applies to all activities as a service provider, as an employer and as a commissioner.

Health and Safety

Employees have a legal responsibility not to endanger themselves, fellow employees and others by their individual acts or omissions. The post holder is required to comply with the requirements of any policy or procedure issued in respect of minimising the risk of injury or disease.

Information Management and Technology (IM&T)

All staff are expected to utilise the relevant national and local IM&T systems necessary to undertake their role.

Mobility

Employees may be required to work at any of the other sites within the organisation subject to consultation. The organisation is in a period of rapid change due to developments and rationalisation of services. This will lead to modification of structures and job descriptions. The post holder will be expected to co-operate with changes subject to consultation, at any time throughout the duration of your contract

Other Duties

The job holder will carry out any other duties as may reasonably be required by the ICB Director of Performance, Transformation and Strategy.

Reasonable Adjustments

The organisation is seeking to promote the employment of disabled people and will make any adjustments considered reasonable to the above duties under the terms of the Equality Act 2010 to accommodate a suitable disabled candidate.

Safeguarding Responsibilities

The organisation takes the issues of Safeguarding Children, Adults and addressing domestic violence very seriously. All employees have a responsibility to support the organisation in our duties by:

- attending mandatory training on Safeguarding children and adults.
- making sure they are familiar with their requirements and the organisation's requirements under relevant legislation.
- adhering to all relevant national and local policies, procedures, practice guidance (e.g., LSCB Child Protection Procedures and Practice Guidance) and professional codes.
- reporting any concerns to the appropriate authority.

Smoking and Health

The organisation has a no smoking policy throughout its premises, including buildings and grounds.

How to apply

We hope you will consider making an application.

To do so, please visit: <https://starfishsearch.com/jobs/norfolk-waveney-dir-data/> and click on the apply now button, with the following prepared:

- a CV (no more than three sides) or equivalent biographical information, and
- a short covering letter that explains your motivation for being part of the organisation and briefly outlines the top three experiences you think you can bring to the role.

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; you can email the form back to us when you apply and our team will collect it.

Closing date	Monday 30th May 2022
First stage discussions for selected candidates	w/c 6th / 13th June 2022
Agreement of the shortlist	By 24th June 2022
Due diligence and stakeholder panel	Late June 2022
Final interviews	Early July 2022

