



POWYS TEACHING HEALTH BOARD JOB DESCRIPTION

| <u>JOB DETAILS</u> | |
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| Job Title: | Digital Change Manager |
| Pay Band: | 8a |
| Hours of Work and Nature of Contract: | To be completed on recruitment |
| Service Group: | Finance, Information & ICT |
| Department: | Digital Transformation & Informatics |
| Base: | To be completed on recruitment |
| <u>ORGANISATIONAL ARRANGEMENTS</u> | |
| Managerially Accountable to: | Assistant Director of Digital Transformation and Informatics |
| Professionally Accountable to: | Executive Director of Finance, Information & IT Services |
| <u>VALUES & BEHAVIOUR</u> | |
| | <p>Our Values and Behaviours are demonstrated through our 'Health Care Strategy' centred on the Needs of the Individual' through Respect, Trust, Integrity, Working Together, Kindness and Caring and Fairness and Equality.</p> |

JOB SUMMARY / PURPOSE:

The post holder, working within a high-profile team, will play a key role in providing change management expertise and leadership to support the development and implementation of PTHB's Digital Transformation and Informatics programmes, strategies, and delivery of the Digital Strategic Framework. This programme will act as a flagship to the implementation of a 'seamless new model of care' under 'A Healthier Wales: Our Plan For Health and Social Care', and will require the post holder to stay informed about and contribute to communities of learning about these new models of care as they develop across Wales.

The role will involve:

- Working with clinicians, managers, staff, professionals, partners, and other key stakeholders to provide leadership and expertise in change management to support the delivery of a whole system change across Powys.
- Accelerating and scaling up some of the desired changes to support Digital Transformation and Informatics across Powys.
- Managing change and benefit realisation plans, ensuring alignment between service development, business as usual and corporate strategy.
- Work closely with the Programme Manager and work stream leads to provide change management methodology and expertise to support transformational change across Powys.

DUTIES & RESPONSIBILITIES

Provide leadership to support the co-design and delivery of agreed service changes with operational staff and partners to ensure delivery of the benefits and outcomes set out in the Digital Transformation and Informatics programme.

As a leader in change management use recognised best practice methodologies for example theory of change to maximise the success of multiple service changes across the Health Board which are required to support integrated working and delivery of the outcomes and benefits in the Digital Transformation and Informatics Programme. This will include working with teams to assess their readiness to change and putting appropriate plans in place to improve success of new ways of working.

Ensure that there is a consistent service change methodology used across the Health Board and in relation to the programme, to support service change and to ensure service change activities are effectively transferred across to operational teams to upscale and accelerate change in line with the strategic goals.

This includes designing, managing and consistently improving and communicating better and more cost-effective ways of delivering change across health and social care.

Using a high degree of negotiating skills, work with operational staff in the Health Board to develop and agree service changes in line with the programme outcomes, being sensitive to their needs and being proactive to reduce resistance to change, and adjust plans where required.

Develop and consult on options with staff, partners, and key stakeholders to ensure the higher value is achieved in the delivery of service change in line with the Digital Transformation and Informatics Programme. For example, this will include collaborating with operational and clinical staff across the Health Board to explore options to how we can deliver new integrated model and proactively managing and addressing any issues in relation to this with staff which could include resistance to change and the need to adjust plans.

Ensure all service change produces the required outcomes and delivers benefits against the quality standards within the time and cost constraints agreed under the Digital Transformation and Informatics Programme.

Work with Health Board colleagues, stakeholders and partners to ensure that all service change and delivery activities undertaken are realistic, authorised and have clearly defined objectives, milestones and outcome measures, and that these are clearly communicated to management and operational team. This will involve working alongside the Programme Manager and Project Manager to ensure that all activities have a clear owner, and that progress is monitored and regularly reported on.

Ensure service changes incorporate best practice including international, national, regional, and local via the Health Board's policy, plans and guidance. Develop and contribute to the development of operational policies across the Health Board in line with the Digital Transformation and Informatics Programme.

Facilitate and contribute to external research activities as agreed with line manager in line with the Digital Transformation and Informatics Programme. Gather complex information and potentially undertake complex audits to gather baseline information and to assess the impact of change.

Contribute to the broader development of change management processes and systems to maximise spread and sustainability of change initiatives across the Health Board.

Ensure that there is excellent visibility of programme related initiatives and activities to maximise service and partnership opportunities through a clear communication strategy (as set out by the programme) to minimise any risk of duplication or indirect consequential impact.

Ensure that all service changes are aligned to the overall Programme and supportive of operational plans of the Health Board.

Lead on agreed work-related areas, working with operational staff and other stakeholders to identify potential resistance to change i.e. new ways of working and develop strategies to overcome this resistance.

Act as an expert resource, sharing best practice across the Health Board, transferring expert skills and knowledge in a variety of forums including the intranet, masterclasses, workshops and events.

Consistently maintain a strategic understanding of the Health Board and the interdependencies between partners and stakeholders to implement Digital First as part of the health and care strategy and to provide a single consolidated view of how the service change and delivery portfolio is delivering against the programme objectives.

Work autonomously and be self-directed and apply own judgement regarding key decisions about the direction of the service change which may impact on the delivery of key targets in relation to the programme.

Provide line management to the Project Support Officer including necessary PADR, sickness and authorisation of travel expenses.

Lead service change with operational and senior management across the Health Board to ensure the outcomes and benefits of the Digital Transformation & Informatics Programme are achieved.

Responsible for the training and development of teams in relation to change management to support the programme for example design and deliver theory of change workshops to operational and managerial staff.

Work with the Heads of Service, operational teams, and planning teams to continually review and improve the Health Board's approach to service change.

Lead, plan and execute effective engagement and communication strategies to support the desired service change for example working with operational staff.

Required to use high level interpersonal and negotiating skills to ensure everyone works towards the strategic goals of the Digital Transformation & Informatics Programme.

Identify key internal and external stakeholders and effectively manage relationships to ensure they are actively involved and supportive of the service changes.

Demonstrate a high level of communication skills when dealing with a range of stakeholders, to include Directors, local members, Heads of Service, managers, and partner organisations.

Develop effective communication plans in collaboration with the communication and engagement teams across the Health Board to ensure the successful delivery of the programme objectives and benefits.

Apply a high level of analytical and judgement skills to gain results to include a high level of negotiating and influencing skills, data collection, complex analysis and validation through interpretation of research and data to prepare reports and present findings to key audiences which could include directors, senior managers, operational and programme staff and other key stakeholders.

Work with key stakeholders to design and agree evaluation and performance monitoring arrangements using the theory of change for all service change activities to support the delivery of the programme.

Ensure that where efficiency savings are defined within activities, that they are realistic and measurable and that these are reported to the Programme Manager and Operational Leads as defined.

Working closely with the Business Intelligence team, effectively monitor the progress and outcomes of service change in line with the programme mandate and work stream plans, ensuring any variance to plan is highlighted and mitigating actions are taken. Required to adhere to the reporting processes which will be defined by the programme.

Required to analyse, report and present information to project groups, Digital Programme Board, Executives, and other groups as requested by the Head of Information.

Present complex information on all aspects of service change and delivery activities in a clear and understandable way tailored to suit the needs of the audience. This could be in written, verbal and presentation formats as required.

Flag issues, risks and concerns with the Programme Team and other relevant stakeholders through the agreed programme management methodology and arrangements.

| PERSON SPECIFICATION | | | |
|--|---|--|--|
| ATTRIBUTES | ESSENTIAL | DESIRABLE | METHOD OF ASSESSMENT |
| Qualifications and/or Knowledge | <p>Masters degree level qualification in management / change, organisational development or substantial relevant industry experience at this level</p> <p>Evidence of Continuing Professional Development</p> <p>Prince II Practitioner/ Managing Successful Programmes Practitioner or equivalent training</p> <p>Training qualification or demonstrable experience</p> <p>Able to demonstrate knowledge and understanding of working within the wider health, social care, and public-sector community to include operational service issues and opportunities</p> <p>Knowledge and skills in change management and organisational development</p> <p>Understand the importance of the need to involve citizens, service users, local members and key stakeholders in decision making</p> | <p>Change Management training IQT</p> <p>ILM Qualification in Leadership or equivalent</p> <p>ILM Qualification in Coaching or equivalent</p> <p>Knowledge and understanding of Digital Transformation</p> | <p>Pre-employment checks</p> <p>Application Form</p> |
| Experience | <p>Significant experience in leading service change across multiple departments and organisations and influencing a wide variety of key stakeholders working across organisations at all levels</p> <p>Significant experience of leading and motivating teams to achieve desired results</p> | | <p>Application Form and Interview</p> |

| ATTRIBUTES | ESSENTIAL | DESIRABLE | METHOD OF ASSESSMENT |
|-------------------------------|---|------------------------|-------------------------------|
| Experience cont'd | <p>Experience of project management, risk management, and operational management in public sector</p> <p>Experience of coaching and developing individuals</p> <p>Significant experience of applying change management techniques / methodologies to enhance and accelerate change across public sector organisations</p> <p>Proven experience of partnership working across health, social care, third sector and other public sectors</p> <p>Proven track record of achieving corporate targets</p> | | |
| Aptitude and Abilities | <p>Ability to adapt to changing situations and develop solutions to meet changing priorities</p> <p>Ability to simultaneously manage and deliver several service changes covering a wide range of stakeholders</p> <p>Excellent communication skills (written and verbal), with the ability to communicate with a wide range of audiences from professional bodies to staff and the public for a wide variety of occasions</p> <p>Numerate and financially aware</p> <p>Ability to inspire confidence and respect of others through excellent communication, negotiation and influencing skills</p> | Ability to speak Welsh | Interview Application Form |

| ATTRIBUTES | ESSENTIAL | DESIRABLE | METHOD OF ASSESSMENT |
|--------------------------------------|---|-----------|----------------------|
| Aptitude and Abilities cont'd | <p>Creative thinking skills</p> <p>Ability to prepare written reports and presentations to a high standard and to deliver work within tight deadlines</p> <p>Ability to effectively organise own workload and that of others</p> <p>Ability to build trust and develop sustainable working relationships with a range of stakeholders</p> <p>Ability to identify interdependencies, recognise risks and escalate accordingly</p> <p>Problem solving skills and ability to respond to sudden unexpected demand</p> <p>Ability to deliver fundamental improvements that improve quality and effectiveness of services and improve population health in the longer term</p> <p>Ability to collate and analyse complex information, form sound judgement and report on complex and sensitive data</p> <p>Ability to deliver presentations to a wide variety of audiences</p> <p>Ability to find creative solutions to problems</p> <p>Ability to work autonomously on agreed objectives and to stretching deadlines</p> <p>Highly resilient and able to manage multiple demands, adhering to tight programme timescales</p> | | |

| ATTRIBUTES | ESSENTIAL | DESIRABLE | METHOD OF ASSESSMENT |
|--------------------------------------|---|-----------|--------------------------------|
| Aptitude and Abilities cont'd | <p>Strong capabilities to manage own workload and make informed decisions with highly complex information or in the absence of required information, working to tight and often changing timescales</p> <p>Good operational thinker with strategic awareness – ability to anticipate and resolve problems before they arise</p> <p>Ability to manage conflicts and conflicting requirements – strong and confident diplomat that can quickly de-escalate and avoid undesirable scenarios</p> <p>Adaptability, flexibility, and ability to cope with uncertainty and change</p> <p>Proficient in the use of ICT – in particular the Microsoft Office suite of applications</p> | | |
| Values | Demonstrate PTHB Values | | Interview Application Form |
| Other | Ability to travel through Powys and Wales | | Application Form and Interview |

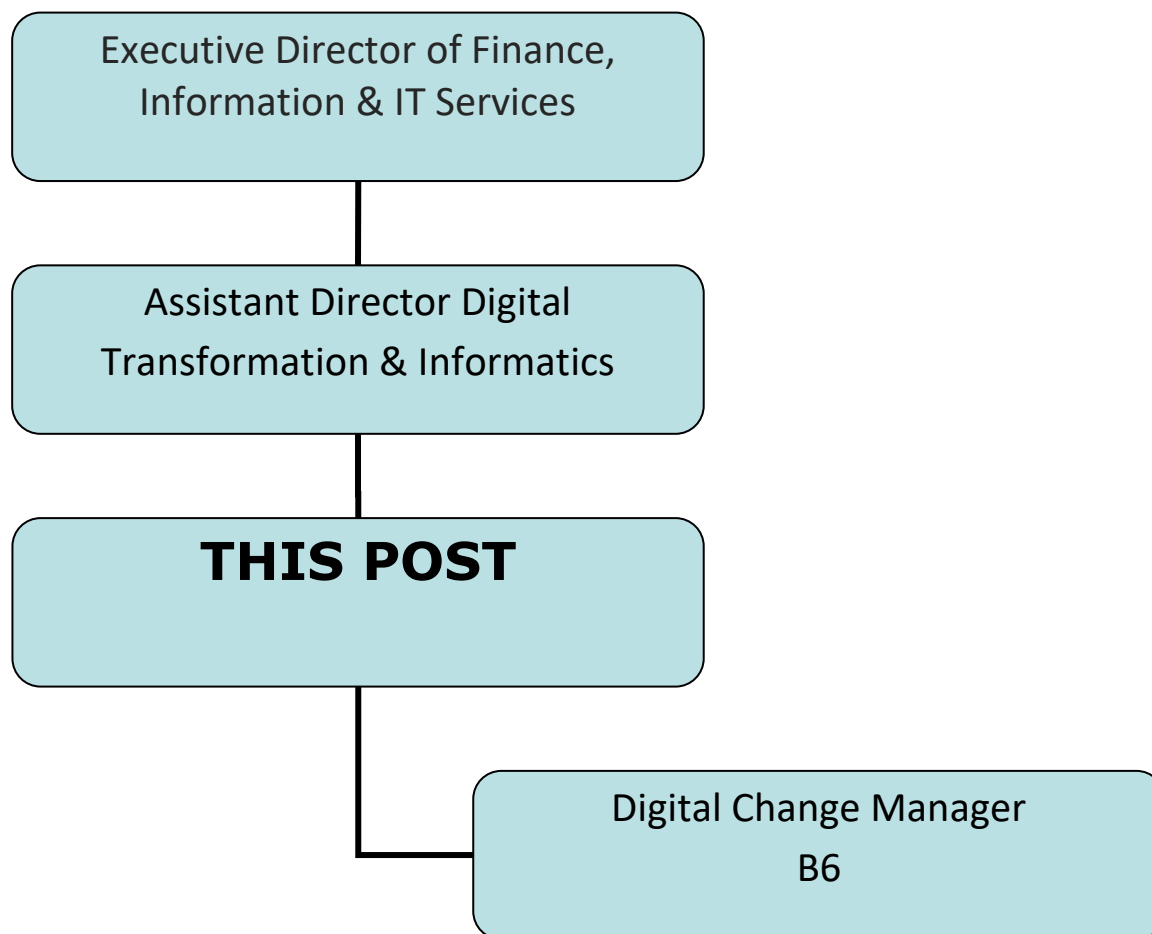
GENERAL REQUIREMENTS

Include those relevant to the post requirements

- **Values:** All employees of the Health Board 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.
- **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:** 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 General 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 and the HB or 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/Trust 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/Trust is committed to ensuring that no job applicant or employee receives less favourable treatment on 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 any 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.
- **DBS Disclosure Check:** In this role you will have **no contact** with patients / service users / children /vulnerable adults in the course of your normal duties. You will therefore not be required to apply for a Criminal Record Bureau Disclosure Check as part of the HB/Trust's pre-employment check procedure.
- **Safeguarding Children and Adults at Risk:** Powys Teaching Health Board is fully committed to safeguarding people. Employees and workers (including agency and bank workers) are responsible for ensuring they understand what actions to take if they have reasonable cause to suspect that a child or an adult is at risk of harm and mandatory safeguarding training is completed in line with their role specific competencies.
- **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/Trust Infection Prevention & Control Policies and Procedures.
- **No Smoking:** To give all patients, visitors and staff the best chance to be healthy, all Health Board/Trust 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.

Organisational Chart



Supplementary Questionnaire – Effort Factors

Physical Effort

Please complete information on Physical Effort, Mental Effort, Emotional Effort and Working Conditions in order to assist the Job Matching process.

This factor measures the nature, frequency and duration of physical effort (sustained effort at a similar level or sudden explosive effort) required for the job.

Please ensure any circumstances that may affect the degree of effort required, such as working in an awkward position; lifting heavy weights etc. are detailed, such as:

'Working in uncomfortable/unpleasant physical conditions; sitting in restricted positions; repetitive movements; lifting heavy weights; manipulating objects; kneeling, crouching, twisting; heavy duty cleaning; working at heights; using controlled restraint; driving as part of daily job - **N.B. Walking /driving to work is not included'**

| Examples of Typical effort(s) | How often per day / week / month | For how long? | Additional Comments |
|--|----------------------------------|---------------|---------------------|
| Sitting in restricted position – sitting at desk during periods of intense concentration to prepare demand and capacity models, business cases and other technical planning documents. Daily Up to 3 hours at a time Lifting – the post holder will regularly need to lift their lap top, meeting papers and hand-held projector. There will also be a requirement to prepare venues for events and meetings, which will include lifting and carrying display equipment, such as display boards and pull-up displays, and also erecting and placing these. Daily 1-2 times per month 5-10 minutes Up to 30 minutes | | | |

Supplementary Questionnaire – Effort Factors

Mental Effort

This factor measures the nature, level, frequency and duration of mental effort required for the job, for example, concentration, responding to unpredictable work patterns, interruptions and the need to meet deadlines.

Please identify the normal requirement to concentrate in the post and determine, how often and for how long it is required to concentrate during a shift / working day, e.g.

'Carrying out formal student assessments; carrying out clinical/social care interventions; checking documents; taking detailed minutes at meetings; operating machinery/equipment; carrying out screening tests/microscope work; carrying out complex calculations; carrying out non-clinical fault finding; responding to emergency bleep; driving a vehicle; examining or assessing patients/clients.

| Examples of Typical effort(s) | How often per day / week / month | For how long? | Additional Comments |
|---|---|----------------------|----------------------------|
| <p>The post holder will experience interruptions during this work in the form of telephone calls or urgent requests for information in person. 1 time per day Up to 2 hours Taking detailed minutes at meetings – the post holder will need to take detailed minutes of meetings, which may be highly contentious and involve complex technical language. 1-2 times per month Up to 3 hours per occasion Carrying out complex calculations – as the service planning manager for this transformational project the post holder will be required to regularly manipulate data from various sources and carry out complex calculations. The calculations will be used to inform business cases for funding, accommodation schedules and service pathways. 4-5 times per week Up to 3 hours per occasion</p> | | | |

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| Checking documents – there will be a frequent need for the post holder to update and check documents for accuracy. This will include detailed project plans, risk registers, minutes of meetings, data sets and technical planning documents. | | | |
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Supplementary Questionnaire – Effort Factors

Emotional Effort

This factor measures the nature, frequency and duration demands of the emotional effort required to undertake clinical or non-clinical duties that are generally considered to be distressing and/or emotionally demanding.

Please identify how often the post holder has exposure to direct and/or indirect distressing and/or emotional circumstances and the type of situations they are required to deal with.

For example, ' processing (e.g. typing/transmitting) news of highly distressing events; giving unwelcome news to patients/clients/carers/staff; caring for the terminally ill; dealing with difficult situations/circumstances; designated to provide emotional support to front line staff; communicating life changing events; dealing with people with challenging behaviour; arriving at the scene of an accident.' **N.B. Fear of Violence is measured under Working Conditions**

| Examples of Typical effort(s) | How often per day / week / month | For how long? | Additional Comments |
|--|----------------------------------|---------------|---------------------|
| Dealing with difficult situations/circumstances – the post holder create project-related documents and business cases which may contain proposals around changes to service design, location of services, availability of services and workforce requirements. The post holder will also be present at stakeholder events and staff meetings where these proposals will be outlined, which may result in the post holder managing negative or emotional outbursts as part of the project team. 1-2 times per month Up to 2 hours | | | |

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| <p>Processing news of highly distressing events – the post holder will contribute to and process reports and formal papers which may contain proposals that affect them, their family or close friends/colleagues in terms of changes to service design, location of services, availability of services and workforce requirements. 1-2 times per month Up to 3 hours</p> | | | |
|---|--|--|--|

Supplementary Questionnaire – Effort Factors

Working Conditions

This factor measures the nature, frequency and duration of demands on staff arising from inevitably adverse environmental conditions (such as inclement weather, extreme heat/cold, smells, noise and fumes) and hazards, which are unavoidable **(even with the strictest health and safety controls)**, such as road traffic accidents, spills of harmful chemicals, aggressive behaviour of patients, clients, relatives, carers.

Please identify unpleasant working conditions or hazards which are encountered in the post holder's working environment and establish how often and for how long they are exposed to them during a working day / week / month.

Examples are – use of VDU more or less continuously; unpleasant substances/non-household waste; infectious material/foul linen; body fluids, faeces, vomit; dust/dirt; fleas/lice; humidity; contaminated equipment or work areas; driving/being driven in normal or emergency situations - ***Driving to and from work is not included**

| Examples of Typical effort(s) | How often per day / week / month | For how long? | Additional Comments |
|---|----------------------------------|---------------|---------------------|
| Use of VDU more or less continuously – except for when the post holder is driving to events or meetings or taking minutes they will be utilising VDU equipment for prolonged periods and using intense concentration to ensure accuracy and completeness of outputs. Almost continuously Up to 3 hours Driving a vehicle – whilst every effort will be made to minimise the need for travel, there will be times when the post holder will need to drive a car at normal road speed to meetings or events as part of their duties. There will also be further occasions when they are driven at normal road speed to meetings and events by colleagues as a means of minimising travel claims. 4-5 times per month Up to 2 hours each way (ie max 4 hours per day) | | | |