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**Information pack for applicants**

**Digital Health and Care Wales**

**Appointment of Vice-Chair and Five  
Independent Members**

**Closing date : 16:00, 4 January 2021**

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## Digital Health and Care Wales

### Making an application

Thank you for your interest in the appointment of a Vice-Chair and five Independent (Non-Officer) Members to the Board of the soon to be established Special Health Authority, Digital Health and Care Wales (DHCW). This will be a new and ambitious organisation that will come into operation on 1 April 2021. DHCW is being created by Welsh Government to lead on the digital transformation of health and care currently undertaken by the NHS Wales Informatics Service (NWIS), an organisation presently hosted by Velindre NHS Trust.

This is a unique and exciting opportunity to be part of an organisation that will make a difference to the people of Wales, leading and shaping a digital future through a bold and ambitious programme of integration and innovation. The establishment of DHCW will strengthen governance and accountability, in terms of relationships with other NHS Wales organisations, stronger leadership and increased understanding of digital change.

The Vice-Chair and Independent Members will be required to play a full and active role in the governance of DHCW. As a full board member you will be required to contribute in setting the strategy of this new organisation. In addition you will be expected to constructively challenge, actively participate in the decision-making process of the Board, and provide scrutiny of the Executive's performance in meeting agreed goals and objectives.

The attached Annexes provide details on the role of the Independent Member, the person specification, the role and responsibilities of the Special Health Authority and the selection process. Of the six appointees one will have the ability to communicate in the Welsh language as essential, and five will have the ability to communicate in the Welsh language as desirable. Please ensure that you have read the Eligibility section on page 10 before making your application.

To make an application please visit the Welsh Government public appointment website here: <https://gov.wales/public-appointments>

To apply for this role, click on the Digital Health and Care Wales vacancy and click on 'Apply' at the bottom left hand corner. The first time you apply for a post, you will need to complete a registration form for the Welsh Government's online application system. You will only need to register once, and you will be able to keep yourself updated on the progress of your application, and any other applications you make, via your registered account.

Once you've registered, you'll be able to access the application form. To apply you will need to submit the application form and upload **two** supporting documents. These documents are your **personal statement** and **CV** to the 'Reasons for applying' section of the online application form.

### Personal Statement

The personal statement is your opportunity to demonstrate how you meet each of the criteria set out in the person specification. How you choose to present the information is up to you. However, you should aim to provide detailed examples that demonstrate how your knowledge and experience matches each of the criteria, and which describe

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what your role was in achieving a specific result. It will also benefit the selection panel if you can be clear which particular evidence you provide relates to which criteria. Providing separate paragraphs in relation to each criterion is common practice.

Please limit your personal statement to **two** pages. Your application may be rejected if you exceed this limit.

The One Wales Public Service Values will be at the heart of how DHCW will operate and when demonstrating your suitability in your personal statement against the essential criteria on page 7, you should also reflect how you would:

- work with others to achieve shared objectives;
- encourage others to think differently and try new ways of doing things;
- learn from successes and mistakes and use that experience and knowledge to ensure better outcomes;
- maintain realistic and positive attitude to challenges, adversity and change and support others to do the same; and
- communicate openly, build credibility, and be straightforward with people to generate trust and confidence.

Finally, provide a brief paragraph that outlines:

- why you applied for the role(s);
- what benefits you will bring to the DHCW Board;
- whether you meet the criteria for Welsh essential;
- whether you would be open to a two, three or four year appointment;
- if you would also like to be considered for the role of Vice-Chair (further information about this is on pages 7 and 8).

### **Curriculum Vitae (CV)**

Please limit your CV to a maximum of **three** pages, ensuring it includes brief details of your current or most recent post(s) and the dates you occupied this role(s). Please also identify any past or present Ministerial appointments.

### **Diversity Statement**

The Welsh Government believes that public bodies should have board members who reflect Welsh society - people from all walks of life - to help them understand people's needs and make better decisions. This is why the Welsh Government is encouraging a wide and diverse range of individuals to apply for appointments to public bodies. Applications are particularly welcome from all under-represented groups, including women, people under 30 years of age, black, Asian and minority ethnic people, disabled people, and lesbian, gay, bisexual and transgender people.

### **Disability Confident**

The Welsh Government accepts the social definition of disability, in which it is recognised that barriers in society act to disable people who have impairments or health conditions or who use British Sign Language. We are committed to removing barriers so that all individuals can perform at their best. The Equality Act 2010 uses the medical definition of disability ("a physical or mental impairment which has a substantial and long-term impact on a person's ability to carry out normal day to day activities").

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We guarantee to interview anyone who is disabled whose application meets the minimum criteria for the post. By 'minimum criteria' we mean that you must provide us with evidence in your application which demonstrates that you generally meet the level of competence for the role and any qualifications, skills or experience defined as essential.

We are committed to the employment and career development of disabled people. If you would like a guaranteed interview, please contact the Public Appointments team by email at [publicappointments@gov.wales](mailto:publicappointments@gov.wales).

If you have an impairment or health condition, or use British Sign Language and need to discuss reasonable adjustments for any part of this recruitment process, please contact Public Appointments as above as soon as possible and a member of the team will contact you to discuss your requirements and any questions you may have.

### Indicative Timetable

Closing date: 16:00, 4 January 2021  
Shortlisting: w/c 11 January 2021  
Interviews: w/c 1 February 2021

### Contacts:

For further information regarding the selection process, please contact:

Public Appointments Team  
Public Bodies Unit  
Email: [publicappointments@gov.wales](mailto:publicappointments@gov.wales)

For further information regarding the role of the Vice-Chair or an Independent Member, please contact Bob Hudson, Interim Chair or Ifan Evans, Programme Director.

Tel: 07453 978482  
Email: [bob.hudson@wales.nhs.uk](mailto:bob.hudson@wales.nhs.uk)

Tel: 03000 251496  
Email: [ifan.evans@gov.wales](mailto:ifan.evans@gov.wales)

If you need any further assistance in applying for this role, please contact [publicappointments@gov.wales](mailto:publicappointments@gov.wales).

For further information about Public Appointments in Wales, please visit [www.gov.wales/publicappointments](http://www.gov.wales/publicappointments)

### Annex A

#### The Role of the Vice-Chair and Five Independent Members

##### Role description and person specification

This is an exciting opportunity to be part of the organisation responsible for enhancing functions available to support digital services across NHS Wales. DHCW will be responsible for ensuring the delivery of first-class digital health and care services enabling effective, efficient and safer decision-making through the provision of access to content-rich, person-focused health and care data and information.

##### Role and responsibilities

In conjunction with the Chair and Executive Officers, the Vice-Chair\* and Independent Members of the Board will be responsible for:

- establishing and taking forward the strategic aims and objectives of DHCW consistent with its overall purpose and within the policy and resources framework determined by the Minister for Health and Social Services;
- contributing to the work of the Board, based upon their independence, past experience and knowledge, and ability to stand back from the day-to day-operational management;
- analysing and critically reviewing complex information and contributing to sound decision-making, ensuring the decisions are open and transparent;
- ensuring compliance with any statutory or administrative requirements in respect of the use of public funds and legislation relevant to the organisation;
- ensuring the organisation operates within the limits of its statutory authority and any delegated authority agreed with Welsh Government, and in accordance with any other conditions relating to the use of public funds and legislative requirements
- ensuring that, in reaching decisions, it takes into account guidance issued by the Welsh Government;
- ensuring that it receives, reviews and scrutinises regularly, financial information concerning the management of DHCW;
- ensuring that it is informed in a timely manner about any concerns as to the activities of DHCW and that, where applicable, it provides positive assurance to the Minister for Health and Social Services, via the Health and Social Services Group that appropriate remedial action has been taken to address any such concerns;
- demonstrating high standards of corporate governance at all times, including by using appropriate Committees to help the Board to receive assurance and address key financial and other risks;
- ensuring a positive culture and promote the values and standards of conduct for the organisation and staff; and
- working closely with NHS bodies, the public, private and third sector organisations, making sure that the views of patients, carers and families are fully involved in helping to shape, develop and improve services.

In time, successful candidates will be expected to fully understand the business and through active involvement support the effective performance of the organisation.

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\*In addition to the above the Vice-Chair will also be responsible for:

- providing strong, effective and visible leadership, across digital systems and services within primary, community, mental health and learning disability services. Internally through the board and its committees and externally through their connections with a wide range of stakeholders and partners within the wider community;
- deputising for the Chair and leading the Board in their absence, performing additional functions as agreed with the Chair; and
- participating as a member of the All Wales Vice-Chairs Network.

### **Person Specification**

To be considered you must be able to demonstrate the following qualities and experience:

#### ***Essential Criteria***

Experience of at least **one** of the following areas:

- Health and care sector experience;
- A broad understanding of digital platforms, systems and services;
- Strategic leadership;
- Governance/Legal;
- Business/strategic planning;
- Finance/Accounting;
- HR/workforce planning;
- Improvement work; or,
- Communications/Marketing.

#### ***Knowledge and experience:***

- an understanding of the issues and priorities that are likely to be important to DHCW and the ability to understand the role and work of the Board;
- an ability to hold the executive officers to account for performance whilst maintaining a constructive relationship;
- ability to think strategically and to exercise sound judgement on a range of sensitive and complex issues;
- ability to analyse and interpret detailed information;
- an understanding of how diverse groups bring their lived experiences as transferable skills and experience

\* In addition the Vice-Chair will have experience of a leadership role within the private, public or third sectors, with the ability to look ahead and provide strategic leadership

#### ***Skills and Personal Attributes:***

- good communication skills and the ability to engage with employees, employee representatives and stakeholders to help shape, develop and improve services;
- a clear commitment to understanding and promoting equality, diversity and inclusion; and

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- ability to show an appreciation of bilingualism and culture, and a commitment to promoting and mainstreaming of the Welsh language.

\*In addition the Vice-Chair will have:

- the ability to be an effective advocate and ambassador, instilling vision, together with the ability to influence others;
- ability to facilitate understanding of complex issues while demonstrating respect for the views of others;
- sound judgement, sensitivity and political awareness; and
- strong understanding of digital platforms, systems or services and a working knowledge of how these are utilised to enable change.

### Welsh Language

Welsh Language Skills will be essential for one successful candidate and desirable but not a pre-requisite for the remaining appointments. However, all candidates will be expected to show commitment towards the language and culture, and demonstrate leadership to strengthen and promote bilingual service provision within the NHS in Wales. The level of skill required is as follows:

#### *Essential*

Understanding = 3 - Can understand routine work-related conversations

Reading = 3 - Can read some routine work-related material with support e.g. dictionary

Speaking = 4 - Can converse in most work-related conversations

Writing = 3 - Can prepare routine work-related material with checking

#### *Desirable*

Understanding = 2 - Can understand basic conversations about everyday topics

Reading = 2 - Can read simple material on everyday topics with understanding

Speaking = 3 - Can converse in some work-related conversations

Writing = 1 - Can write basic messages on everyday topics

### Time commitment

The time commitment for these roles is based on a notional of a minimum of:

- Eight (8) days per month for the Vice-Chair, and
- Four (4) days per month for an Independent Member,

But this will be subject to organisational demands and is often higher than the minimum requirement.

### Remuneration

The post of Vice-Chair will be paid at £21,408 per annum, paid monthly or quarterly in arrears as agreed with DHCW.

The post of Independent Member will be paid at £9,360 per annum, paid monthly or quarterly in arrears as agreed with DHCW.

Where an Independent Member is allowed time off from their current employment with pay to perform their duties, they will receive no additional remuneration for undertaking

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the Independent Member role. They will be treated in the same way as other employees who are given paid time off to undertake public duties.

### **Expenses**

You will be entitled to be reimbursed, if appropriate, against receipts for travel and subsistence expenses incurred while on business for DHCW. Expenses must be claimed within three months of them being incurred unless there are exceptional circumstances.

Childcare and other dependent expenses may also be paid, on production of receipts, for additional costs incurred while undertaking activities on behalf of DHCW.

### **Location**

The post holders may be required to travel to the head office in Cardiff and other locations across Wales to attend meetings and perform other duties associated with the roles. In response to COVID-19, meetings have also been held via digital platforms. Where this has proved effective this is likely to continue.

### **Tenure of office**

The Minister for Health and Social Services determines the length of the appointment, which will initially be either set at two (2) years, three (3) or four (4) years. However, this is subject to the Vice-Chair and Independent Members remaining eligible for the role for the duration of the term. Board members may stand for a maximum of eight (8) years with DHCW.

### **Accountability**

The Vice-Chair and Independent Members are appointed by the Minister for Health and Social Services and are accountable to the Minister via the Chair for carrying out their duties and for their performance.

### **Eligibility**

A person shall be disqualified from appointment if he/she:

- a. has within the preceding five (5) years been convicted in the UK, or outside of the UK of any offence which, if committed in any part of the UK, would constitute a criminal offence, and in either case, the final outcome of the proceedings was a sentence (whether suspended or not) for a period of not less than three (3) months without the option of paying a fine;
- b. has been adjudged bankrupt or has made a composition or arrangement with her/his creditors;
- c. has been dismissed, otherwise than by reason of redundancy, or non-renewal of a fixed term contract, from any paid employment with a health service body (Note: after a period of two (2) years a person disqualified under this provision may apply in writing to Welsh Ministers to have the disqualification removed, Welsh Ministers do not have to accept this request);
- d. is a person whose tenure of office as the chair, member or director of a health service body has been terminated, other than by reason of redundancy, voluntary resignation, reorganisation of the health service body, or expiry of the period of office for which that person was appointed (Note: this disqualification ceases to have effect on expiry of two (2) years; and/or
- e. is or has been within the preceding year a health service employee;

Candidates should also note that membership of a Special Health Authority is a

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disqualifying office for membership of the National Assembly for Wales under the National Assembly for Wales (Disqualification) Order 2015.

<http://www.legislation.gov.uk/uksi/2015/1536/contents/made>

Any other information that may materially affect your application for appointment should be declared in the application form under the Conflict of Interests section.

Applicants should be persons who conduct themselves at all times in a manner which will maintain public confidence.

### **Conflict of Interests**

When applying you will be asked to declare any private interests which may, or may be perceived to, conflict with the role and responsibilities as the Vice-Chair or Independent Member of the Special Health Authority, including any business interests and positions of authority outside of the role in DHCW.

Any conflicts of interest will be explored at interview. If appointed, you will also be required to declare these interests on a register which is available to the public.

### **Due diligence**

The Public Bodies Unit will undertake due diligence checks on all candidates successfully sifted to interview. This will include, but not necessarily be limited to, social media and Internet searches. As a result, you may be asked questions at interview in relation to any due diligence findings.

### **Standards in public life**

You will be expected to demonstrate high standards of corporate and personal conduct. All successful candidates will be asked to subscribe to the Code of Conduct for Board Members of Public Bodies, you can access this document at:

<https://www.gov.uk/government/publications/code-of-conduct-for-board-members-of-public-bodies>

### Annex B

#### The role and responsibilities of DHCW

*A Healthier Wales* sets out the Welsh Government's commitment to significantly increase investment in digital Health and Care. This will be a key part of transforming our health and social care system in Wales. *A Healthier Wales* acknowledges the significant challenge of driving digital change at pace and scale. It identifies priority areas for investment, describes a new 'open platform' approach to digital innovation, and recognises the need to strengthen national leadership and delivery arrangements.

During the NHS response to COVID-19 the approach toward digital health and care has allowed it to ensure continuing access to healthcare services.

Prior to this Welsh Government commissioned two major reviews of digital delivery in Wales following the Audit Wales report into "[Informatics Systems in NHS Wales](#)" published in January 2018 and the Public Accounts Committee report into "[Informatics Systems in NHS Wales](#)" published in November 2018. The first review explored how digital systems are designed to work together ("[the Digital Architecture Review](#)") and the second at delivery structures and decision making arrangements ("[the Health Informatics Governance Review](#)"). These two reviews provide the context for changes to the approach and delivery of digital services across NHS Wales.

On 30 September 2019, the Minister for Health and Social Services [announced](#) that the NHS Wales Informatics Service (NWIS) would transition from its current structure, as part of Velindre Trust, to a new Special Health Authority (SHA).

*"Establishing our national digital services organisation as a dedicated organisation reflects the importance of digital technology as a key enabler of change, as set out in A Healthier Wales. This change will strengthen governance and accountability, both in terms of relationships with other NHS Wales organisations and through stronger leadership and oversight, through an independent chair and board members, with experience and understanding of digital change."*

Establishment of the new body also aligns with and responds to the work of the Parliamentary Review of Health and Care, and the reports and recommendations by Audit Wales and Public Accounts Committee.

[Consultation](#) on the functions of the Digital Special Health Authority for Wales commenced on 7 September 2020 and will run until 30 November 2020.

#### **The functions subject to consultation are as follows:**

1. *Application Development and Support*

DHCW will be a source for application and platform development within an ecosystem of other developers across Health & Care and commercial partners.

It will provide support in the design, development and testing against the national architecture regardless of the organisation developing the application.

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For example, whether applications are developed 'in-house', elsewhere within Health and Care or are procured from commercial partners.

The Chief Digital Officer (CDO) for Health and Care (and their relevant officials) will determine national architectural standards agreed by Welsh Government.

### 2. *Digital Services design, commissioning, planning & delivery*

DHCW will support the delivery of new technologies and software across the Health and Care Sector in Wales.

It will support the strategic planning, procurement, contract management, communication, business change and delivery of projects and programmes in Health and Care in Wales.

### 3. *Information and Communications Technology*

DHCW will play a key role in the provision of IT services and infrastructure to support national services used across the Health and Care sector in Wales.

### 4. *Quality Management & Regulatory Compliance*

DHCW will be a source of quality management and regulatory compliance guidance to ensure that digital solutions and services used across the Health and Care Sector in Wales are of the necessary regulatory quality in order to provide safety for patients and professionals, ensuring patient information is treated with the appropriate governance.

### 5. *Information Management*

DHCW will be the central, recognised Trusted Third Party for Health and Care data, information and intelligence about and/or arising from the provision of Health and Care services in Wales.

DHCW will establish and operate digital systems for the collection, analysis and dissemination of information, where that information is required to support the provision of Health and Care services in Wales and as directed by Welsh Government.

This will include the requirement for bodies in Wales delivering publicly funded Health & Care Services to provide information as required in accordance with Welsh Government instructions.

### 6. *Information Governance*

DHCW will support development and maintenance of a national Information Governance Framework which supports Health and Care Information Governance policy in Wales.

DHCW will support the development by utilising expertise and experience in interpreting the law, providing advice, guidance and compliance assessments.

### 7. *Cyber Security*

DHCW will provide a strategic Cyber Security function on behalf of Health and Care in Wales and will be the liaison with other home countries and the National Cyber Security Centre.

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The DHCW Cyber Security Unit, alongside the Chief Digital Officer (CDO) for Health and Care Wales and their relevant officials, will set minimum standards for NHS Wales including undertaking the roles required of the Competent Authority on behalf of Welsh Ministers, in accordance with the Network & Information Systems Directive.

### **8. Finance and Business Assurance**

DHCW will ensure that all of their financial risks and savings are recognised and managed.

DHCW will manage its delegated budgets and will make decisions in accordance with the detailed arrangements within the annual remit letter.

### **9. Reporting Services**

DHCW will be responsible for the dissemination and use of data collected by national IT systems.

### **10. Workforce Improvement**

DHCW will assist Health Education and Improvement Wales (HEIW) to provide digital workforce transformation, education and improvement.

The creation of DHCW will represent a new strategic approach to developing and delivering the digital architecture and systems for the NHS in Wales.

### **Governance**

The Welsh Government will establish DHCW as a Special Health Authority using powers set out in the National Health Services (Wales) Act 2006. Legislation will be laid before the Senedd over the coming months to allow us to proceed with the recruitment of the independent board that will oversee the work of DHCW.

The Welsh Government began the recruitment process for the Non-officer members of the Board in November 2020. Plans for the recruitment of the Executive Officers are in the process of being agreed. This will allow governance arrangements to be established in advance of the establishment of the new organisation on 1 April 2021.

Bob Hudson has been appointed as the Interim Chair from 6 November 2020, to guide the transition to DHCW, subject to the will of the Senedd in relation to the legislation necessary for DHCW's establishment.

Candidates need to be aware that should the legislation laid before the Senedd not be passed, any appointments made via this recruitment process will not be progressed and the campaign will cease with immediate effect.

### **Part of NHS Wales**

The new organisation will be a new body in the NHS Wales family, playing its role alongside health boards, trusts and Health Education and Improvement Wales, the other Special Health Authority on the NHS Wales Executive Team. The staff will be NHS employees and where possible all systems and processes will be those of NHS Wales.

## **Annex C**

### **The selection process**

The interview panel will assess your application form in terms of your CV and personal statement to determine who it believes best meet the criteria for the roles, and whether you will be invited to interview. The panel can rely only on the information you provide in your CV and personal statement to assess whether you have the skills and experience required. Please ensure that you provide evidence to support how you meet all of the essential criteria and the bullet points listed to complete as part of your personal statement

The selection panel membership will be dependent on the role for which you are being considered and will be as follows:

Vice-Chair Position only or Vice-Chair/Independent Member Position –

Bob Hudson, Panel Chair and Interim Chair of DHCW, Maria Battle, Independent Panel Member and Chair of Hywel Dda University Health Board, Ifan Evans and Melanie Westlake, Welsh Government

Independent Member Position only –

Bob Hudson, Panel Chair and Interim Chair of DHCW, Emma Wollett, Independent Panel Member and Chair of Swansea Bay University Health Board, Ifan Evans and Melanie Westlake, Welsh Government

Your application may be “long-listed”, subject to the volume of applications received, before it is passed to the shortlisting panel for consideration. You should be aware that in this situation, your application might not be considered in full by the entire selection panel.

We anticipate that during the week commencing 4 January 2021, the panel will have decided who will be invited for interview during the week commencing 25 January 2021 or 1 February 2021. Interviews will be held remotely using Microsoft Teams.

The panel will select for interview only the strongest applicants who it feels have demonstrated that they best meet the criteria as asked to demonstrate in the personal statement. However, if you have applied under the guaranteed interview scheme and you meet the minimum essential criteria for the post, then you will also be invited for interview.

If you are invited to interview and are unable to make the arranged interview date, we will endeavour to re-arrange. However, this might not be possible due to time constraints within the appointment timetable or selection panel availability.

You will receive email communication from the Appoint system to let you know whether you have been invited to be interviewed.

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If invited to interview, the panel will question you about your skills and experience, asking specific questions to assess whether you meet the criteria set out for the post. You will be asked to prepare a presentation for your interview. Please note that presentations are to be delivered without the use of hand-outs or a presentation, however, you are welcome to use prompt cards.

If you would like to be interviewed through the medium of Welsh you should advise the contact provided within the interview invite.

Candidates who the panel believe are 'appointable', will be recommended to Minister for Health and Social Services who will make the final decision. The Cabinet Secretary for Health, Well-being and Sport may choose to meet with appointable candidates before making a decision. If so the Minister for Health and Social Services will meet all candidates and in the presence of the panel chair or their nominated representative. There will be a time gap between interview and a final appointment decision being made. Candidates who have been interviewed will be kept informed of progress.

If you are successful, you will receive a letter from the Minister for Health and Social Services appointing you as the Vice-Chair or an Independent Member of DHCW, which will confirm the terms on which the appointment is offered. Your appointment will be subject to a reference check undertaken by the Welsh Government's Public Bodies Unit and to a DBS check undertaken by the NHS Wales Shared Services Partnership. Attendance at the NHS Wales Independent Member Induction Programme is mandatory on appointment and you will be required to attend the next available course.

If you are unsuccessful at interview, you will be notified by Welsh Government. We appreciate it takes a lot of time and effort to apply for roles and that feedback is a valuable part of the process. As a result, the letter will provide the details of who you may approach for feedback on your interview and application, if you so wish.

### Queries

For queries about your application, please contact [publicappointments@gov.wales](mailto:publicappointments@gov.wales).

### If you are not completely satisfied

Welsh Government will aim to process all applications as quickly as possible and to treat all applicants with courtesy. If you have any complaints about the way your application has been handled, please contact [publicappointments@gov.wales](mailto:publicappointments@gov.wales).