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MÄNNYSTRIE O

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an Fowk Siccar**

HEALTH AND SOCIAL CARE REFORM

DHSSPS

Modernisation and Improvement Programme Board (MIPB)

The Roles of the Health and Social Care Board and the Business Services Organisation in relation to ICT and Information Governance (HSCB & BSO)

FEBRUARY 2009

MIPB 31/09

Introduction

The attached paper has been prepared by the Information Communication & Technology Project of the MIP to describe the relative roles and functions of the new Health & Social Care Board and the Business Services Organisation in relation to ICT.

It was approved by the MIP ICT Project Board on the 27th January 2009 and, following presentation to the MIPB, it is intended to support the handover process to the Senior Management of the new organisations. To assist with this, outline structures and job descriptions for the two Assistant Director posts (HSCB and BSO) are being drafted for discussion with the new Senior Management.

It has been approved by the Modernisation and Improvement Programme Board and is now free for circulation to HSC staff and other relevant stakeholders. A copy of the paper will be placed on the Health and Social Care Reform section of the departmental website - www.dhsspsni.gov.uk/index/hss/rpa-home.htm

Further information on this document or the MIP ICT Project may be obtained from the Project Director Mark Eustace, meustace@ehssb.n-i.nhs.uk
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1. Introduction

The relationship between the HSCB and the BSO will be important to the overall success of the ICT programme for Northern Ireland. The roles of the two organisations have been described in general terms as :

HSCB “The HSCB will provide regional leadership and manage the regional ICT agenda, commissioning and performance managing the delivery of ICT on behalf of the DHSSPS. “

BSO “To deliver the ICT agenda at a regional level as commissioned by the HSCB and to support Trusts, providing a centre of excellence for specialist ICT expertise.”

The purpose of this paper is to expand on these general roles and provide detail on the specific functions of each organisation and the relationship between them.

The HSCB will be accountable to the DHSSPS for the delivery of the HSC ICT Strategy and will therefore require the authority and resources to ensure that objectives are met.

It is recognised that the timescale for ensuring that the new arrangements are in place is 1st April 2011 and that it will be important to adopt a phased approach to the transition in order to minimise the risk of serious disruption to ICT services and allow for evolution in thinking.

2. Health & Social Care Board (HSCB)

The HSCB has overall responsibility for the delivery of the agreed objectives of the Northern Ireland HSC ICT Strategy on behalf of the DHSSPS and to provide ICT policy advice to the DHSSPS. The HSCB will produce an annual ICT report on progress.

While the HSCB is responsible for achieving the objectives of the ICT strategy it cannot do this alone and must rely on specialist technical support and advice from the HSC ICT community, including the BSO.

The ICT agenda will be challenging. Technological developments continue to change the scope of possibilities, while financial and manpower constraints restrict the ability to exploit these opportunities. The strategic implementation must be realistic, measured and recognise the importance of relationships between the individuals and organisations involved.

The HSCB will have six main areas of responsibility

- A) Strategy development & maintenance;
- B) Programme and Project Definition
- C) Technical ICT Architecture Design – to provide a framework of agreed technical standards within which the Strategy will be delivered – this includes items which are ‘common by design’;
- D) Stakeholder engagement – to maintain a framework of relationships and ‘ways of working’ which facilitate and support the delivery of the Strategy; and
- E) ICT Capital Programme.
- F) Health Informatics Professional Development

Ref	Function	Notes
<u>A : Strategy Development & Maintenance</u>		
A1	Develop and maintain the ICT Strategy– including the definition of high level targets and securing funding.	In order to achieve this the HSCB must engage with (and continue to engage with) a wide variety of stakeholders to ensure that the ICT agenda is consistent with, and supportive of, the overall HSC service delivery agenda and that Stakeholder expectations are carefully managed. The key stakeholders will be :

		<ul style="list-style-type: none"> - DHSSPS (policy) - Trusts - HSCB - BSO - PHA - PCC - ECfCH - Primary Care - National / International standards <p>The Strategy should be supported by a high level Strategic Business Case which provides the overall justification and defines funding requirements.</p> <p>Provide secretarial administrative support to the HSC ICT Programme Board.</p> <p>The Strategy will be subject to continual review and adjustment to reflect emerging requirements and opportunities but will be formally reviewed every 3 years.</p>
<u>B : Programme & Project Definition</u>		
B1	Convert the Strategy into a series of Programmes and projects	<p>The conversion of the Strategy into a series of programmes must be tightly integrated with A1 and provide sufficient detail to enable the further disaggregation into a series of projects in B2.</p> <p>It is suggested that the approach should be informed by the OGC 'Managing Successful Programmes' methodology.</p>
B2	Commission the projects	<p>The HSCB will be responsible for defining the project briefs, appointing the SROs and supporting the SRO to initiate the project.</p> <p>The commissioning process will include project standards and implementation techniques to be used e.g. approach to benefits management.</p> <p>The process of commissioning project will include the preparation and sign off of the PID detailing timescales, resources and tolerances.</p>

B3	Performance manage project delivery (inc expenditure and benefits realisation) and support the resolution of issues	<p>The HSCB should establish a programme office to provide administrative support to this function and set/monitor project standards.</p> <p>It is anticipated that given the constraints on staffing numbers within the HSCB, the day to day management of regional programmes and projects will be undertaken within the BSO. But that the HSCB will retain responsibility for overall oversight and responsibility for delivery of the strategy.</p>
B4	Publication of the annual ICT report.	
<u>C : Technical Architecture Design</u>		
C1	Develop and maintain the Technical ICT Architecture Design	<p>The Technical Architecture Design function develops business and technical architectures to support function A1 - setting and monitoring technical standards</p> <p>Its purpose is to provide leadership of the overall technical design/architecture of the HSC ICT systems and services. Including responsibility for the high level design of regional shared care records and regional care communications.</p> <p>The aim is to define and maintain a consistent technical architecture across a range of technology areas which underpin delivery of the strategy. This will include the definition of a range of agreed technical standards to help deliver the architecture.</p> <p>This function should also include responsibility for checking that business cases are aligned with the overall strategy/blueprint</p> <p>A key element of this function is to listen, respond to, and manage the expectations of varied stakeholder groups. It has to balance the vision of the HSC Strategy</p>

		with a realistic view of what can be achieved.
<u>D : Stakeholder Engagement</u>		
D1	Liaison with the UK home countries on ICT issues	To share and collaborate where appropriate
D2	Liaison with Trusts, the PHA and PCC to ensure that their views and requirements are built into the Strategy	'Link Officer' role
D3	Ensure regular communication to the wider HSC community	Including Programme update newsletters, workshops and informal networking. This function will establish communication standards for all projects.
D4	Develop and maintain good working relationships with the HSC ICT community	To encourage the emergence of a consensual modus operandi which achieves the implementation of common systems by agreement rather than mandate. This is a function which spans across the whole of the ICT programme and is critical to securing engagement and focus on delivering outcomes.
D5	Ensure effective engagement with the DHSSPS	This will include support to ICT policy development, progress reporting, lobbying for funding, input to DFP level business case approvals. It also includes setting communication standards for the Programme and its Projects.
<u>E: ICT Capital Programme</u>		
E1	Establishment and control of the overall capital programme	It is recognised that the DHSSPS will retain overall responsibility for the management of CT capital and that discussions are underway to clarify the capital allocation process. Lobbying for central funding

		<p>Monitoring of in year spend of DHSSPS capital allocation to the HSCB for ICT</p> <p>Endorsement of projects deemed to be 'local' rather than 'regional'</p> <p>Liaison with DHSSPS business case unit.</p>
<p><u>F: Health Informatics Professional Development</u></p>		
A5	Health Informatics Professional Development	<p>Development and co-ordination of a professional development programme for Information and ICT staff with the HSC.</p> <p>Must link to KSF</p> <p>Builds on the role of the current Regional ICT Training Group.</p>

3. Business Services Organisation (BSO)

The BSO has a key role to play in delivering the ICT strategy. Although it has no executive authority to establish mandatory requirements for the HSC, it will provide specialist advice to the HSCB on areas where this is required, and the HSCB will have authority to direct the Trusts appropriately e.g ICT Security Policy, ICT Technical Standards.

The BSO will have 8 main areas of responsibility :

- A) Information & ICT Governance;
- B) Technical Standards
- C) Systems Integration;
- D) Innovation & Application Development;
- E) ICT Business Support;
- F) Infrastructure Management;
- G) Operational System Support; and
- H) 'In House' ICT support to the HSCB, BSO, PHA and PCC.

Please note that these are listed as functions – not organisational sub-divisions. A separate exercise is underway to develop suggested organisational structures for delivering these functions.

This organisational structure will also need to make provision for an 'Office of the Assistant Director ICT' to cover a range of office administration functions to support the work of the Directorate

Ref	Function	Notes	Customers
<u>A : Information & ICT Governance</u>			
A1	Data Protection	<p>Provide a regional centre of expertise on Data Protection and Confidentiality issues for the HSC.</p> <p>Provide a DP service to the BSO, HSCB, PHA and PCC – including access to staff training and managing subject access requests. Support local Caldicott Guardians.</p> <p>Provide secretarial support to the Privacy Advisory Committee and</p>	

		Information Governance Steering Group.	
A2	Corporate Data Administration	<p>Maintain the HSC data dictionary. co-ordinate the authorisation of codes.</p> <p>Provide advice on codes and definitions to be used within ICT systems.</p> <p>Provide secretarial support to the HSC Data Definitions Board.</p> <p>Consideration should be given to requiring CDA compliance checks as a gateway in every regional project.</p>	
A3	Demographics Service	<p>Support the maintenance of good quality patient/client demographic records across systems. Essential to record linkage.</p> <p>Includes HCN and links to RGO for identification of deceased patients/clients.</p>	
A4	ICT Security Policy	<p>Maintenance of the HSC ICT Security Policy and Code of Connection.</p> <p>Monitor ICT Security compliance</p> <p>Provide a centre of expertise on ICT security for the HSC.</p> <p>Recommend technical ICT security standards and products to be mandated by HSCB.</p> <p>Provide secretarial support to the HSC IT Security Manager's Forum</p> <p>Consideration should be given to requiring security compliance checks as a gateway in every regional project.</p>	
<u>B : Technical Standards</u>			
B1	Technical Standards	Advise the HSCB on appropriate ICT technical standards to be adopted by the HSC.	

<u>C : Systems Integration</u>			
C1	Systems Integration	Provide a technical development and support service to the integration of ICT systems including integrating 3 rd party solutions with HSC infrastructure and systems.	
<u>D : Innovation & Application Development</u>			
D1	Innovation	Identify opportunities for innovation, support and evaluate local initiatives.	
D2	Application development	The HSC needs an internal capability for rapid development and deployment of small scale regional ICT systems in order to meet urgent information requirements. The application development function includes both in-house development capability and management of third party suppliers	
<u>E : ICT Business Support</u>			
E1	Business Case development	Provide specialist expertise in the writing of ICT business cases to 'Green Book' standard. Convert SBCs to FBCs This includes the writing of business cases, advice on how to write business cases, QA of cases and the development of standard templates.	
E2	ICT Procurement	To support and advise ICT procurements on behalf of the HSC in conjunction with the HSC COPE. This includes both procurements specific to a particular project and also general framework contracts e.g. MS EA	
E3	Project management	To project manage the delivery of regional ICT projects under the direction of the HSCB.	

		<p>Provide a regional centre of expertise on project management techniques inc approach to gateway reviews.</p> <p>Develop project management templates and tool kits, provide/arrange training.</p> <p>Provide a programme office support function to the BSO projects</p>	
E4	Benefits Realisation	<p>Provide a regional centre of expertise on tools and techniques for benefits realisation and change management.</p> <p>Develop templates and tool kits, provide/arrange training.</p>	
E5	Supplier Contract Management	<p>Monitor and manage regional contracts with third party suppliers on behalf of HSC NI.</p> <p>Provide the intelligent customer role.</p> <p>Co-ordinate change management through user groups.</p>	
E6	Systems Analysis	<p>Provide an ICT design and specification analysis service to the HSC for various specific business areas.</p>	
<u>F : Infrastructure Management</u>			
F1	Communications Infrastructure	<p>Management & development of the HSC ICT communications network</p>	
F2	Support Desk	<p>Management of the regional support desk</p>	
F3	Email/Internet	<p>Management and development of the HSC email and internet infrastructure including security controls.</p>	
F4	ITSM	<p>Development and implementation of the HSC approach to ITSM – including co-ordination of change control in relation to regional systems</p>	
F5	Identity Management	<p>Development and implementation of the HSC system for identity management</p>	

F6	Business continuity	Development and provision of ICT business continuity support	
F7	Data Centre	Management and development of the Data Centres	
<p><u>G : Operational System Support</u> (NB may overlap with supplier contract management D5)</p>			
G1	Support to HSC operational systems	<p>e.g. payroll, HRMS, laboratories</p> <p>See current DIS SLA for a list of systems and services.</p> <p>Provide secretarial administrative support to each of the system user groups (link to E5 above)</p>	
G2	Data Warehouse	<p>Manage and development of the Data Warehouse.</p> <p>Provide secretarial administrative support to the Regional Data Warehouse Management Board.</p>	
G3	GMS ICT		
<p><u>H : 'In House' ICT support to the HSCB, BSO, PHA and PCC.</u></p>			
H1	General user desktop support		
H2	Support to functional support systems	<p>e.g. complaints, legal, patient travel, web sites</p> <p>Including consolidation of systems to remove duplication post 1st April 2009</p>	
H3	Development and support of general administrative support systems	e.g. EDRMS, Sharepoint, electronic workflow.	

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This document required the following approvals

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