Job Description

Job Title: **Solutions Architect**
Accountable to: **Business Development Director**

Practice Plus Group's mission is **Access to Excellence**. Our core values are;

- we treat patients and each other as they would like to be treated
- we act with integrity
- we embrace diversity
- we strive to do things better together

Patients can only access excellence if we commit to living our values in everything we do when we are at work.

We believe in putting the patient first, regardless of the environment or their history. The prison population is one of the most vulnerable and challenged patient groups in society, and the delivery of their health care is conducted within often difficult and demanding environments.

Role Purpose

The Solutions Architect will convert strategic growth opportunities, commissioner requirements and emerging market needs into compelling, operationally deliverable healthcare solutions.
Working at the interface of strategy, business development and operations, the post-holder will facilitate the development of end-to-end service models, bringing together internal clinical, operational, commercial, workforce, digital and subject-matter expertise with commissioners, justice agencies, prospective delivery partners and other external stakeholders. The role will coordinate these contributions to ensure that each opportunity progresses from an early concept to a clearly defined, differentiated and commercially viable solution that can be translated into a high-quality proposal or tender submission.

The role reports to the Business Development Director and works particularly closely with the Director of Strategy. Its primary focus is developing growth opportunities in police custody, non-custodial services and adjacent markets, with occasional support for prison and immigration removal centre (IRC) opportunities where required.

Key accountabilities

1. Opportunity and solution development

- Work with relevant internal specialists and external stakeholders to translate market opportunities, commissioner requirements, specifications and strategic concepts into clearly defined healthcare solutions.
- Lead and facilitate structured, multidisciplinary solution development from initial concept through to an agreed and approved operating model.
- Analyse specifications, needs assessments, market intelligence, commissioner priorities and organisational evidence to identify critical requirements, opportunities and constraints.
- Facilitate the relevant clinical, operational and partner teams to jointly define the end-to-end service solution, including access, assessment, treatment, referral, escalation, discharge, resettlement and continuity-of-care pathways as relevant.
- Document assumptions, dependencies, design decisions, constraints and risks, maintaining a clear and controlled solution baseline.
- Coordinate specialist contributions to develop options and recommendations where more than one delivery model is viable, setting out the operational, quality, commercial and implementation implications.

2. Health in Justice service design

- Facilitate clinical, operational and partner teams to design services that are safe, person-centred, trauma-informed, equitable and responsive to the operational realities of secure and justice environments.
- Work with relevant internal teams and external agencies to ensure models address the interfaces between healthcare, custody operations, NHS services, local authorities, criminal justice agencies, voluntary and community partners and other providers.
- Bring together relevant specialists to incorporate physical health, mental health, substance misuse, pharmacy, urgent care, prevention, social care and wider determinants of health where required by the opportunity.
- Work with clinical, operational and partner teams to build credible approaches to reducing health inequalities, improving access, supporting rehabilitation and maintaining continuity of care through transitions.
- Engage relevant clinical, governance and subject-matter experts to ensure the design process applies relevant legislation, national policy, clinical standards, commissioner requirements and organisational governance.

3. Multidisciplinary solution leadership

- Plan and facilitate solution-design workshops, ensuring the right clinical, operational, commercial, digital, workforce, finance and subject-matter expertise is involved.
- Create clarity from complex discussions, securing decisions and converting them into a coherent service blueprint.
- Facilitate agreement on roles, responsibilities and interfaces across Practice Plus Group, delivery partners and subcontractors.
- Identify capability gaps and support the selection and integration of appropriate partners or specialist expertise.

- Engage proactively with commissioners, justice agencies, prospective delivery partners and other stakeholders, alongside the business development lead, to understand shared priorities and support the development of partnerships and joint service propositions for growth proposals, including entry into new services and markets.
- Maintain momentum, ownership and decision discipline throughout solution development, escalating unresolved matters appropriately.

4. Proposition and differentiation

- Work with the Director of Strategy and Business Development Director to translate organisational strategy into distinctive, evidence-led propositions.
- Articulate how each solution improves outcomes, experience, access, quality, safety, efficiency and value for commissioners and service users.
- Identify meaningful differentiators and ensure proposed innovation is practical, relevant and capable of implementation.
- Develop reusable service components, product models and design principles that can be adapted intelligently for future opportunities.
- Ensure local tailoring is based on demonstrable need rather than creating unnecessary complexity or cost.

5. Proposal and bid integration

- Coordinate and consolidate multidisciplinary contributions into a clear solution blueprint from which bid leads and writers can develop consistent, compelling responses.
- Provide service-model narratives, pathways, diagrams, operating structures, assumptions and evidence requirements for proposals and tender submissions.
- Work alongside bid leads and writers to ensure the agreed solution is accurately represented throughout the submission.
- Review bid content for solution integrity, consistency and deliverability, controlling material changes to the agreed design.
- Support competitive dialogue, clarification responses, presentations and commissioner engagement where solution expertise is required.
- Remain accountable for the architecture of the solution without assuming the core responsibilities of the Bid Manager or Bid Writer.

6. Commercial viability and deliverability

- Work with Finance, Commercial, Workforce and Operations to ensure models are affordable, resourced and practical to mobilise.
- Facilitate the development and validation of workforce, activity, capacity, estates, technology and operational assumptions with the relevant specialist teams.
- Work with Finance and relevant specialists to identify principal cost drivers, efficiencies, dependencies and sensitivities for financial modelling.
- Bring relevant teams together to resolve tensions between quality, specification compliance, affordability and operational feasibility, agree realistic mitigations and escalate unresolved matters.
- Provide solution input to opportunity qualification, investment decisions and internal approval gates.
- Consider mobilisation and transition requirements at the design stage so that commitments can be implemented safely and at pace.

7. Digital, data and enabling infrastructure

- Facilitate digital, data, estates and operational specialists to define the digital capabilities, information flows, interoperability, reporting, estates and infrastructure required to support the service model.
- Work with digital and information-governance colleagues to ensure proposed approaches are secure, proportionate and compatible with relevant NHS and justice environments.
- Work with clinical, operational and data specialists to ensure data requirements support clinical care, operational oversight, commissioner reporting, outcomes measurement and continuous improvement.
- Make clear where technology is an enabler of the service rather than allowing the technical solution to determine the care model.

8. Market and strategic development

- Support early evaluation and qualification of pipeline opportunities, assessing strategic fit, capability requirements and deliverability.
- Contribute to the development of new Health in Justice products, propositions and adjacent service models.
- Maintain awareness of relevant policy, commissioning, provider, technology and criminal justice developments.
- Identify transferable best practice and evidence from existing services, partners and the wider market.
- Support business cases, options appraisals and investment proposals for new capabilities or models.

Core outputs

The Solutions Architect will typically produce or coordinate:

- Service solution blueprints and design packs
- End-to-end patient and service-user pathways
- Target operating models and service architecture diagrams
- Workforce, capacity, activity and operational assumptions
- Partner and delivery-responsibility models
- Digital, data, estates and integration requirements
- Options appraisals and design recommendations
- Solution assumption, dependency and risk registers
- Mobilisation and implementation considerations
- Approved content and diagrams for proposals, gateways and tender submissions
- Reusable product models, design standards and proposition assets

Success profile

Systems thinker: Understands the whole service and the relationships between care, operations, people, technology, partners and commercial constraints.

Creates clarity from ambiguity: Turns an emerging opportunity or complex specification into an understandable and controlled solution.

Operationally credible: Designs services that can work safely and consistently in real environments, not just on paper.

Commercially minded: Balances outcomes, quality, differentiation, affordability and practical delivery.

Collaborative leader: Uses influence and facilitation to bring diverse expertise together and secure decisions.

Constructive challenger: Tests evidence and assumptions early, surfacing risks before they become mobilisation or delivery problems.

Clear communicator: Makes complex models simple, visual and persuasive for operational, executive and commissioner audiences.

Essential Skills

- Substantial experience in healthcare service design, service transformation, operational development, solution development, commissioning or a comparable field.
- Evidence of translating strategy, specifications or customer requirements into practical service and operating models.
- Experience designing end-to-end clinical or service-user pathways and the interfaces between organisations or disciplines.
- Experience leading multidisciplinary workshops and securing agreement from senior and specialist stakeholders.
- Experience developing workforce, capacity, activity or operating assumptions and understanding their financial implications.
- Experience producing high-quality service blueprints, process maps, pathways, options papers or executive-level presentations.
- Strong understanding of NHS commissioning and provider environments.
- Understanding of healthcare quality, governance, safeguarding, information governance and risk management.
- Understanding of digital healthcare, data flows and interoperability.
- Exceptional analytical, systems-thinking and problem-solving capability, with the ability to create clarity from ambiguity.
- Excellent facilitation, influencing, stakeholder-management and communication skills.
- Ability to communicate complex operating models simply through writing, diagrams and presentations.
- Commercial awareness and the confidence to challenge assumptions constructively.
- Degree-level qualification or equivalent relevant professional experience in healthcare, service design, operations, transformation, business or a related discipline.

Desirable Skills

- Direct experience of healthcare delivery, commissioning or service development within Health in Justice or a closely related complex environment.
- Experience of competitive tendering, proposal development, business cases, mobilisation or implementation.
- Knowledge of prisons, police custody, immigration removal centres, non-custodial services or community justice pathways.
- Understanding of digital healthcare, data flows and interoperability.
- Relevant qualification in Lean Six Sigma, service design, business analysis, process modelling, PRINCE2, APM, change management or business architecture.

- Relevant clinical or healthcare professional qualification.

Additional requirements

- Ability and willingness to travel nationally to services, partner meetings and stakeholder events.
- Ability to work flexibly around live opportunities and tender deadlines.
- Commitment to Practice Plus Group values, equality, diversity and inclusion.
- Compliance with all relevant employment checks, screening and site-access requirements associated with Health in Justice environments.
- The duties described are not exhaustive and may reasonably evolve in line with business priorities and the post-holder's level of responsibility.