

## JOB DESCRIPTION AND PERSON SPECIFICATION

### JOB DETAILS

**JOB TITLE:** Quality Director

**BAND:** VSM

**LOCATION:** Trust-wide

**DEPARTMENT:** Corporate Nursing

**HOURS OF WORK:** Full time

**ON CALL/OUT OF HOURS:** Yes

**ACCOUNTABLE TO:** Chief Nursing & Midwifery Officer and Medical Director

**RESPONSIBLE TO:** Chief Nursing & Midwifery Officer and Medical Director

**DIRECTORATE:** Corporate

We know that organisations which have strong values and behaviours do well and that employees are engaged, happy and motivated in their work. We've worked closely with staff to develop and embed our values and we will continue to ensure that they underpin the way we care for our patients and each other.

#### Our mission:

To provide outstanding care and treatment, to share and spread new knowledge and practice, and to always be at the forefront of what is possible.

#### Our vision:

To be a world-leading team providing world-leading care.

#### Our goal:

To be the best place to work and be cared for, where research and innovation thrive, creating a global impact.

#### Our values:

- Ambitious
- Brave
- Compassionate

## JOB PURPOSE

The Quality Director provides strong and visible leadership to the Trust across the whole quality, operational risk and patient safety agenda; this is a multi-professional role with extensive management experience with a comprehensive portfolio relating to quality, including quality governance, quality assurance, clinical outcomes, quality improvement, incident investigation and learning, complaints, legal services and health & safety.

The Quality Director reports to and supports the Chief Nursing & Midwifery Officer (CNMO) and Chief Medical Officer (CMO) in developing and implementing the Trust's approach to implementing quality and safety ensuring that policies and strategies are in line with national guidance. The Quality Director will also provide advice and support to other Executive Directors.

The Quality Director will work in conjunction with the CNMO and CMO to lead the direction of the Trust's Quality Strategy, ensuring that Frameworks are in place with effective processes, systems and training as enabling tools for staff to implement these frameworks to ensure safe, effective and high-quality care for patients. Identifying and addressing health inequalities as a driving factor is key to the approach and direction to be taken.

## JOB INFORMATION

The Quality Director will be responsible for the consistent delivery of high quality safe, effective care, an excellent experience, and optimal outcomes for every patient in every area of the Trust. They will do so by having oversight on a Trust wide basis, advising how the Trust can ensure that it provides a high quality safe service for patients and can ensure that its governance arrangements are robust and meet the requirements set by the NHSE and the Regulations inspected by the CQC; the Quality Director is authorised to intervene where required where there may be concerns regarding the quality and safety of care provided to patients or where there may be risks to the wider organisation.

On behalf of the CMO and the CNMO, the Quality Director will provide leadership and line management support to the governance and quality support services. The Quality Director will also provide strategic leadership and support to the Governance Leads in their roles and the corporate departments and in doing so will ensure that quality assurance is closely aligned with quality improvements.

The Quality Director is responsible for ensuring that oversight of the Trust Quality Strategy and associated frameworks ensure clinical governance is multi-disciplinary, locally owned and provides assurance that patient care is safe and effective, with a system that provides Ward to Board reporting.

The Quality Director leads the Trust's relationships and communication with external organisations and partners across the system on quality, risk and patient safety, including ICS, CQC, Healthwatch, Scrutiny Committee for Health, NHS England/Improvement, HSE, NICE, HSIB, NHS-Resolution and the Coroner.

## CORE KEY RESPONSIBILITIES

The integrated Quality Governance Department leads the following functions to support the delivery of high quality safe, effective and efficient care as defined by the Quality Strategy.

Provides strategic lead to:

- Patient Experience/Participation/Consultation;
- PALS/Complaints;
- Patient Safety monitoring, management and improvement;
- Risk Management (Clinical & Non-Clinical);
- Compliance;
- NHSLA & CNST Standards;
- Clinical Audit;
- Quality & Safety Improvement;
- Legal Services – Claims, Litigation, Inquests, NHSR etc
- Clinical Effectiveness agenda including mortality, NCCPOD and NICE and Clinical Outcomes;
- Safeguarding and Early Years Team
- Health & Safety

## PROFESSIONAL

In partnership with the CNMO & CMO oversee the establishment, implementation, and monitoring of a trust wide sustainable quality strategy, to include patient experience, safety, risk management, health & safety and clinical outcomes frameworks with defined targets and measures.

The post holder will define the strategic direction of the Quality Governance and Patient Experience agendas, and leading the implementation, monitoring, and audit cycle of these.

Be responsible for and the development of the Trusts Risk Management Framework as a corner stone to the Quality Strategy, ensuring that it aligns to best practice and fosters and develops a consistent culture of risk maturity across all areas of the Trust.

Develop and implement strong operational risk management; ensure that the risk registers are subject to regular review and updated to accurately reflect risk which is escalated within the organisation to inform the Trust's strategic risk register and Board Assurance Framework.

Maintain effective communication across the Trust, and with partners and stakeholders on the quality, risk and patient safety agenda.

Monitor any changes to legislation relating to regulation and national policy relating to patient safety.

Responsible for reviewing, proposing and implementing policies and guidance in relation to quality, risk, patient safety and health & safety to ensure the Trust approach meets the external requirements ensuring that all required actions are agreed, allocated and performance managed.

Contribute to the successful delivery of all corporate objectives and promote the Trust's vision and values.

Provide strategic advice and support to all Trust Directors on the implementation of quality related strategies, policies and guidelines to improve clinical care to patients.

Lead and ensure the integration of quality priorities into the Trust's long term strategic business planning, performance management and service improvement processes.

Scan the horizon to identify emerging themes and national policy relating to quality, risk, patient safety and health & safety and lead on the Trust's response to this, building this into the Trust's long-term strategic plans for quality.

Scan the horizon to identify potential and emergent threats to the organisation.

Provide visible leadership, visiting clinical areas and support teams to get feedback on the quality and safety of services and clinical care provided.

Lead on the Trust's patient safety and leadership walk round programme; through regular ward and department visits engage with patients, families and staff; respond to feedback and take action in conjunction with operational teams and divisions to improve the patients' experience of care and the delivery of care by staff.

Lead on the development of Trust wide policies relating to quality, patient safety, operational risk and health & safety and engage with stakeholders and service users in this process.

Lead on the development and production of the Trust's Quality Report and the identification of the priority goals for quality improvement, liaising with commissioners and partner organisations on this.

Promote a culture that supports a positive learning environment and staff engagement, based on the principles of continuous quality improvement and Trust values.

Lead on the Trust's approach to sharing learning from incidents, complaints, coroner's inquests, clinical audit and other sources using a range of methods.

Will take the strategic lead on behalf of the CNMO for a delivery of a high-quality Safeguarding service to children, young people, and vulnerable adults in all areas of the Trust ensuring that all statutory requirements and best practice standards are implemented and monitored.

Ensure that the Trust is able to demonstrate compliance with all local and national safeguarding standards and good practice including delivery of appropriate levels of safeguarding training to all Trust staff.

## CLINICAL

Provide specialist advice, support and guidance to clinicians, managers and other staff relating to quality, risk, patient safety and health & safety.

Lead on developing a framework for the delivery of training across the organisation on quality, risk, patient safety and health & safety responsibilities.

Lead on the establishment of processes within directorates to review incident investigation reports and track implementation of actions and receive assurance that these have been completed

Lead on the Trust's serious incidents policy and framework for implementation. Liaise with directorates, senior managers, clinicians and commissioners to ensure that incident reports are completed within the national time scales and to an agreed standard.

Liaise with the Coroner's Office and the Trust solicitors relating to patient safety issues and to disseminate appropriate legal advice and lessons learned ensuring that appropriate action is taken for the future.

Establish a QA process to ensure that all Trust reports, including incident investigation reports, are suitable for sharing with patients and their families and external organisations.

The post holder will ensure that patient experience and where available patient reported outcome measures drives the Quality Strategy and agendas so that Clinical Outcomes are defined in consultation with women, children, young people and their families.

Work with senior nursing and medical leads to ensure that areas are working towards achieving and maintaining an outstanding CQC standard and that improvement measures are instigated and supported in any areas which do not currently achieve outstanding.

The post –holder will ensure that the Trust complies with statutory, regulatory and contractual and best practice requirements in relation to governance, quality and health & safety , with effective assurance monitoring process in place, ward to board integrated reporting and risk escalation.

Responsible for ensuring governance systems implemented within the Trust are effective and working in line with NHS Improvement Well- Led assessment.

Ensure that the recommendations from Child Safeguarding Practice Reviews are implemented promptly across the Trust.

## **PEOPLE MANAGEMENT**

Direct the Associate Director of Governance and senior leads to ensure that an annual quality report is produced and presented to the Trust Board.

Ensure the appropriate deployment of resources within the Trust's Quality Governance teams to ensure the agreed priorities to support the organisation are met.

Responsible for holding a budget for the Governance Team and several other associated departments.

Provide leadership and direction to the Quality Governance senior team to ensure the on-going development of an integrated Quality Governance team across the Trust with the effective and efficient use of resources.

Work with the Associate Director of Nursing for Safeguarding and senior leads to ensure that an annual safeguarding report is produced and presented to the Trust Board.

Provide direction and line management to the Associate Director of Nursing for Safeguarding to develop the safeguarding Agenda.

Ensure that the safeguarding teams are integrated across the Trust to provide consistent and effective high quality safeguarding service for all children, young people and vulnerable adults.

In partnership with the Deputy Chief Nursing Officer, provide direction and dual line management to the Associate Director of Nursing - Quality leading on patient experience, complaints, PALS and Patient Safety portfolios of work.

## SPECIFIC KEY RESPONSIBILITIES

Lead on the delivery of quality governance across the Trust, ensuring that quality governance systems and processes align to national requirements and best practice.

Work with the CMO who leads and advises the Board on quality governance to ensure governance arrangements are robust and meet the requirements set by NHSE and the Regulations inspected by the CQC and HSE.

Work with the CNMO and CMO who lead and engage with the Board of Directors to ensure that quality and patient safety are the top priority for the Trust.

In conjunction with and on behalf of the CNMO and CMO be responsible for the formulation and implementation of the Trust's strategic plans for quality, patient safety, clinical effectiveness, risk and health & safety.

Plan and co-ordinate the programme of work and activities of the Trust's Quality Committee and its sub-committees.

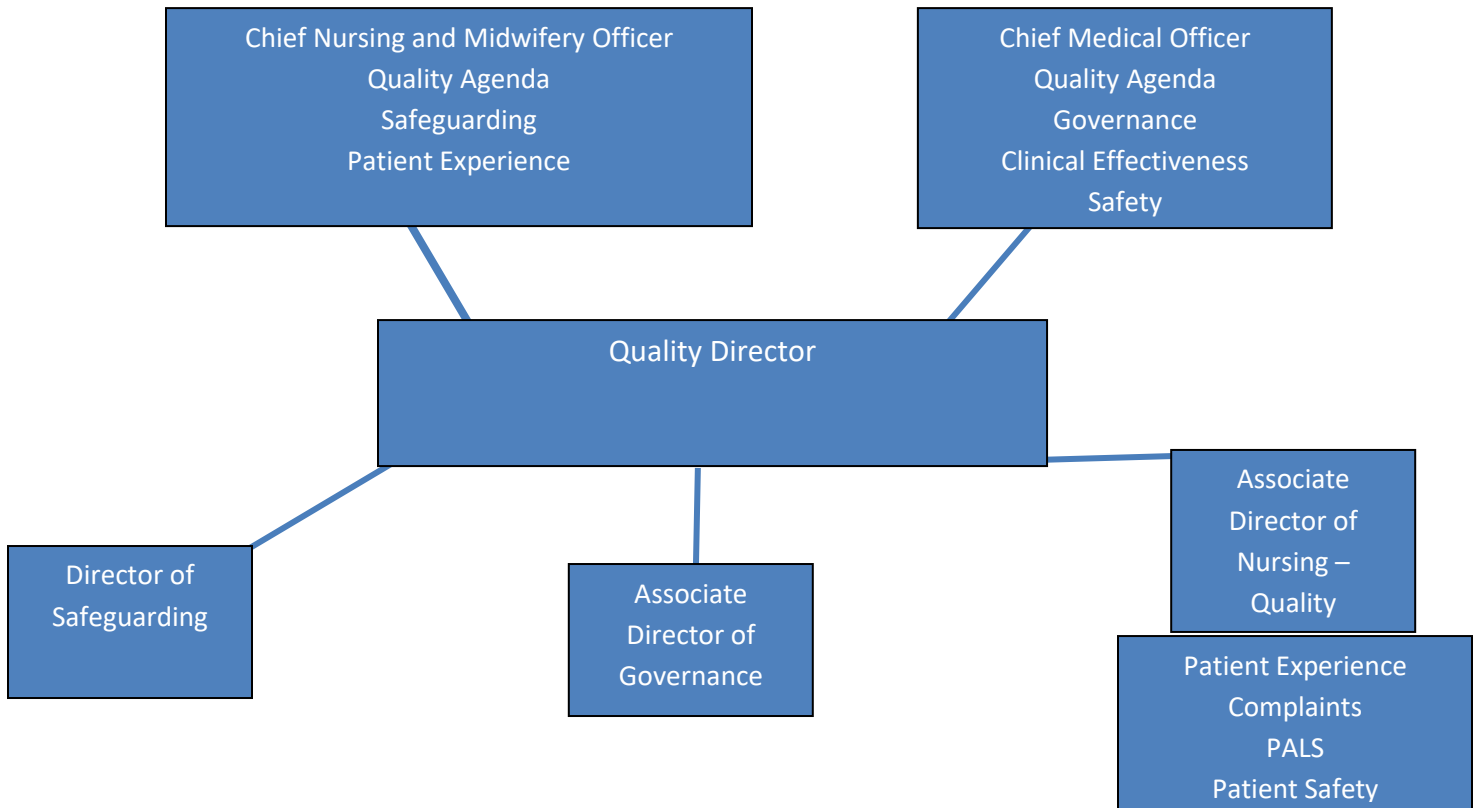
Ensure the Trust receives accurate, robust and timely information that is reviewed and analysed in respect of various aspects of quality, risk, patient safety and health & safety that informs decisions that are to be made by the Trust Board and directorates, i.e., Risk Register, incidents/claims, national guidance, audits, complaints and patient involvement.

Ensure regular reports to the Trust Board and associated Board Committees on quality, risk and patient safety, including serious incident report, complaints and regulation, in line with the annual programme.

Report to the formal Board committees of the Board of Directors on quality, risk, patient safety and health & safety issues.

The post holder will lead the production of a co-designed Quality Strategy, aligning quality with organisational development, promoting quality improvement methodologies to foster a culture of continuous improvement within our staff ensuring staff at all levels have the confidence to highlight areas for improvement, have the skills and knowledge and support to be able to implement those improvements in line with the Trust's vision and values.

## ORGANISATIONAL CHART



## COMMUNICATION AND WORKING RELATIONSHIPS

Work with a variety of people linked to the quality, risk, patient safety and health & safety agenda within the Trust from ward to board (CEO, Executive and Non-Executive Directors, Deputies, Divisional Nursing and Medical Teams, Corporate Teams etc)

Responsibility for assurance to the Board for quality and safety across the whole of the Trust providing highly sensitive, complex and contentious information where there is a significant barrier to understanding and where the communication of information is of highly complex, contentious and a sensitive nature.

Liaise with Commissioners, Safeguarding Boards, Coroners, Police, CQC, NHSI, HSE and MHRA regarding incidents reported under Strategic Executive Information System (STEIS) that may require negotiation, persuasive and reassurance skills

Liaise with the Communications Department regarding the management of media enquiries.

Ensure the implementation and monitoring of relevant CQUINS as agreed with the local commissioning group.

Proactively raise the profile of the Trust by attending conferences and meetings and sharing our initiatives and innovations.

## ANALYTICAL AND JUDGEMENT RESPONSIBILITIES

Appraise national documents, present conclusions, and recommendations to Board.

Ability to review and analyse highly-complex data and information for problem solving and decision-making. Be able to communicate this to all levels of staff from the ward to the board and external stakeholders in a comprehensive manner that provides assurance.

## PLANNING AND ORGANISATIONAL SKILLS

Ensure that the Trust has policies and procedures in place regarding complaints management that adhere to the DH's Complaints Regulations and align to best practice and with effective communication with the PHSO.

Plans and organises a comprehensive range of highly complex activities in the operational and business planning of service requirements.

Ensure that the Trust has a performance management and quality assurance process in place to produce quality and timely complaints responses.

Ensure learning from complaints and clinical incidents is identified, shared, monitored and feedback to women, children, young people and families.

Ensure that patient participation and consultation groups are further developed and supported, and that patient feedback is consistently acknowledged, reviewed and acted upon to ensure ongoing improvements in care and patient experience.

Support the development of innovative approaches to co-production and community participation that enables meaningful engagement to continuously improve care and services.

On behalf of the CMO deliver the Clinical Outcomes programme of work which is directed by what's important to Women, Children, Young People and Families.

## TRUST LEADERSHIP AND MANAGEMENT RESPONSIBILITIES

Provision of visible leadership and direction, along with Executive Directors and key operational and clinical Leads, embedding the Trust's Quality Strategy.

Demonstrate advanced negotiating and influencing skills to develop and sustain focussed quality improvement projects and innovations.



Lead the development of the Trust' Safety Framework as defined by the Quality Strategy and Sign Up to Safety Pledge and liaise with lead clinicians to ensure that these are being implemented.

Lead the development of the Clinical Outcomes Framework ensuring that each clinical service defines, monitors and develops a suite of clinical outcome measures which are meaningful to their patient group.

Lead the strategic development of learning from clinical incidents generated from serious incidents, complaints or learning from excellence episodes of care.

To lead the development of the Patient Experience/Consultation and Participation Framework, a cornerstone of the Quality Strategy.

To lead the strategic direction of the PALS/ Complaints Services and develop an integrated and effective PALS and compassionate Complaint service across all areas of the organisation.

To lead the Associate Director of Quality to redesign and transform the patient experience service across all areas of the Trust, promoting effective team working and consistent practice to ensure ongoing improvement of all aspects of the patient experience in all areas of the Trust.

Ensure that the Trust has effective systems for incident reporting, Duty of Candour, health & safety compliance and incident investigations in line with the National Serious Incident Framework and Regulation 20 of the Health and Social Care Act and HSE.

To direct work of the Associate Director of Governance, Associate Director of Nursing for Quality and Director of Nursing for Safeguarding.

Provide effective leadership and management to staff which promotes the Trust's values and high-performance standards both individually and as a team, in the achievement of the Trust's objectives and priorities. The Trust's success will be dependent on all managers playing an active role to make sure the existing areas of good employment practice are universally embedded within the organisation. Managers will be expected to:

- Understand the Trust's key priorities and those of your department and how these translate within your area/team.
- Ensure clarity and effectiveness in developing and designing roles.
- Ensure management of staff is consistent with Trust's Values to the achievement of equality, equity and optimum performance.
- Complete annual Appraisals for all staff which reflect these priorities and ensure staff have access to appropriate training and development.
- Communicate regularly through meetings with teams and individuals and provide opportunity for two-way feedback.
- Promote an effective team ethos.

- Promote equality, diversity and rights, and treat others with dignity and respect ensuring services are developed, managed and delivered to meet the specific needs of those belonging to protected characteristics.
- Promote equality, diversity and Human Rights in working practices by developing and maintaining positive working relationships, ensuring that colleagues are treated fairly and contributing to developing equality of opportunity and outcomes in working practices.

## PERSON SPECIFICATION

**JOB TITLE:** Quality Director  
**BAND:** VSM  
**LOCATION:** Trust-wide

QUALIFICATIONS	ESSENTIAL OR DESIRABLE	METHOD OF ASSESSMENT (A/I/T)
Clinical Qualification	D	A
Masters level Clinical or Managerial degree	E	A
Leadership Training and Development	E	A/I
Evidence of further professional, academic, business or management study to support delivery of a senior role	E	A
Governance related qualification	D	A

KNOWLEDGE & NATURE OF EXPERIENCE	ESSENTIAL OR DESIRABLE	METHOD OF ASSESSMENT (A/I/T)
Evidence of strong leadership at Director or Deputy Director level.	E	A/I
Experience of senior executive and board level roles.	E	A/I
Extensive knowledge of key portfolio areas which must include quality improvement, patient experience/consultation/participation, risk management, health & safety and assurance.	E	A/ I
Expert understanding of integrated governance.	E	A/I
Extensive knowledge of clinical quality and safety strategies and implementation.	E	A/I
Knowledge of a range of approaches to establishing evidence based practice.	E	I
Evidence of auditing practice and implementing change.	E	A/I
Evidence of developing and implementing systems to improve clinical and corporate performance and efficiency.	E	A/I
Knowledge of the regulatory agenda in acute Trusts.	E	I
Knowledge of the key statutory legislative requirements, for example complaints regulation, Duty of Candour, HSE, CQC etc	E	I
Initiator or change processes.	E	I
Extensive expertise and experience. Must be credible.	E	A/I
Proactive and innovative.	E	I
Excellent interpersonal, communication and leadership skills.	E	I

Demonstrates ability to lead and motivate others, strong influencing and negotiating skills.	E	A/I
Ability to cope with complex organisational issues.	E	A/I
Demonstrates ability to communicate with, relate to and engage with a wide spectrum of NHS employees.	E	A/I
Able to assess priorities, make decisions, 'think on feet', influence, persuade and direct.	E	A/I
<b>ANALYTICAL AND JUDGEMENT SKILLS</b>		
	ESSENTIAL OR DESIRABLE	METHOD OF ASSESSMENT (A/I/T)
Demonstrates analytical and problem-solving skills, capability to understand complex issues, drawing on the breadth of data to inform decision making.	E	A/I
Experience of conflict management	E	A/I
Evidence of ensuring clinically safe services	E	A/I
Highly skilled in identifying opportunities for partnership working, managing ongoing stakeholder relationships and providing support to others in this area.	E	A/I

<b>PROFESSIONAL / MANAGERIAL / SPECIALIST KNOWLEDGE</b>		
	ESSENTIAL OR DESIRABLE	METHOD OF ASSESSMENT (A/I/T)
Ability to provide a clear vision for change which is a source of inspiration and motivation for others.	E	A/I
Highly skilled and able to influence and persuade others. Articulating a balanced non personal view and to engage in constructive debate without being adversarial or losing respect and goodwill.	E	I
Ability to cope with complex organisational issues. Evidence of effective communication e.g. will produce and present board level papers and reports, possess ICT skills.	E	I

<b>PERSONAL SKILLS / ABILITIES AND ATTRIBUTES</b>		
	ESSENTIAL OR DESIRABLE	METHOD OF ASSESSMENT (A/I/T)
Confident professional approach	E	A/I
Conceptual thinker/attention to detail/lateral thinker	E	I
Self-motivated, able to work under pressure and meet deadlines.	E	I
Compassionate and empathic with excellent interpersonal skills able to develop relationships	E	I
Approachable and friendly	E	I

I understand and accept my accountabilities and responsibilities as outlined in this job description and person specification.

	Designation	Name	Signature
Post Holder			
Manager			

**Date of JD/Person Specification:**

**Date of Review:**

**Version:**