

Head of Experience of Care & Inclusion

Job Description & Person Specification

Why Our Trust?

Terms and conditions

Post – Head of Experience of Care & Inclusion

Division – Trust Services

Department – Chief Nurse Quality Team

Band – 8b (Please note that the band for this role is awaiting Agenda for Change matching panel)

Location – Trust Headquarters / Travel to Weston General Hospital required

Hours of work: 37.5 hours per week

Contract length: Permanent

Annual leave – Up to 33 days dependant on NHS Service

Pension - The NHS Pension Scheme is a defined benefit scheme. Further details and outline of benefits can be found at: www.nhsbsa.nhs.uk/pensions

Job Purpose

The Head of Experience of Care & Inclusion is responsible for championing quality improvements to the experience of our patients, carers, volunteers and diverse communities through the strategic and operational management of the Patient Experience, Volunteering and Health Equity agendas.

The post-holder will be accountable for the development and delivery of the Patient Experience, Volunteering and Health Equity & Patient EDI strategies (and/or equivalent plans), setting the strategic direction for the Trust in relation to the aspiration to provide person-centred, compassionate, inclusive care for all patients with particular focus on our diverse communities every time.

The post-holder is also responsible for developing, implementing and maintaining effective assurance systems to demonstrate compliance with the CQC regulatory standards in relation to patient experience and equality, diversity and inclusion.

The post-holder will be a strong advocate for the patients, carers, volunteers and the needs of our diverse communities. Critical to the success of this role is combining highly credible inter-personal skills with the insight and confidence to inspire staff to transformation-level change.

The post-holder will be accountable for a range of change projects/programmes in line with the organisations overarching Quality Strategy and Health Equity and Patient EDI strategy.

About us

Our mission is to improve the health of the people we serve by delivering exceptional care, teaching and research every day.

What you'll love about working here

UHBW has been rated by the CQC as 'Good' - our staff are proud to deliver excellent care. As a forward-thinking multi-award winning Trust, our world-leading research and innovations are having a positive local and global impact. Our hospitals are spread across Bristol and Weston-Super-Mare, join us and you can enjoy the very best of both worlds; city living within a stone's throw of the countryside or beside the seaside, both with easy access to all that the South West has to offer.

A digital exemplar- Being appointed as a Global Digital Exemplar means we can realise this vision by implementing digital technologies that will help us to transform the way we work and how we relate to our colleagues, patients and partner organizations.

Sustainable healthcare - We have joined the international movement to declare a climate emergency, recognising the impact climate change is having on the world. Climate change is labelled as the greatest threat to health in the 21st century, with a range of conditions related to heat, cold, extreme weather and air pollution predicted to rise. To lead the way in healthcare the Trust has set ambitious goals to become carbon neutral by 2030.

Access to further opportunities with the Trust - Apprenticeships are a great way to learn and earn on the job. UH Bristol and Weston provides a range of apprenticeships to support a huge number of career opportunities in clinical and non-clinical support services with apprenticeships starting at level 2 through to level 7. As an organisation we encourage further development of all employees to progress upward within their chosen field.

Diversity & Inclusion

A core principle of the Trust is to ensure that patients and staff are treated with dignity and respect. Promoting equality, diversity and human rights and challenging any form of inequality, discrimination, harassment or abuse are central to the Trust's Values. 'Committed to inclusion in everything we do' is the ambition set out in the Trust's Workforce Diversity & Inclusion Strategy.

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Main Duties and Responsibilities

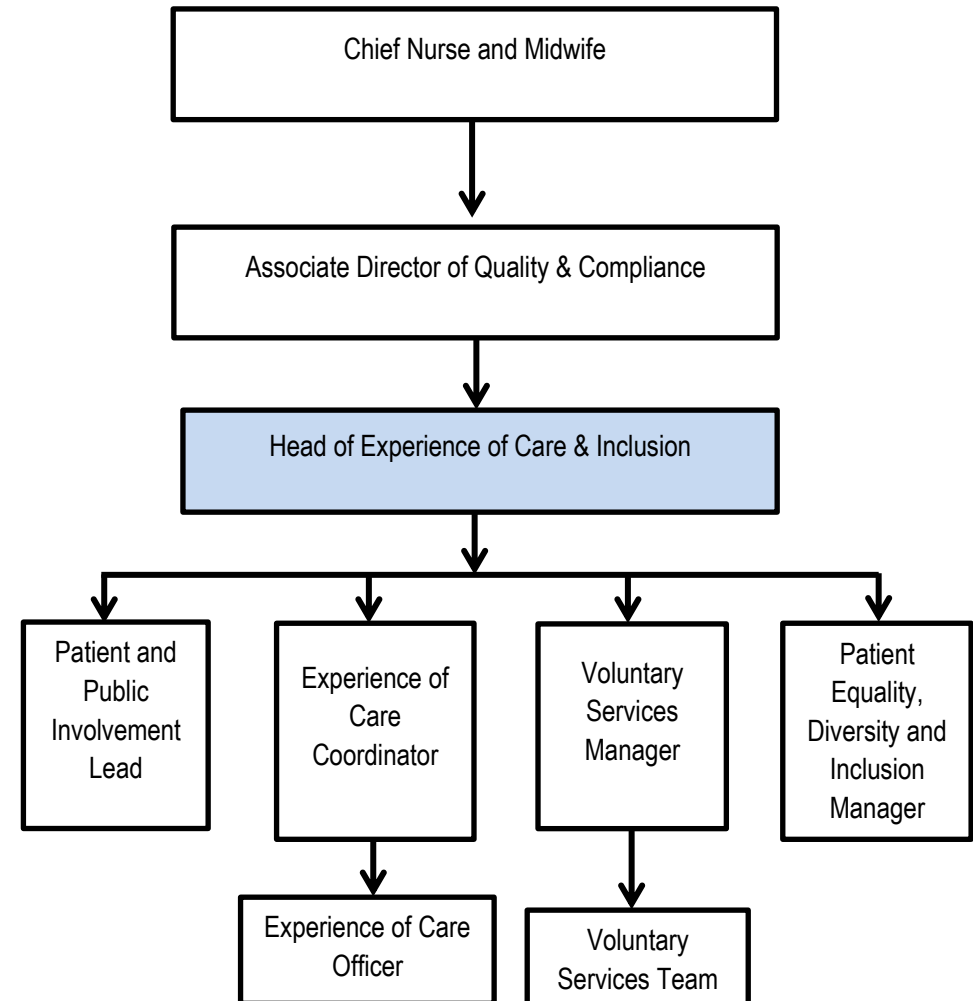
Strategy and overview

- Critical role leading the Trust's corporate patient experience programme, including a wide range of monitoring, involvement and improvement initiatives, aimed at supporting a consistent achievement of upper quartile performance across all national patient surveys and related benchmarks
- Proactively and strategically lead the development, delivery and evaluation of the Trust's Patient Experience, Health Equity and Volunteering strategies
- Provide forward-thinking leadership and management to the Experience of Care Team
- Provide leadership on the patient experience agenda, identifying strategic aims for improvement, based on the national agenda, best practice and local priorities
- Responsible for closer integration and alignment of Trust volunteering activity within UHBW contributing to the delivery of strategic patient experience objectives
- Actively seek opportunities to shape and develop and contribution of volunteering as a key resource to improve and enhance patient experience
- Formulate business cases required for the delivery of relevant strategic priorities within the timeframes requested
- Act as the key point of strategic interface between Divisions and the Experience of Care Team
- Participate proactively as the Trust's representative in local, regional and national quality and patient experience and Health Equity forums, establishing, developing and nurturing positive and effective relationships, partnerships and collaborations with core local, regional and national stakeholders
- Deputise for the Head of Quality & Compliance as and when required in all matters relating to the postholder's portfolio – this will involve presenting to and communicating with Board-level audiences

Patient Experience programme

- Ensure there is an offer of survey expertise to staff at all levels of the organisation, including in questionnaire design, sampling, methodologies, ethical issues, and statistical analysis
- Use patient surveys, feedback and involvement methods to monitor the quality of hospital services
- Provide critical review and analysis of internal patient experience data and intelligence, identifying themes and clusters, and lead on organisational projects/initiatives as directed that produce change and learning, and reducing risk
- Use quantitative and qualitative analytical techniques to generate actionable insight and continually strive for improved ways to collect, analyse and use patient experience information

Organisational Structure



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Patient Experience programme contd.

- Ensure smooth delivery of the Trust's patient experience programme (which includes monthly postal surveys, Friends and Family Test, Involvement Network, electronic feedback system, 'My Journey' and national surveys)
- Write the Trust's Quarterly Patient Experience and Involvement report for the senior governance committees / Board
- Liaise with senior / operational managers to identify, influence and address service-level performance issues identified
- Promote the importance of involving patients and the public in monitoring and improving hospital services
- Oversee the Trust's successful participation in the national patient survey programme
- Provide high quality insight for a range of regulatory and governance purposes (e.g. annual quality reports, CQC inspections, Integrated Care Board)
- Produce timely and reliable data for a range of Trust quality reporting
- Use, and educate others to use, patient experience and quality improvement methodologies to enhance experience of care
- Co-ordinate and organise high impact stakeholder events and meetings relating to the Patient Experience Agenda
- Develop and lead quality initiatives as indicated by analysis of organisational data and in agreement with Chief Nurse and Midwife

Voluntary Services

- Work with and lead the Voluntary Services Coordinator to grow the impact, scale and diversity of the Trust's volunteer programme in line with the Trust strategy
- Develop and sustain positive partnerships with Voluntary, Community and Social Enterprise (VCSE) sector organisations to provide specialist volunteer support where required
- Ensure the volunteer programme and specific volunteer roles operate within the risk parameters set by the Trust

Health Equity and Patient Equality, Diversity and Inclusion (EDI)

- Ensure the Trust delivers on the strategic objectives set out in the Health Equity and Patient EDI strategy
- Strategically manage the Trust's provision of high quality translating and interpreting services
- Hold organisational oversight of compliance with the Accessible Information Standard

Experience of Care Team

- Provide leadership and line management to the Experience of Care Team
- Ensure that all aspects of the Team's workplan and business as usual activity are delivered to a high quality, within time and budget
- Develop the Team's annual work plan and oversee the delivery of this
- Directly manage the Trust's patient survey and voluntary services budgets and also work with other heads of department in the Quality Team to manage the wider team budget, including taking decisions regarding budget setting, monitoring and procurement of physical assets or supplies for the delivery of projects
- Lead on procurement exercises and contractual negotiations
- Manage relationships with external contractors, including monitoring and addressing quality, performance and value for money issues
- Proactively develop and improve the services provided by the Experience of Care Team
- Oversee the Team's responses to Freedom of Information requests and formal complaints.

Governance

- Identify, write and manage risks related to patient experience, patient EDI and voluntary services
- Organise the Trust's quarterly Patient Experience Group and Patient EDI meetings, including agenda setting (with the Chair), managing papers, maintaining the Terms of Reference, and reviewing draft minutes

Project Management / service improvement

- Oversee and manage a range of Trust-wide projects - from business-case to successful implementation
- Innovate in order to design and implement new patient feedback and involvement approaches
- Formulate SMART action plans in response to issues identified through patient feedback

Other duties

- Coordinate Trust Policies in respect of Patient Experience and Involvement, Volunteering and Patient EDI
- Cultivate positive working relationships with a range of external organisations (e.g. Care Quality Commission survey team, Healthwatch, local universities)
- Proactively contribute to national level initiatives and groups to develop the patient experience and involvement agenda
- Interpret national guidance relating to patient experience, involvement, voluntary services and patient EDI on behalf of the Trust and make recommendations in respect of their implementation.

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Personal Profile (criteria are essential unless otherwise marked as D – desirable)

Knowledge and Experience

- Knowledge and experience of data and information analysis, collation and summation and ability to apply this in the appropriate manner, including supporting the direction and understanding of others, adapting to the capability and understanding of the audience
- Experience of Integrated Care System working and developing solutions in partnership
- A comprehensive understanding of qualitative and quantitative social research methods and data analysis based on practical experience
- A strong understanding of how service-user feedback is used to monitor, inform and improve service quality
- Experience of leading and managing a multi-disciplinary team
- Experience of managing a range of service (e.g. budget management, work planning, performance target setting, exception reporting, risk management)
- Experience of designing and implementing service improvement projects
- Knowledge of relevant NHS legislation and regulation covering all areas of responsibility (D)
- Knowledge of and experience in working with the NHS and local authority involvement structures e.g. Healthwatch (D)
- Knowledge and experience delivering the National Patient Survey Programme and how to use these surveys them for service improvement (D)
- Knowledge and experience of successful volunteer programmes in complex organisations (D)
- Experience of carrying out qualitative methods, such as interviews and focus groups (D)

Aptitudes

- An innovative, respectful and supportive leader who encourages and develops their staff, whilst valuing their expertise and judgement
- Leads by example, results orientated
- Confident, enthusiastic, persistent, loyal trustworthy.
- Aptitude for teaching and empowering others
- Is a team-player who will adopt a supportive, can-do approach with colleagues at all levels of the organisation
- Is innovative and has the ability to inspire change in large and complex organisations
- Has the confidence to constructively challenge and address performance issues
- Takes an analytical approach to solving complex problems
- Embraces change and identifies improvement opportunities
- Has outstanding customer service and communication skills

Skills and Abilities

- Self motivated and able to work under own initiative with limited supervision. Complex decision making skills, and ability to make and articulate informed decisions
- Manages concurrent, highly complex pieces of work.
- Excellent interpersonal and communication skills, ability to use empathy, tact and diplomacy when dealing with highly sensitive issues.
- Advanced MS Excel and Word
- Able to write clear, concise policy, strategy, reports and guidance.
- Able to communicate highly complex problems and solutions in a structured and understandable format up to Board level
- Excellent skills ability in managing of change
- Able to effectively manage the systems and processes which contribute to effective multidisciplinary team working
- Able to interpret and evaluate data and present insight with a range of options across Trust and with partners
- Able to develop and sustain effective working relationships with many individuals, groups and organisations.
- Able to extract performance insights from complex data sets
- Project management skills
- Able to concentrate at a computer for long periods of time

Qualifications and Training

- Honours degree in a relevant subject (e.g. social research, EDI)
- Postgraduate qualification in a relevant subject, or equivalent experience
- Project management qualification or experience of managing large scale complex projects
- Leadership and Management Qualification
- Evidence of continuing professional development

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Transforming Care

Delivering sustainable healthcare services to our patients, which are effective, efficient and driven by excellence, is at the heart of our organisation. Transforming Care is the Trust's overarching programme of transformational change. It enables staff to use a structured approach to continuously improve and innovates their services, strengthen our capability, and deliver our Trust's mission to improve the health of the people we serve by delivering exceptional care, teaching and research, every day.

Our Quality Improvement Academy is open to all staff and leaders across the Trust, and provides training to lead or take part in improvement and transformation activities in their departments and across the Trust. We will support staff to develop the skills and tools to improve services to deliver the best care to our patients and public.

Information Governance

It is the responsibility of all staff to respect the confidentiality of patients and staff, as specified in the Caldicott Principles, Data Protection Act 2018 and the Human Rights Act. It is the duty of every employee to:

- Only access person identifiable information as required in the execution of their duties.
- Disclose information appropriately, in line with the Data Protection Act 2018.
- To ensure good quality data by recording, promptly and accurately, clinical and non-clinical information within agreed timescales to PAS, the health record or the appropriate clinical or non-clinical information system
- Always trace patient notes on the Patient Administration System

Maintain the confidentiality of their passwords / usernames and if in possession of a 'Smartcard' abiding by the terms and conditions of its use.

Workplace Wellbeing

The Trust Workplace Wellbeing Framework encourages all colleagues to look after their own wellbeing as well as supporting the wellbeing of colleagues. Line managers will oversee the wellbeing of their team, making wellbeing a priority when considering ways of working and will undertake regular health and wellbeing conversations that are supportive, coaching-style one-to-one discussions focused on building team resilience. To assist this, the Trust offers comprehensive wellbeing provision for employees, students, volunteers and managers.

Safeguarding Children and Vulnerable Adults

The Trust is committed to safeguarding and promoting the welfare of all children, young people and vulnerable adults, and as such expects all staff and volunteers to share this commitment.

Quality and Clinical Governance

Quality in the NHS has three core dimensions: Patient Safety, Patient Experience and Clinical Effectiveness. Clinical Governance is about the systems, processes and behaviours to ensure that high quality services are provided to patients. Every member of staff has a role to play in striving for excellence: it is important that everyone is aware of and follows policies and procedures that govern their work; and if something goes wrong, everyone has an obligation to report it so lessons can be learned from mistakes, incidents and complaints. If any member of staff has concerns on any clinical governance matters, they should raise them with their line manager, professional adviser, or a more senior member of management. Reference should be made to the Trust's guidance on Raising Concerns about provision of patient care.

Health and Safety

Under the provisions contained in the Health and Safety at Work Act 1974, it is the duty of every employee to:

- Take reasonable care of themselves and for others at work
- To co-operate with the Trust as far as is necessary to enable them to carry out their legal duty
- Not to intentionally or recklessly interfere with anything provided including personal protective equipment for Health and Safety or welfare at work.

Everyone has a responsibility for contributing to the reduction of infections.

Senior Management is responsible for the implementation throughout the Trust of suitable arrangements to ensure the health, safety and welfare of all employees at work and the health and safety of other persons who may be affected by their activities. Where health and safety matters cannot be resolved at Senior Management level the appropriate Executive Director must be notified.

Line Managers are responsible for the health and safety management of all activities, areas and staff under their control. This includes responsibility for ensuring risk assessments are completed and implementation of suitable and sufficient control measures put in place. Health and safety issues are dealt with at the lowest level of management practicable. Where health and safety matters cannot be resolved at a particular management level the appropriate Senior Manager must be notified.