

Associate Director of Quality and Patient Safety

Job Description & Person Specification –

A summary of the role responsibilities and person specification



University Hospitals
Bristol and Weston
NHS Foundation Trust

Why Our Trust?

Terms and conditions

Post – Associate Director of Quality and Patient Safety

Division – Trust Services

Band – 8d

Salary - £75,194 - £87,754

Location – Trust Headquarters

Hours of work – Full Time 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

What you'll love about working here

We are outstanding! The CQC rated the organisation as Outstanding for services being caring and well-led. The Trust was the first in the country to go from Requires Improvement to Outstanding in 2017 and is now the first to do this and then retain this rating. The Trust is currently one of only seven in the country to have been rated Outstanding twice, and one of only three general acute Trusts to achieve this.

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.

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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.

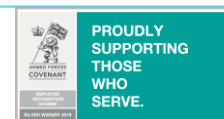
The Trust will not tolerate discrimination, harassment or bullying under any circumstances and particularly because of a characteristic protected by the Equality Act 2010.

Inspected and rated

Outstanding ☆

Care Quality
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Respecting everyone
Embracing change
Recognising success
Working together
Our hospitals.



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Job Purpose

Together with the Head of Quality and Patient Experience (HQPE), Head of Quality and Patient Safety (HQPS) is accountable for developing and driving the Trust's strategy for quality and patient safety, promoting the highest standards of healthcare and within the organisation.

The post holder is also the designated Patient Safety Specialist for the Trust, providing leadership, visibility and expert support to patient safety work including the development of a patient safety culture and safety systems.

The Head of Quality and Patient Safety leads and oversees the Trust's patient safety improvement programme and ensures that systems thinking, human factors understanding and just culture principles are embedded in all patient safety processes.

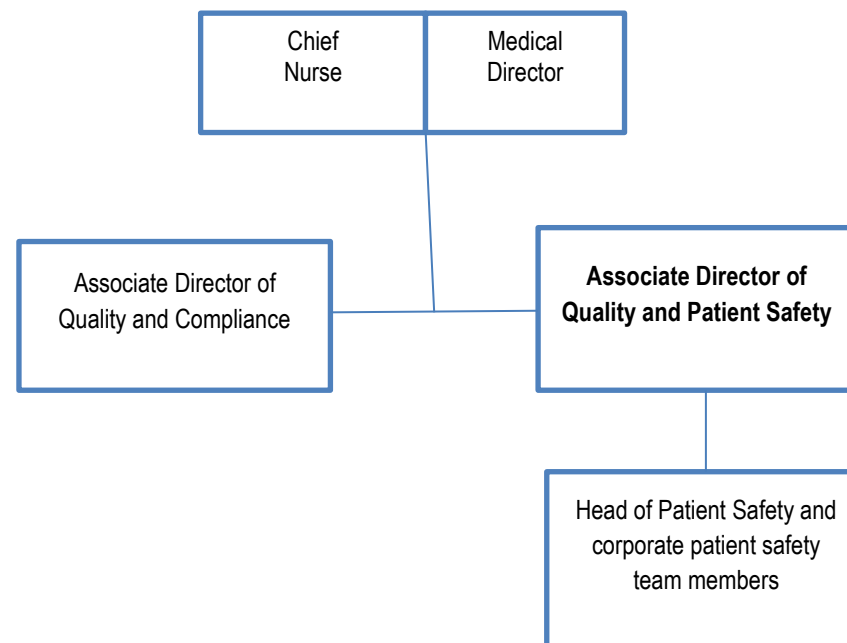
The post holder takes the lead for quality aspects of commissioning contracts on behalf of the Chief Nurse and Medical Director and is responsible for developing and leading the Trust's programme of proactive quality surveillance.

The role requires the post holder to engage directly with the executive team, communicate with staff at the highest levels of the Trust and to engage with key local, regional and national stakeholders to inform development of strategy and policy.

Directly accountable to the Trust Board via the Chief Nurse and Medical Director, the Heads of Quality provide vital assurance to the Board and its Committees that the Trust's operations reflect current best practice within the post holders' designated areas of expertise and responsibility

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Organisational Structure



About us

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

In addition to a common mission and vision, we share our Trust values:

Respecting everyone, Embracing change, Recognising success and Working together.

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Key Duties and Responsibilities (held jointly between the Heads of Quality):

Strategic leadership

- To provide creative and visible leadership for the quality agenda across the organisation.
- To be accountable for developing and driving the Trust's strategy for quality, promoting the highest standards of healthcare across the organisation.
- To provide expertise to the Trust regarding best practice methodologies, regulatory requirements and national policy imperatives.
- To provide a stable and coherent platform to develop and strengthen the quality agenda across all areas of the Trust, ensuring that good clinical governance is embedded as part of the culture of the Trust.
- To develop business plans and provide expert strategic and policy advice.
- To advise the Trust on changes to national policy and how they should be interpreted and implemented within the organisation.
- To formulate and plan Trust-wide programmes of activity in support of the post holders' designated areas of responsibility.
- To establish and monitor performance criteria in relation to the Trust's all quality functions.
- To actively seek and lead opportunities to promote quality improvement across the organisation.

Communication

- To act as ambassadors for the organisation across the healthcare system.
- To develop constructive and productive relationships with key external stakeholders, employing highly effective communication, negotiation and influencing skills, working in an environment of differing and sometimes contentious views.
- To model a collaborative and influencing style of working, negotiating with others to achieve the best outcomes.
- To exercise tact and diplomacy, dealing with senior members of the Trust (including members of the Trust Board and the Council of Governors), patients, members of the public, and line reports – frequently in challenging situations.
- To exercise highly developed communication skills to be able to articulate complex and sensitive information, tailored to the target audience, overcoming any potential barriers to understanding of the concepts and implications to both the organisation and individuals.

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Operational Management

- To provide vision and direction to the Trust's Quality Team (which is the totality of teams reporting to the Heads of Quality). This includes responsibility for line management, including staff recruitment, appraisals and disciplinary and grievance matters.
- To create an inclusive working environment where diversity is valued.
- To represent the Trust in quality-related discussions with NHS England/Improvement.
- To attend the Quality and Outcomes Committee of the Trust Board and to write and present papers on behalf of the Chief Nurse and Medical Director.
- To oversee the production of agendas and papers for the Trust's Clinical Quality Group (chaired by the Chief Nurse and Medical Director)
- To be faculty members of the Trust's Quality Improvement (QI) Academy, delivering training and mentoring QI projects.
- To have oversight of quality-related information on Trust internet/intranet sites.
- To deputise for the Chief Nurse on any quality-related matters as required
- To manage the corporate patient safety team, determining structure and skill mix, and lead staff consultations for changes required as a result of external or internal drivers.

The Heads of Quality together hold a number of additional responsibilities within the quality agenda where one Head of Quality holds the lead responsibility, with an expectation that the other Head of Quality will provide cover and support wherever necessary:

- To be the Trust's relationship manager with the CQC, participating in regular dialogue with CQC staff on highly complex and sensitive matters pertaining to the Trust's registration and compliance (HQPE)
- To work proactively with Executive, operational and Divisional leads to ensure the Trust maintains a state of readiness for CQC inspections: this includes maintaining a corporate record of evidence of compliance with relevant standards and ensuring widespread staff awareness of the requirements and implications of the CQC's compliance framework (HQPE).
- To co-ordinate and produce the Trust's annual Quality Account (aka Quality Report), ensuring that this statutory document is developed according to the necessary timescales, receiving Trust Board approval prior to submission to the Secretary of State (HQPE).
- To have a lead responsibility for the Trust's quality relationship with commissioners and (HQPS).
- To hold an overview of quality data intelligence for the organisation (HQPS).
- To ensure provision of robust and reliable quality assurance and benchmarking information to the Trust Board (HQPS).

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Duties and responsibilities specific to the Head of Quality and Patient Safety (not otherwise covered above)

Trust Patient Safety Specialist role

- To lead, oversee and support patient safety improvement in the Trust and ensure that systems thinking, human factors understanding and just culture principles are embedded in all patient safety processes.
 - To support the fundamental principle that patient safety is everyone's responsibility and support the future requirement for patient safety to be a core element of all staff training.
 - To be a key component of a safe system within the Trust and to influence and have direct access to the executive team, including access at no notice to escalate immediate risks or issues.
 - To have an overview and ability to influence and interact with all patient safety processes within the organisation and to influence the executive team to enable effective change management.
 - To work as part of a wider team in ensuring that patient safety is appropriately prioritised and considered in the work of the organisation.
 - To develop and sustain key relationships with medication safety officers (MSOs), medication device safety officers (MDSOs), patient safety specialists in other organisations, chairs of relevant internal patient safety and/or clinical governance committees and divisional/directorate managers and members of other safety departments, Caldicott Guardian, information governance lead, Freedom to Speak Up Guardian, Director of Infection Prevention and Control, equalities lead, Patient Support and Complaints team, quality improvement team safeguarding leads and national patient safety team and NHS England and NHS Improvement regional teams.
 - To develop and lead the involvement of patient safety partners (patient and public representatives involved specifically in patient safety) as these roles develop.
 - To analyse information from a number of sources including national strategy and frameworks, trust level incident activity and staff skill mix and make judgements to inform, develop and operationalise local trust strategy and plans (including structure and staffing) for managing patient safety and continuous learning and improvements.
 - To manage budgets for the corporate patient safety function and provide clinical decision making into procurement of digital systems to mitigate patient safety risks
 - To act independently in determining policy and systems relating to patient safety across the trust.
- Manages the corporate patient safety department, interpreting national patient strategy and frameworks for implementation trust wide.

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Commissioners

- To participate in contract discussions with commissioners and other healthcare providers to develop and agree the quality schedules in commissioning contracts on behalf of the Chief Nurse and Medical Director, ensuring the Trust's perspective is represented in the final contract
- To represent the Chief Nurse and Medical Director in contract quality assurance meetings
- To ensure provision of robust and timely assurance information to commissioners that evidences the quality of services provided by the Trust
- To represent the Trust at national patient safety forums (e.g. NHSI/E) as required.
- To be the Trust's representative on the West of England Patient Safety Collaborative Board

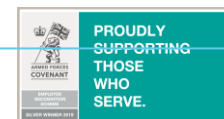
Clinical Governance and clinical risk management

- To ensure systems for providing assurance of quality and safety of our services are in place and operating effectively at all levels from ward to Board.
- Working with divisions, to ensure robust clinical governance systems are in place across all sites which ensure new and emerging risks to quality and safety are identified, escalated (when appropriate) and mitigated.
- To lead on Trust oversight of risks to quality and safety and their mitigation
- To provide assurance of compliance with statutory Duty of Candour and regulatory compliance with CQC Outcome 12 "Safe Care and Treatment"

Quality Intelligence surveillance

- To determine and ensure effective operation of the Trust's systems for proactively undertaking quality surveillance.
- To oversee and ensure effective operation of processes for managing mortality alerts and other alerts relating to the quality and safety of services, ensure these are investigated thoroughly and action take where required, and to provide assurance for the Board and external stakeholders (CQC, commissioners, NHSI/E).

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Personal Profile: Head of Quality (Patient Safety)

(E) = Essential (D) = Desirable

Knowledge and Experience

- Extensive and highly specialist knowledge across a range of disciplines underpinned by theoretical knowledge and significant management and leadership experience.- E
- Detailed knowledge, understanding and awareness across the breadth of the NHS quality agenda - E
- Broad operational knowledge and understanding of clinical governance systems accompanied by management and leadership experience in this field - E
- Experience of a senior NHS management post with direct responsibility for strategic and operational leadership - E
- Knowledge and experience of driving improvement in the quality and safety of patients.- E
- Experience of working in a patient safety related role for at least two years, with an understanding of the concepts which underpin approaches to improving patient safety in health systems - E
- Expertise in a range of aspects of patient safety science such as human factors, systems thinking, investigation, quality improvement, change management, prospective and reactive risk analysis and management, error theory and just culture - E
- Experience of strategy and policy development - E
- Experience of managing large budgets - E
- Experience of drafting committee papers - E
- Experience of chairing committees and/or leading project/working groups - E
- Experience of designing and delivering training packages - E
- Experience of delivering presentations to large/senior audiences - E
- Experience of working successfully across functional boundaries at a strategic level - E
- Experience of leading and overseeing organisation-wide initiatives - E
- Experience of deputising for very senior management (e.g. Exec Director) - E

Qualifications and Training

- Educated to Masters Degree level in a relevant subject, or hold an equivalent level professional qualification or equivalent experience at senior level - E
- Relevant leadership or management qualification - E
- Evidence of strong and recent commitment to relevant ongoing professional development - E
- Registered Healthcare Professional - E

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Skills and Abilities

- Ability to concurrently manage a number of very different and complex work streams - E
- Ability to take a strategic overview, whilst applying a high attention to detail - E
- Ability to develop and communicate a long-term vision for patient safety and convert that into plans, objectives and deliverables for their organisation - E
- Expert communication skills and ability to provide and effectively communicate highly complex, sensitive and contentious information to staff, patients and relatives/carers that may conflict and where expert opinion may differ and where a potentially antagonistic or highly emotive atmosphere may present significant barriers to acceptance - E
- Ability to analyse and resolve complex issues, capable of interpreting and evaluating complex, multi-faceted information to reach judgements about the best course of action and advise the organisation on how these should be implemented - E
- Highly skilled in managing stakeholder relations, establishing and using networks and developing and maintaining strong relationships across an organisation - E
- Ability to develop, maintain and monitor information systems to support improvement initiatives - E
- Leads by example - E
- Personal and professional credibility and enthusiasm for patient safety - E
- Ability to deal with a range of professionals in an appropriate way using tact and diplomacy- E
- Ability to set the pace for a team in order to achieve stretching goals - E
- Working knowledge of MS Word, Excel and Powerpoint - E
- High level persuasion, negotiation and influencing skills - E
- Commitment to continuous service development and quality improvement

Aptitudes

- Commitment to quality work; promotes high standards in all they do - E
- Courage to speak truthfully and challenge appropriately - E
- Values diversity and difference; operates with integrity and openness - E
- Works well with others by being positive, helpful and listening to, involving, respecting and learnings from others - E
- Involves patients and the public in their work - E

Public Sector Language Competency

- Be able to speak fluent English to an appropriate standard.- E



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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.

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.

Workplace health and wellbeing

The Trust Workplace Health and Wellbeing Framework applies to all employees, students and volunteers who are encouraged to take responsibility for their individual health and wellbeing and to promote the wellbeing of colleagues. Line managers must recognise the importance of health and wellbeing and take it into account when planning tasks and designing jobs.

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.

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