

Head of Quality and Patient Experience Job Description & Person Specification –

A summary of the role responsibilities and person specification

Why Our Trust?

Terms and conditions

Post – Head of Quality and Patient Experience

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.

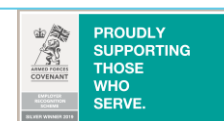
'Committed to inclusion in everything we do' is the ambition set out in the Trust's Workforce Diversity & Inclusion Strategy.

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
Commission**



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Job Purpose

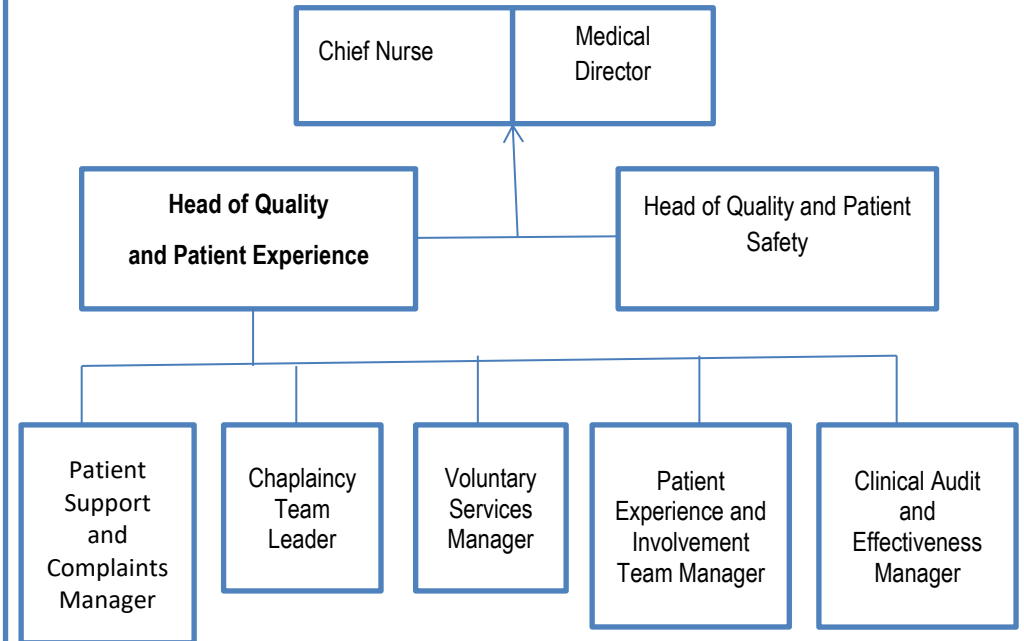
Together with the Head of Quality and Patient Safety, the Head of Quality and Patient Experience is accountable for developing and driving the Trust's strategy for quality, promoting the highest standards of healthcare within the organisation. The role requires the post holder to communicate with staff at the highest levels of the Trust and to engage with key local, regional and national stakeholder to inform development of strategy and policy. Directly accountability 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.

The Head of Quality and Patient Experience is the Trust lead for the following services:

- Care Quality Commission registration and compliance
- Clinical Audit and Effectiveness
- Patient Experience and Involvement
- Complaints management
- Chaplaincy (Spiritual and Pastoral Care)
- Patient Affairs (Bereavement office)
- Voluntary Services
- Promoting inclusion and diversity in relation to patient care – including provision of translating and interpreting services

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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):

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 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

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 (HQPS).
- To hold an overview of quality data intelligence for the organisation (HQPS).
- To lead the process of producing monthly quality reports to the Trust Board (HQPS).

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

Quality

- To lead the annual process of determining the Trust's corporate quality objectives, ensuring appropriate consultation with Trust staff, partner organisations, Foundation Trust members and the public.
- To design and co-ordinate the Quality & Governance module of Day 1 general staff induction, and to participate in the delivery of these training sessions.

Care Quality Commission

- To represent the Trust at national CQC forums.
- To ensure the Trust responds in a timely manner to any concerns and enquiries raised by the CQC.
- To oversee the activities of the Trust's CQC Inspection Group when convened (at times of inspection) and chair the group in the absence of the Chief Nurse or Medical Director.
- To lead and direct the activities of the Trust's informal CQC support team, which consists of the Head of Quality and Patient Experience, the Clinical Audit and Effectiveness Manager and the Patient Experience and Regulatory Compliance Facilitator.

Patient Experience and Involvement

- To act as a champion for patients and their interests.
- To hold an overall lead responsibility for how the Trust gathers, responds to and learns from patient feedback; the methods the Trust employs to consult with and involve people in important decisions about the provision of services; and the ways in which this information is made available to the Board and to the public.
- To promote and encourage the principles of co-design and co-production within the Trust.
- To line manage, guide and advise the Trust's Patient Experience and Involvement Manager.
- To be joint Vice Chair of the Trust's Patient Experience Group
- To represent the Trust at national patient experience forums (e.g. NHSI/E) as required

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Supporting Inclusion and Diversity

- To actively seek new ways to champion and promote patient inclusion and diversity with the Trust.
- To be joint Vice Chair of the Trust's Patient Inclusion and Diversity Group.
- To have strategic oversight of the Trust's arrangements for the provision of interpreting services, ensuring that appropriate contractual agreements are in place with external providers to enable the delivery of effective patient support.
- To support the Patient Experience and Involvement Manager to discharge their lead responsibility within the Trust for implementation of the Accessible Information Standard.
- To personally uphold organisational policies and principles on the promotion of equality.

Clinical Audit and Effectiveness

- To line manage, guide and advise the Trust's Clinical Audit and Effectiveness Manager in relation to the development of Trust-wide policy and strategy governing Clinical Audit and Effectiveness activities, including professional leadership and guidance where required on any matters relating to clinical audit practise. The team's remit includes:
 - National and local clinical audit
 - NICE guidance compliance
 - National Confidential Enquiries
 - Clinical guidelines development and adherence
 - National Patient Reported Outcome Measures (PROMs)
- To be an active member of the Trust's Clinical Audit Group and Clinical Effectiveness Group.

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Patient Support and Complaints

- To provide strategic and policy direction to the Trust's Patient Support and Complaints Team (i.e. the Trust's 'PALS' and complaints function), ensuring that this takes account of national guidance and best practice recommendations (for example, publications by the Parliamentary and Health Service Ombudsman).
- To line manage, guide and advise the Trust's Patient Support and Complaints Manager on a wide range of operational matters ranging from the effective deployment of Patient Support and Complaints Team resources, to the resolution of complex complaints.
- To develop appropriate methods of reporting complaints data, stories and learning to the Trust Board.
- To ensure that the Trust meets any statutory and regulatory requirements relating to the management of complaints.
- To personally review all 'dissatisfied' complaints prior to sign-off by the Executive team

Voluntary Services

- To be responsible for the development of the Trust's Volunteering Strategy, and oversight of its implementation, taking account of relevant national policy and guidance.
- To ensure that volunteering makes a significant and substantial contribution to organisational transformation, resulting in measurable improvements in patient experience.
- To encourage and develop ways of articulating the contribution of volunteering to the Board.
- To line manage, guide and advise the Trust's Voluntary Services Manager.
- To chair the Trust's Voluntary Services Steering Group

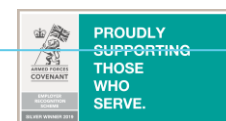
Chaplaincy (Spiritual and Pastoral Care) and Patient Affairs (Bereavement Office)

- To line manage, guide and advise the Trust's Chaplaincy Team Leader, providing strategic and policy advice and guidance where required.
- To represent the Trust in strategic and practical decision-making about the introduction of Medical Examiners (in 2020), taking appropriate account of any implications for the local Patients Affairs service.
- To represent the Trust in strategic discussions with North Bristol NHS Trust and Avon and Wiltshire Mental Health Partnership NHS Foundation Trust about provision of 24/7 on-call chaplaincy.

Other responsibilities

- To manage Trust budgets for the services described above, with a total value of approximately £2m, and to constantly strive for value for money and greater efficiency in the use of these budgets, ensuring they operate in recurrent financial balance year or year.
- To motivate, inspire and develop staff within the services described team to give of their best.
- To chair regular informal meetings of team managers for the services described above, building a collaborative working culture, enabling shared learning and the effective dissemination of key messages from the Trust's senior team.
- To actively seek opportunities to promote/share Trust quality developments with wider audiences, for example through conference presentations.
- To design, deliver and participate in quality-related training as necessary for the role.
- To proof-read draft committee meetings as a regular responsibility.
- To use standard keyboard skills and work for long periods at a computer workstation.

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Our hospitals.

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Personal Profile - Head of Quality and Patient Experience

(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 experience of patient care - 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) - D

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

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Public Sector Language Competency

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

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 experience 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, potentially contentious 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
- 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 prioritise and to work flexibly whilst under pressure - 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
- Commitment to continuous service development and quality improvement - E

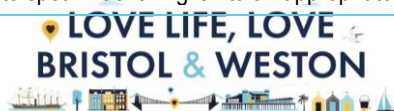
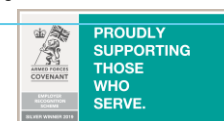
Qualifications and Training

- 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

Respected and valued

Outstanding

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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 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.

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.