

JOB DESCRIPTION AND PERSON SPECIFICATION

JOB TITLE: Head of Healthcare

BAND: Band 8a

HOURS: up to 37.5 hours

LOCATION: HMP Prisons

BUSINESS UNIT: Health & Justice

JOB PURPOSE

The postholder will:

- be directly accountable for the provision of high quality clinical and operational health care services within HMP Prison, ensuring a consistent and co-ordinated approach to the delivery of quality evidence-based practice and high-quality care for patients interpreting the policies and procedures for the service.
- be accountable for the delivery of the contract including responsibility for monitoring performance and delivery against key performance indicators at HMP Prison e.g. dental provider, mental health, where applicable etc. This includes attendance at relevant Contracts and Performance Meetings or Boards and other agreed meetings with the Director, Associate Director and/or Cluster Manager.
- work with all key stakeholders, Directors, Associate Directors, and other Heads of Healthcare to ensure the provision of high-quality patient care and the efficient use of resources, maintaining visibility and accessibility to patients and staff.
- provide clinical expertise and leadership across a wide diverse workforce ensuring safe staffing and risk management is mitigated, lessons are learned, and patient experiences are maximised
- be the Care Quality Commission's Registered Manager, ensuring the service delivery meets the requirements of the Health and Social Care Act 2014 for services provided at HMP Prison
- Be the link for effective working and communication between healthcare and the prison

The post holder will be expected to be a role model to lead others in line with our shared commitment to our values; Working Together, Integrity, Respect and Recognition, Compassion and Innovation.

Operational and Performance Management

- To provide effective leadership and development of clinical services at HMP Prison, ensuring that developments and service improvements are evidence-based, centred on the needs of the patient, responsive to clinical needs and appropriate to the provision of a cost effective, safe, quality service and enhancing clinical effectiveness by utilising quality improvement methodology.
- Regularly identify opportunities to build on and improve operational excellence, lead on their development and implementation and evaluate effectiveness.
- To provide effective and credible operational management, leadership and role modelling for the managers and teams within the portfolio and Spectrum as an organisation.
- Make autonomous decisions about the management of clinical care based on assessment and differential diagnosis and options for care
- Monitor and take action to ensure that all quality, productivity and resource targets are achieved by taking decisive and timely action to address variances. This includes areas such as unmet targets and areas of poor performance, under achievement and risk.
- Support the preparation of activity and trend reports and analysis that enables accurate forecasting of performance against the following areas, highlighting areas of variance and opportunities to improve performance:
 - financial
 - service and quality targets
 - quality and professional standards and performance indicators
 - workforce planning
- Lead quality and performance monitoring meetings with commissioners for own service area
- Proactively identify potential obstacles to achieving key business goals and objectives and work with the directors to establish appropriate strategies to overcome these.
- Ensure services record activity onto a clinical system accurately, completely and consistently to enable monitoring, tracking and service improvement.
- Responsible for the full application of policy, protocol and standard operating procedures dissemination and implementation; and the audit cycle to ensure that all are being followed.
- Oversee and actively promote the maintenance of the highest standards of clinical and environmental hygiene to assure infection control standards and reduce the risk of infection.
- Accountable for risk management and appropriate escalation.
- Ensure that patient experiences of the service are positive.

- Responsible for the implementation and effective use of recognised information systems for clinical use e.g. SystmOne.
- May be required to participate in Spectrum's out of hours provision

Service Development

- Take responsibility for the identification and delivery of service improvement opportunities to achieve agreed standards of best practice and targets.
- Use feedback and experience of patients and staff to design, initiate and review service provisions
- Undertake and facilitate research
- Develop and promote service priorities and develop action plans for improvement by actively engaging with service-users, clinicians, internal and external stakeholders as required.
- Together with the senior operational team and Director of Nursing & Quality Assurance, act as a lead in the assessment process and responses to external agencies, as required e.g. regulatory bodies. This also includes leading on the implementation of legally binding recommendations and presenting at Coroner's Court as appropriate.
- Facilitate the development of integrated teams to deliver consistent, accessible, safe and high-quality services that are responsive and targeted to meet patient needs by ensuring effective workforce planning.
- Work with the senior operational team and the Director of Nursing & Quality Assurance to identify service standards, audit programme and opportunities for projects to inform the delivery of health care services using an evidence-based approach.
- Work with the senior operational team, Director of Nursing & Quality Assurance and Clinical Team Managers/Lead Nurses to plan and implement service modernisation, including the development of best practice and improvement plans to enhance the patient experience and deliver value for money.
- Work with Clinical Team Managers/Lead Nurses to develop and redesign care pathways and to implement best practice and utilise available resources appropriately.
- In collaboration with Clinical Team Managers/Lead Nurses be responsible for developing, establishing and effectively communicating the overall strategic vision and key objectives for services.
- Identify opportunities for service improvement and development and submit business cases to enable this change .
- Identify opportunities for the services arising from changes in the external environment or internal innovation and potential threats, formulating ways to respond to those changes/threats.
- Build and sustain relationships with all key partners working within healthcare, including commissioners and the prison to ensure high quality care of the patients and service-users
- Maintain up-to-date knowledge of current best practice and innovations within the health community.
- Actively encourage innovation and improvement from other team members.

- Support the strategic development of sub-contracted service areas to ensure that patients receive high quality effective healthcare and related services.
- Participate in tender and bid processes, as necessary.

Communication & Relationships

- Respond effectively to complaints which can be complex and very sensitive in keeping with Spectrum complaints policy and Ombudsmen standards.
- Ensure clear communication pathways are followed when disseminating information to the clinical and management teams, and other agencies both internal and external.
- Communicate as required a wide range of information to all levels across organisations including at strategic level. This may be very sensitive or highly contentious and require the post holder to use appropriate specialist skills to ensure co-operation with the recipient.
- Chair monthly Quality and Risk Groups, formal team meetings, and daily senior team huddles.
- Represent Spectrum, healthcare colleagues and patients to external audiences via attendance at relevant meetings and written reports e.g. court, professional forums, conferences.
- Provide and receive highly complex, sensitive and contentious information e.g. Code of Conduct investigations which may result in staff dismissal, capability interviews, compensation claims and legal challenges, Spectrum representation at Coroner's Court, managing organisational changes where there are barriers to acceptance from staff especially when implementing and communicating service and structure re-design.

Business Planning and Financial Management

- Accountable for the management of the services within agreed budgets.
- Responsible for the management of staff, income and expenditure budgets within designated control levels and for the achievement of financial balance at year, ensuring that monthly status positions are reported and actioned appropriately.
- Ensure service delivery meets demands which may include revising staffing models and shift patterns at short notice
- Identify, co-ordinate and deliver efficiency savings and cost improvement plans for the services.
- Authorise expenditure in accordance with spending limits.
- Promote organisational efficiency, demonstrate cost-effectiveness and embed a culture of value for money across the service.

Human Resource Management

- Provide credible leadership to the business units, managing direct line reports in accordance with Spectrum's policies and procedures ensuring good practice in all areas e.g. recruitment, performance management etc.
- Ensure effective and timely communication of organisation policies and procedures to staff through appropriate channels.
- Monitor levels and standards of performance, staff conduct, standards of behaviour and absenteeism ensuring matters are managed in accordance with Spectrum's policy.
- Manage and monitor, in conjunction with the Clinical Team Managers/Lead Nurses, all aspects of training and development in line with Spectrum's policy, ensuring that all staff have an annual appraisal and development plan and are compliant with Spectrum's requirements for mandatory and statutory training (MAST).
- Work closely with Clinical Team Managers and Lead Nurses to ensure that staff are working to competencies which are regularly reviewed and updated. Facilitate the development of professional and personal capability to fulfil their roles.
- Ensure staff maintain full compliance with security arrangements as identified by HMPPS e.g. key holder, vetting etc.
- Support all staff to ensure there is a process in place to for the effective management and clinical supervision of all staff, including a process to identify and meet any required training needs.
- Utilise team resources efficiently and effectively to ensure the structure and skill mix of services reflect the activity demands. Undertake and implement skill mix reviews to meet the changing demands of patients within the allocated budget.
- Support staff engagement by encouraging staff to be involved in the co-production and influencing service delivery which will include contributing to the design of new pathways. Ensure the contributions and perspectives of staff are heard, valued and influence decision making.
- Enable effective communications within and between teams.
- Promote equal opportunities for staff in accordance with organisational policy.

Quality, Clinical Governance & Risk Management

- Be the Care Quality Commission Registered Manager for services provided at HMP Prison and ensure compliance with all relevant standards and legislation
- Ensure appropriate patients receive planned individualised care complying with Spectrum's policies and procedures and professional registration requirements. This includes ensuring high quality, contemporaneous records are maintained by all the team

- Support the delivery of the clinical governance agenda including the establishment of systems to monitor clinical standards ensuring high quality care is delivered that is evidence-based.
- Implement and deliver clinical governance strategies within services and ensure readiness for external inspections including CQC and HMIP.
- Work closely with Clinical Team Managers, Lead Nurses, Prison Staff and other partners to review incidents, risk assessments and other audits across the services, ensuring that appropriate follow-up is taken to address and reduce risk. Ensure that lessons learnt are disseminated across the services and that risk management strategies are in place and regularly reviewed in order to deliver safe and effective practice.
- Work with staff on root cause analyses and trend analyses of all complaints, SI's, DIC's and near misses ensure lessons learnt are disseminated through staff meetings as required.
- Ensure due process is followed in relation to the completion of risk assessments, risk registers, incident forms and reporting of Death in Custody (DIC), Serious Incidents (SI's) and allegations of abuse to the Care Quality Commission.
- Assist in promoting and developing a culture of learning that is committed to providing excellence in healthcare and promotes continuous improvement.
- Develop a robust contingency plan for healthcare services for HMP Prison.
- Develop and maintain high standards of safety, safeguarding the welfare of patients and staff in accordance with Spectrum's requirements and relevant Health & Safety legislation.

Patient involvement & high-quality care

- Ensure all relevant patients have a care plan and oversee the assessment, planning, management and evaluation of clinical care, providing support and advise to the team as required.
- Engage and work collaboratively with patients to improve their experience and to ensure, via effective consultation, that care pathways are created following consultation.
- Lead practice-based quality initiatives, which patient involvement
- Facilitate processes to monitor patient experience and to evaluate those experiences, using the information to improve services.
- Be responsible for ensuring that systems are in place to manage, monitor and resolve complaints, grievances, and incidents. Oversee changes in practice, including giving feedback to individuals and teams and using learning to improve patient experience.
- Effective delivery of the delegated duties of the Director of Nursing & Quality Assurance in relation to Infection Prevention and Control.
- Contribute directly to care delivery if required due to staffing shortages or high periods of demand.

Research & Development

- Monitor and audit the quality of practice and individual practitioner performance within the defined areas of responsibility and competency framework.
- Promote the use of knowledge and research in support of evidence-oriented practice.
- Monitor and audit environmental standards of cleanliness and hygiene taking appropriate action as required in the form of written reports, and negotiations with contractors where required.
- Promote and implement effective evidence-based practice within HMP Prison.
- Maintain competencies with developments in the clinical specialty, review current research and apply the findings as appropriate.

VDU USER? yes

SAFEGUARDING

The post holder will be expected to undertake safeguarding training (Children and Adults) appropriate to their role and adhere to policies and procedures relevant to the area they work in.

Maintain high levels of confidentiality at all times, ensuring that information is not communicated except in the course of recognised duty and in accordance with Spectrum's policy

Duty and responsibility to comply with Spectrum's Infection, Prevention & Control Standards Precaution Policy, ensuring compliance with any specific role and responsibilities outlined within this policy.

The above indicates the main duties of the post which may be reviewed in the light of experience and development within the service or for business continuity purposes. Any review will be undertaken in conjunction with the post holder.

PERSON SPECIFICATION

Requirements	Essential	Desirable	Assessed
Education and Training	<p>Registered Health care Professional with current appropriate registration e.g., Nurse with NMC membership.</p> <p>Degree or equivalent in relevant subject area or equivalent level of experience</p> <p>Management or leadership qualification or equivalent experience</p> <p>Evidence of continued professional development at post graduate level, including delivery of evidence-based care</p>	<p>RCGP Level 1 and 2 in alcohol or substance misuse</p> <p>Prescribing qualification</p>	<ul style="list-style-type: none"> • Application form • Interview • Portfolio • Certificates • NMC Pin number
Knowledge and experience	<p>Experience at a senior level in a management operational role within a healthcare environment, working in a complex environment with multi health professionals</p> <p>Knowledge of the effective application of the Health & Social Care Act 2014 and relevant legislation</p> <p>Knowledge and understanding in relation to the government's offender health agenda</p> <p>Experience and knowledge of effective changes to practice to support</p>	<p>Experience of conducting and supporting research</p> <p>Experience of working with Commissioners</p> <p>Experience of managing offender care or secure units.</p> <p>Experience of working in substance misuse services</p> <p>Experience of primary care, long term conditions</p>	<ul style="list-style-type: none"> • Application form • Interview

	<p>regulatory compliance e.g., CQC, Regulation 28 etc</p> <p>Experience of leading teams in a complex environment to implement organisational change and deliver a successful outcome</p> <p>Experience of effectively managing a service working in partnership with multidisciplinary teams</p> <p>Experience of working with vulnerable groups and understand the complexity that they present</p> <p>Experience of identifying and implementation of quality initiatives</p> <p>Experience of managing and maintaining effective relationships with a variety of stakeholders.</p> <p>Experience of leading clinical governance e.g. Infection Prevention & Control, Risk Management etc</p> <p>Understanding and application of confidentiality</p>	<p>management and minor illnesses</p> <p>Coroner's Court experience</p>	
Skills	<p>Excellent leadership skills.</p> <p>Skilled at leading a team to drive effective and safe delivery of care</p> <p>Understanding an application of effective workforce planning</p> <p>Ability to analyse complex information</p>	<p>Research skills</p> <p>IT Skills</p> <p>Experience of utilising quality improvement methodologies to develop services</p>	<ul style="list-style-type: none"> • Interview

	<p>Well-developed and effective communication and facilitation skills, with the ability to influence with accountability</p> <p>Working knowledge of clinical information systems e.g. SystmOne</p> <p>Effective skills in consultation, negotiation, influencing and motivating people</p> <p>Ability to manage conflict sensitively and effectively.</p> <p>Ability to lead effectively with demonstrable motivational and performance skills</p> <p>Effective delegation skills</p> <p>Ability to write clear and concise written information e.g., reports, protocols etc. and present complex information</p> <p>Keyboard skills - computer literate with a working knowledge of Microsoft Office</p>	Understands Primary Care and LTC management	
Personal Qualities	<p>Compassionate leader who is supportive and approachable with staff</p> <p>Leads by example by being self-motivated and works on own initiative by taking responsibility for own actions</p>		

	<p>Creates an environment that promotes innovation excellent team working and encourages creativity and innovation</p> <p>Willing to challenge existing practice where appropriate.</p> <p>Professional attitude</p> <p>Ability to work as team member through developing and maintaining positive working relationships</p> <p>Positive attitude to change</p> <p>Non-judgmental attitude treating others with courtesy and respect at all times</p>		
Other Requirements	<p>Flexible in approach to tasks undertaken displaying resilience to sometimes challenging situations</p> <p>Flexibility with regard to patterns and places of work</p> <p>Demonstrates Spectrum's values</p> <p>Committed to patient user involvement listening to their voice.</p> <p>Willing to undertake relevant training as appropriate e.g. Registered Manager</p> <p>Commitment to personal and professional development, including being up to date with</p>		<ul style="list-style-type: none"> • Interview • Application form

	<p>Mandatory and statutory training.</p> <p>Comply with and promote high standard as outlined the Infection, Prevention & Control Standards Precaution Policy</p> <p>Ability to obtain vetting clearance to work in a prison</p>		
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Candidates will only be invited for interview if they meet the essential criteria for this post. The desirable criteria will be used to shortlist where the application of the essential criteria only, produces a large number of applicants.