

Job Description

Job Title:	Assistant Director, Quality Improvement and Patient Safety
Band:	Band 8c
Responsible to:	Director of Quality
Accountable to:	Director of Nursing and Quality
Responsible For	<p>This post will be part of the ICB Nursing & Quality Directorate to continually improve quality, patient safety and patient outcomes across the health economy in partnership with a range of partners and services.</p> <p>The Nursing & Quality Directorate is both an ICB and system-facing function providing clinical and professional leadership, support and interventions in collaboration with other teams across the ICB and ICS.</p>
Location:	The post holder may be required to work at any establishment at any time throughout the duration of their contract, normally within the location of the ICB, or as set out under the terms of their contract.
Term:	Permanent

Job Summary
<p>The Hertfordshire and West Essex Integrated Care System offers significant opportunities to improve the quality of care and outcomes for its population, by the join up of care across pathways, services and organisations, that empowers systems to deliver the very best services for their local communities and enables effective management of system safety and quality risks.</p> <p>The Post Holder will play a key role, working with the ICB Director of Quality and Deputy Directors of Nursing, in establishing an effective focus and the implementation of the delivery plan for quality improvement and patient safety.</p> <p>The post holder will work across the ICS with partner commissioners and providers and provide leadership with a focus on embedding quality improvement across the Herts and West Essex system, focusing on the three aims of improved population outcomes, reduced costs (associated with poor care) and improved patient experience.</p>

The Assistant Director of Quality Improvement and Patient Safety will provide compelling professional leadership for quality improvement and patient safety across all care settings, engaging clinical and corporate colleagues, to promote a broad definition of quality and secure demonstrable progress towards a shared culture as part of everyone's business to embed continuous quality improvement.

The post holder will provide leadership, visibility and expert support to patient safety work. The post holder will be responsible for delivery of the National Patient Safety Strategy, driving delivery and ensuring alignment and consistency across the system. This will involve working closely with the ICB Director of Nursing and Quality, The Director of Quality and their deputies. They will identify key themes and trends across the system and work with the relevant teams to deliver quality improvements across commissioned services. Key responsibilities will include;

- Driving reform and supporting organisational and system change.
- Engaging with key strategic regional and national policy makers to inform development of strategy and policies across the ICS.
- Developing and championing new Quality Improvement initiatives, bringing in innovative thinking and new ways of working, based on national and international best practice.
- Working with providers and clinical experts to design new training products
- Working with providers and commissioners across the ICS to build sufficient capacity and capability to deliver Quality Improvement.

The post holder will provide expertise of best practice methodologies regulatory requirements, policy imperatives, innovation and technological developments and stakeholders knowledge.

This job description and person specification are only an outline of the tasks, responsibilities and outcomes required of the role. The job holder will carry out any other duties as may reasonably be required by their line manager, the Director of Quality.

The job description and person specification may be reviewed on an ongoing basis in accordance with the changing needs of the department and the organisation.

Key Working Relationships

- Engage and work with the executive leads for quality (and equivalent) in the ICB and all system partners to adapt, extend and secure adoption of the quality improvement framework.
- Colleagues from the ICS Quality Improvement Network.

- With executive leaders build a system-wide narrative and understanding of a broad and inclusive definition of quality.
- To develop and build on strong relationships with providers to promote good joint working and to challenge areas of poor practice as required.
- Work with ICS, provider and other partner staff including managers, colleagues and senior management as appropriate.
- NHS England and NHS Improvement.
- Relevant National and Local Policy Leads.
- Healthwatch Hertfordshire and West Essex.
- Non-NHS organisations.
- Third Sector organisations.
- Members of the public and service users as appropriate.
- Local Academic Health Science Networks and other relevant organisations involved in innovation and quality improvement.

Operational Responsibility

- To drive the ICS strategy for quality improvement and ensure alignment across the ICS, facilitating the spread of effective improvement initiatives across the system and beyond where relevant.
- Coordinate the development of system-wide quality improvement priorities and secure their achievement.
- Align the system-wide approach to quality improvement with regional, national and international frameworks, initiatives and evidence-based practice.
- Ensure there is effective reporting of quality improvement and assurance activities to relevant internal and external audiences.
- Advocate relentlessly for public and service user involvement in quality improvement and work with colleagues to increase the opportunities service users have to direct, shape and lead improvements in care.
- Create opportunities for teams to celebrate and promote their achievements.
- Advise on innovative opportunities and support all departments in their strategies and programmes to maximise service benefits.
- With significant knowledge of national patient safety policy and strategy and levers for change in the NHS system; interpret national advice, guidance and requirements and advise the ICS/ICB on how these should be implemented.

- To lead, oversee or support patient safety improvement and ensure that systems thinking, human factors understanding and just culture principles are embedded in all patient safety processes.
- Utilise patient experience information to improve the safety and quality of services.
- Present complex information on all aspects of the quality improvement and safety function practice in a clear, understandable and audience-appropriate manner to senior management and board level groups.
- Ensure that best practice is developed and delivered at organisational and departmental levels. Challenge ways of working and persuade, motivate and influence others, including senior managers to realign their practice where necessary.
- Devise, manage and update policies and procedures, ensuring the adoption of best practice methodology, rules, standards and thresholds. Disseminating these methodologies etc. to staff within the department and throughout the organisation.
- The postholder will horizon scan and work with peers to identify good practice and create a learning culture across the system based on effective leadership and governance processes.
- Provide support on the health inequality portfolio to ensure patient outcomes are as good as possible.
- The post holder will manage a portfolio which requires breadth of experience and an ability to meet deadlines, which at times may conflict.
- The post holder will deputise for the ICB Director of Quality as required and appropriate.

Financial and Physical Resources Responsibility

- Budget holder for assigned projects, and for team.
- Act in a way that is compliant with Standing Orders and Standing Financial Instructions in the discharge of their responsibilities.
- Constantly strive for value for money and greater efficiency in the use of budgets and ensure operation within recurrent financial balance.
- Work in a way that demonstrates understanding of the impact of service care quality in reducing waste of resources.

Human Resources Responsibility

- The post holder will take a leadership role within the team as a key member of the ICS Nursing and Quality Senior Management Team.
- As required the post holder may line manage or supervise staff within associated commissioning teams.
- Deputise for the Director of Quality when required.
- Provide line management or supervision of quality monitoring staff within partner organisations as required and agreed by the ICB Director of Quality.

- To support managers or staff in identifying professional development needs
- To lead or assist where required in the recruitment of staff within the ICB and the ICS.
- To maintain confidentiality when dealing with sensitive material and information but will encourage people to be open and raise concerns.

Information Management Responsibility

- Regularly use software to develop reports; responsible for 1 or more information systems.
- Updates information system/ uses software to develop performance management reports; responsible for performance management or similar systems.
- Ensure timely and accurate information analysis and reporting to senior management on agreed areas of work.
- To be responsible for the safety of sensitive and confidential information relating to the care or condition of patients.

Planning and Organisation Responsibility

- Plan and organise broad range of complex activities; formulates, adjusts plans and strategies.
- Operational planning of service, business planning.
- Lead required ICS working groups, contributing to ICS strategies as required.
- Support and monitor the implementation of national guidance, challenging areas of non-compliance.
- Lead the planning of quality team projects, identifying interdependencies across projects and functions, potential impact on the wider ICS, and presenting the outcomes as required.
- Participate and where relevant, lead, on relevant internal and external working groups and initiatives, providing information, advice and expertise.
- Provide expert quality related advice to the review and scoring of prospective providers as part of ICB/ICS procurements.
- To lead the implementation of the National Patient Safety Strategy for the ICB, including close working with the Primary Care Quality Managers to implement within primary care.
- To promote a patient safety culture in the delivery of the Patient Safety Incident Response Framework.
- To provide leadership and support to the ICB's Patient Safety Partners, developing the role and ensuring system wide engagement and support for provider Patient Safety Partners.
- Provide support on the health inequality portfolio to ensure patient outcomes and experiences are in line with required quality standards.

Policy and Service Development Responsibility

<ul style="list-style-type: none"> • Communicate the vision for quality improvement developing and implementing strategies and policies to support this, and ensuring delivery of key objectives and priorities. • To develop patient safety policies through a commitment to develop expertise in all 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.' • Responsible for policy implementation and development for a directorate or equivalent. • Leads the development of policies and procedures for a major area of activity, ensures compliance with the corporate policies.
Research and Development Responsibility
<ul style="list-style-type: none"> • Will be required to undertake regular Research and Development activity such as audits using research methodology. • Lead on significant quality improvement/development projects, ensuring that they are used to inform commissioning decisions and involve all relevant stakeholders. • Attend external conferences, regional working groups and project groups, contributing to the development of quality improvement and assurance approaches, and bringing new ideas back to the ICB for implementation or consideration. • Support and when appropriate lead on significant quality improvement/development projects, ensuring they are used to inform commissioning decisions and involve all relevant stakeholders. • Regularly participate and where relevant, lead, audit programmes to ensure robust monitoring processes and as part of ongoing development work.
Freedom to Act
<ul style="list-style-type: none"> • Set work priorities for self and ICB teams, based on the interpretation of national advice, guidance and requirements in relation to Quality Improvement and Patient Safety. • Operates within general policies, establishes interpretation of these policies. • Operates independently, manages department, interprets organisational policies.
Analytical and Judgemental Responsibility
<ul style="list-style-type: none"> • Take prompt and decisive action when alerted to significant patient safety incidents or patient safety alerts, escalating to the ICB Director of Quality as required. • To input into the ICB PSIRF processes, analysis and using expert knowledge to contribute to the discussions at and decisions made at relevant forums. • Highly complex facts or situations requiring analysis, interpretation requires a comparison of a range of options. • Skills for analysing service, client, organisational, staffing issues.

<ul style="list-style-type: none"> To support the Department and relevant teams with Risk Management by promoting a risk management culture within the working environment, identifying key risks and taking action to mitigate risks where possible. To contribute to the ICB's risk register.
Communication Responsibility
<ul style="list-style-type: none"> Provide and receive highly complex, sensitive or contentious information with barriers to understanding Communicates with internal staff and external agencies to ensure compliance with performance targets, strategic objectives. Involves negotiation and diplomacy; undertakes presentations to staff groups and the public/ conveys highly contentious information in atmosphere of proposed major change Use formal and informal communications and networks to keep all stakeholders informed and involved, seeking to make the operations of the organisation transparent and intelligible to the wider community. Use the knowledge gained from partners to influence public engagement and communications strategies. Relay information verbally, written or in presentation format at Board level, sub-Board level or to external parties
Safeguarding Children, Young People and Vulnerable Adults
<ul style="list-style-type: none"> Safeguarding children and vulnerable adults is everyone's responsibility. Whatever your role the welfare of children and vulnerable adults should be your concern. It is your duty to report any concerns through your line manager / designated Safeguarding Lead All staff are required to undertake safeguarding awareness training and to undertake additional training in relation to safeguarding relevant to their role
Loggist Training
<ul style="list-style-type: none"> When a major incident occurs in any NHS organisation, a key role within the response and recovery is the role of the Loggist. A Loggist is responsible for capturing the decision making process that might be used in any legal proceedings following an incident, as guided by a senior manager or director. ICB employees are expected to undertake appropriate training which will enable them confidently and effectively log during an incident and understand the importance of decision logs and their evidential value in any post-incident legal proceedings. Training will be provided that gives delegates an understanding of incidents and what is classified as a major incident and the roles and responsibilities of organisations within

Herts and West Essex during such an event. The training will include practical exercises to allow employees the opportunity to develop their skills in logging as well as giving a broader insight into major incidents within the NHS.

Physical Effort

- Combination of sitting, standing, walking

Mental Effort

- Frequent requirement for concentration; work pattern predictable
- Concentration required for checking documents and analysing statistics, managing conflicting priorities

Emotional Effort

- Effectively managing challenging conversations with internal and external partners
- Imparting unwelcome news to stakeholders e.g. where performance targets have not been met

Working Conditions

- Exposure to unpleasant conditions is rare

Patient and client care

- Assist patients/clients during incidental contact
- Contact with patients is incidental

Equality and Diversity

Provide leadership and support on the health inequality portfolio to ensure patient outcomes and experiences are in line with required quality standards.

Person Specification

Supporting Evidence

In the supporting evidence of your application form, you must demonstrate your experiences by giving specific examples for the criteria within the person specification.

Factors	Description	Essential	Desirable	Assessment
Knowledge, Training and Experience	Educated to masters level in relevant subject or equivalent level of experience of working at a similar level in specialist area	✓		A/C
	A formal Quality Improvement award	✓		A/C
	Proven and significant leadership experience.	✓		A/I
	Significant evidence of continued professional development	✓		A/I
	Significant management experience at senior level in the NHS or other public healthcare related industry	✓		A/I
	Proven senior level experience of leading and delivering complex change and strategy development programmes in a politically sensitive and complex environment	✓		A/I
	Proven record in transferring processes and roles between locations.	✓		A/I
	Significant experience and understanding of proven implementation of project management methodologies	✓		A/I

	Member of a relevant professional body	✓		A/I
	Awareness of relevant public and private sector business management best practice		✓	A/I
	Experience of successfully operating in and delivering priorities in a partnership environments		✓	A/I
Communication Skills	Ability to build trusted stakeholder relationships and wide support networks in a political context	✓		A/I
	Strong external communications skills in a politically sensitive environment and experience in handling media	✓		A/I
	Ability to prepare and produce concise yet insightful communications for dissemination to senior stakeholders and a broad range of stakeholders as required	✓		A/I
	Extensive experience of delivering presentations to large groups of stakeholders in often pressured and politically sensitive environments	✓		A/I
	Ability to use informed persuasion to influence others	✓		A/I
Analytical	Ability to analyse highly complex issues where material is conflicting and drawn from multiple sources	✓		A/I
	Demonstrated capability to act upon incomplete information, using experience to make inferences and decision making.	✓		A/I
	Ability to analyse numerical and written data, assess options and draw appropriate initiatives	✓		A/I

Planning Skills	Leadership, vision, strategic thinking and planning with highly developed political skills	✓		A/I
	Demonstrated capability to plan over short, medium and long-term timeframes and adjust plans and resource requirements accordingly	✓		A/I
	Experience of project and programme management techniques and tools such as Prince 2 or Managing Successful Projects		✓	A/I
Autonomy	Demonstrated capabilities to manage own workload and make informed decisions in the absence of required information, working to tight and often changing timescales	✓		A/I
	Ability to make decisions autonomously, when required, on difficult issues	✓		A/I
Management Skills	Experience of creating a new team and motivating and inspiring staff to work together to achieve a common objective	✓		A/I
	Ability to delegate effectively	✓		A/I
	Ability to work effectively between strategic and operational activities where required	✓		A/I
Physical Skills	Working knowledge of Microsoft Office with intermediate keyboard skills	✓		A/I
Equality and Diversity	Will consider the most effective way to promote equality of opportunity and good working relationships in employment and service delivery and has the ability to take actions	✓		A/I

	which support and promote this agenda			
*Assessment will take place with reference to the following information				
A=Application form I=Interview T=Test C=Certificate				