

Job Description

Job Title	Associate Director of Quality
Band	8d
Team	Nursing and Therapies
Responsible for	
Accountable to	Director of Nursing, Quality & Safety

Job Purpose

The role is a key senior leadership role in supporting the organisation to drive improvements in quality, safety, and effectiveness in the services we commission and those provided by system partners. Working alongside senior colleagues both internally and externally, the post holder will develop and implement strategies, national, regional, and local policies and operational procedures for obtaining and reporting quality assurance and improvement to the board and associated sub committees. Responsibilities also include developing and overseeing the monitoring of quality standards within contracts for identified commissioned services which aligns to the future Integrated Care System (ICS) and emerging structure of the NHS in Staffordshire and Stoke-on-Trent. This post will also have a key role in supporting quality in member practices.

The post holder will lead a team of clinical and non-clinical staff to ensure that associated work streams and programmes are planned and carried out effectively in line with the organisation's objectives, Quality and Safety Strategy and any future relevant publications.

The post holder will be required to drive integrated work programmes with colleagues across the local health and social care sector to:

1. Provide strategic, professional leadership for the quality and safety of all services including all aspects of quality assurance and improvement, patient safety, patient engagement and ensuring the effectiveness of care. Employing effective communication, negotiation and influencing skills to deliver system shared outcomes and objectives across a range of stakeholder relationships.
2. As an Associate Director of Quality & Patient Safety (insert correct end part of title on each different role) the post holder will be proactive in identifying and acting on key issues, risks and early warnings and escalating within the organisation and when necessary to regulators e.g., CQC, NHSE. This will be achieved by using enhanced persuasive, motivational, negotiating, training, empathic or re-assurance skills as required and often where there are significant barriers to acceptance which need to be overcome using developed interpersonal and communication skills such as are required when communicating in a highly emotive atmospheres within part of the system to improve practice with provide challenge.
3. Where the post holder is clinical e.g. Nurse or Allied Health Professional, they will contribute to the wider clinical and professional leadership strategy as required and if professional registration is required they will be supported to retain their own professional registration through protected time for clinical practice or mutual aid to the ICS (although the responsibility to do so remains an individual responsibility).

The post holder will be responsible for:

4. Leading, alongside the Director and fellow Associate Directors of Quality, a team's functions, including developing and managing the team's annual work plans, monitoring and reporting progress, recruitment and management of staff, coaching/mentoring and overseeing the career development of staff, and performance/disciplinary management.

5. In partnership with the other Associate Directors Quality, the post holder will be responsible for developing, scheduling and implementing a complex and robust content management system to ensure information is properly managed and best practice is shared across the team, directorate and the wider local NHS.
6. Leading on the coordination of training and development and recruitment activity across relevant areas of the Directorate.
7. The post will require close working with colleagues across the local health and social care sector. The post holder will therefore need to lead on the development of good working relationships with internal and external colleagues to support collaboration and resolve potentially challenging and sensitive situations.
8. Represent the organisation in sensitive and political situations delivering difficult messages to high level audiences.
9. Responsible for managing the relevant part of the directorate budget and for arranging purchase orders and other financial matters in line with the organisation's standing financial instructions.

Specific Roles and Responsibilities

10. The role is a key leadership role in supporting the organisation to assure the quality of all services and drive improvements in quality, safety and effectiveness in all in the ICS footprint. The post holder may be required to represent the Chief Nursing Officer/Director of Nursing & Quality when required including covering Board and other meetings.
11. The post holder will be required to be the lead representative for the directorate at Locality Commissioning Boards (or any subsequent equivalent) and will play an active role in work to develop locality delivery plans.
12. The post holder will lead on the development and progress the System Quality Strategy, associated policies and operational procedures to ensure strong quality assurance in relation to the organisation's quality assurance and improvement processes as well as developing and monitoring quality standards within contracts for commissioned services as appropriate.
13. Working alongside the primary care team, this post will also have a key role in leading quality activity in GP practices and will lead work to ensure GP feedback and soft intelligence is incorporated into improvement activity when commissioning or working to improve services.
14. The post holder will support the delivery of the strategic, directorate, team, and personal objectives.
15. The post holder will play a central role in the drive for improvements in all aspects of quality, safety and effectiveness through quality monitoring and standards, including safeguarding, in contracts and through quality assurance and improvement work with providers linked to this including leading Clinical Quality Review meeting (CQRM) processes, leading a programme of responsive and planned quality visits and other activity as required.
16. The post holder will be required to attend the Quality and Safety Committee and any associated sub groups to present complex strategic papers, plans and reports which need to be communicated in a way which they are understood by non-quality professionals on relevant areas of the quality and safety agenda related to identified locality/localities and other work areas as agreed with the Chief Nursing Officer/Director of Nursing.
17. The post holder, working alongside the Director will be accountable for their contribution to the direct delivery of the following clinical services:
 - Safeguarding systems for both adults and children across the system working with the

designated nurses for safeguarding.

- Infection Prevention and Control including leading and supporting the achievement of the organisation and wider system's shared outcomes.
 - Other specialist work streams as required and agreed with the Chief Nursing Officer/Director of Nursing.
18. Lead work to ensure the organisation and its partners are at the forefront of good/best and evidence-based practice through engagement with local and national leaders in quality including local universities as required.
 19. The post holder will lead and oversee the development of systems and processes to ensure that the organisation commission the best quality, safe services within available resources by identifying actual or potential risks to quality and safety and working collaboratively with, and where required influencing, system partners to mitigate any such identified risks.
 20. To undertake collaborative research activity across the system/organization and promote the adoption of evidence based quality improvement methodologies to embed a learning culture and improve outcomes.
 21. Lead at a system level to develop, support, maintain and review the programme of Quality Impact Assessments within the organisation's improvement regime.
 22. Lead relevant aspects of the strategic objectives of the Quality and Safety Strategy to ensure they are implemented and delivered as well as regularly monitored and evaluated.
 23. Develop and implement qualitative and quantitative measures to determine performance against the quality and safety strategy. Report progress against the strategy through personal representation at senior management forums and by written reports to appropriate committee meetings, to groups of staff including key external stakeholders.
 24. Present complex information on all aspects of quality and patient safety in a clear, understandable, and audience-appropriate manner to senior management and board level groups, where appropriate negotiating and persuading audiences of the value or need for proposed actions.
 25. Develop and implement best practice policies and processes based on best practice research, ensuring a systematic review, and testing of the possible options with key stakeholders and impact assessments that outline and key dependencies for successful implementation.
 26. Challenge current practice and persuade, motivate, and influence other senior managers to realign their practice where necessary with well-developed persuasive behaviours in the face of opposition and/or reluctance.
 27. Ensure a smooth transition through decision making process to the management of contracts, in relation to Quality & Patient Safety.
 28. Lead, support and contribute to formal negotiations with senior staff from external stakeholders, providing a high level of negotiating expertise to secure the most advantageous arrangements whilst maintaining a high level of patient focus.
 29. Contribute to discussions about and projects to implement innovative opportunities and support all directorates in their strategies and programmes to maximise service benefits relevant to quality improvement activity.
 30. Oversee the tracking of progress against plans and transition milestones, ensuring appropriate processes are in place to flag issues, risks, and concerns with the relevant stakeholders.
 31. Devise, manage and update policies and procedures when required to do so, ensuring the adoption of best practice methodology, rules, standards, and thresholds whilst practising strong

governance. Disseminating these to staff within the directorate and throughout the organisation as appropriate.

32. Responsible for developing quality standards with all providers ensuring they meet all NHS relevant guidance, and that monitoring takes place at CQRMs and is reported to the appropriate committees within the organisation.
33. Responsible for the review, analysis and interpretation of identified national guidelines, policy and strategy. Developing, communicating and implementing the relevant strategy, policy and procedures including setting clear goals and standards for monitoring adherence so that national and local objectives are achieved. The post holder will actively maintain a good knowledge of emerging policies from government departments, royal colleges and think tanks, using this to assist in the thinking and definition of strategies.
34. Analyse and interpret highly complex information from a range of sources and demonstrate a high level of attention to detail by providing comprehensive, accurate and appropriate reports to Board, sub-committees of the Board and other subgroups/networks, that give clear information and guidance, regarding service provision and organizational issues.
35. Lead, at a system level, on all relevant nursing, quality and patient safety projects and quality improvement initiatives as required including the interpretation and subsequent policy development setting clear goals and standards to enable the delivery of local objectives.
36. Work constructively and collaboratively with other members of the senior team to ensure statutory duties and all objectives are met.
37. Provide highly specialist advice and support to the investigation of complaints, incidents and soft intelligence/feedback. Lead on initiatives to support cross system/organizational learning using evidence-based quality improvement methodologies to embed a learning culture and improve outcomes. Dealing with confidential and often sensitive personal information in line with professional codes and organisational policies including data protection and information governance.
38. (Where post holder is a clinician) Provide clinical advice where required within the organisation to affect change or progress decisions and agreements.
39. Participate in, and when necessary, lead, internal and external quality reviews in agreement with key stakeholders.
40. Work with the Chief Nursing Officer, Director of Nursing and wider system partners to manage and coordinate the arrangements for the Quality Assurance and Improvement meetings of the organisation.
41. As a Senior Manager, the post holder will be required to participate in the CCG On-Call rota on a regular basis.

General Areas of Responsibility

Information Governance and Confidentiality

42. You will be expected to comply with all CCG and future ICS policy requirements in relation to Information Governance, including the Freedom of Information Act 2000, the Data Protection Act, and the Electronic Record Management Standards & Guidance.
43. As an employee you may gain privileged knowledge of a highly confidential nature relating to private affairs, diagnosis and treatment of patients, information affecting members of the public, personal

matters concerning staff, commercial confidences of third parties and details of items under consideration by the CCGs and future ICS. Such information should not be divulged or passed to any unauthorised person or persons.

Research Governance

44. The CCGs and future ICS manage all research in accordance with the requirements of Research Governance Framework. You must comply with all reporting requirements, systems, duties, and actions put in place by the CCGs to deliver research governance.

Professional/ Managerial Codes of Practice

45. The post holder is expected to abide by the relevant codes of practice of the registering body for healthcare professionals, and the NHS Code of Conduct for Managers.

Policies

46. The post holder is required to abide by all organisational policies.

Safeguarding

47. The NHS is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and expects all staff to share this commitment. All staff are expected to undertake an appropriate level of mandatory safeguarding training and familiarise themselves with the organisation's Safeguarding policies for children and adults which are available on the intranet

Public Interest Disclosure (Whistleblowing)

48. The organisation has a Whistleblowing and Freedom to Speak up Policy, supported by a Freedom to Speak up Guardian. Staff are encouraged to raise any concerns about a wrongdoing or potential wrongdoing with appropriate representatives in line with these policies.

Failure to comply with these requirements may constitute gross misconduct under the ICB Disciplinary Policy which may lead to summary dismissal.

Other Information

49. This job description is not exhaustive and other duties may be determined from time to time by Chief Nursing and Therapies Officer/Director of Nursing, commensurate with the role and general responsibilities of this post. The duties of this post may be changed subject to negotiation with the post holder.

50. The above responsibilities will be subject to objective setting and personal development planning through the organisation's Appraisal and other related HR policies.

Key Working Relationships

Internal: Heads of Service Clinical directors

Executive Team including:

- Chief Executive
- All Directorates
- Clinical Leaders
- Non-Executive Directors
- Quality Team CSU staff
- Emerging partnership team

External: University Hospital of North Midlands
University Hospitals of Derby and Burton
North Staffordshire Combined Healthcare Midlands Partnership Foundation Trust
All Staffordshire and Stoke on Trent Commissioned Providers Hospital consultants and other clinical staff
Midlands and Lancashire Commissioning Support Unit
Local Representative Committees
Out of area lead commissioners and providers

NHS England - Midlands
Department of Health and Social Care
Local Authorities including District and Borough Councils
(PHE)UKHSA
West Midlands and wider health and social care systems
Members of the public including patients and public and patient groups
Voluntary sector
Primary Care Networks
Care Quality Commission and other regulatory bodies

Information Governance, Data Protection and Confidentiality

All staff are expected to:

- ensure the confidentiality and security of all information that is dealt with in the course of performing your duties in accordance with the requirements of the Data Protection Act 1998 and adhere to the principles of Caldicott;
- be aware that the ICB operates a “Code of Conduct for handling personal identifiable information”. They should become familiar with the “Code” and keep up to date with any changes that are made. Breaches of the guidelines in the “Code” could be regarded as gross misconduct and may result in serious disciplinary action being taken, up to and including dismissal;
- comply with and keep up to date with the requirements of legislation such as the Freedom of Information Act 2000 and Computer Misuse Act 1990;
- ensure that your staff maintain that the confidentiality and security of all information that is dealt with in the course of performing their duties is in accordance with the requirements of the Data Protection Act 1998 and the principles of Caldicott; and
- ensure that your staff are aware of their obligations under legislation such as the Freedom of Information Act 2000; Computer Misuse Act 1990, and that staff are updated with any changes or additions relevant to legislation.

Equality and Diversity

The ICB is committed to equality and diversity and works hard to make sure all staff and service users have access to an environment that is open and a free from discrimination. As a ICB we value the diversity of our staff and service users, and therefore recognise and appreciate that everyone associated with the ICB is different and so should be treated in ways that are consistent with their needs and preferences.

In support of this all staff are required to be aware of the ICB’s Equality and Diversity Policy and the commitments and responsibilities the ICB has to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not

We firmly believe that it makes good business sense to have a workforce representative of the communities we serve and so encourage applications from all sections of the community.

Safeguarding Children and Adults

All ICB employees are required to act in such a way that at all times safeguards and promotes the health and well-being of children and vulnerable adults. Familiarisation with and adherence to the policies and procedures of the Local Safeguarding Boards (Children and Adults) and those of the ICB is an essential requirement of all employees as is participation in mandatory safeguarding training in accordance with the employees roles and responsibilities.

Personal Development

The ICB is committed to supporting the development of all staff. All employees have a responsibility to participate in the personal development process with their manager, which will provide an opportunity to:

- establish and take action towards achieving goals
- have a conversation about job role, career aspirations and personal development
- align personal aspirations with corporate objectives
- agree actions that are underpinned by the ICB's value base

As part of development, employees have joint responsibility with their line manager for the development of skills and competencies through identification and participation in training and development activities relevant to their role.

External Interests

Each member of the ICB's staff is responsible for ensuring that any external interest they have does not conflict with the duties of their posts and they must disclose the external interest if this is likely to occur, or if they are in doubt about a possible conflict of interest.

Health & Safety

In accordance with the Health and Safety at Work Act 1974 and other supplementary legislation, you are required to take reasonable care to avoid injury during the course of work and co-operate with the ICB and others in meeting statutory regulations.

- To comply with safety instructions and ICB policies and procedures.
- To use in a proper safe manner the equipment and facilities provided.
- To refrain from wilful misuse of or interference with anything provided in the interest of health and safety and any action which might endanger yourself and others.
- To report as soon as practical any hazards and defects to your senior manager.
- To report as soon as practical accidents and untoward incidents and to ensure that accident forms are completed.

Smoke Free Policy

In line with the Department of Health guidelines, the ICB operates a strict smoke-free policy. This includes not permitting the use of E-Cigarettes on the premises.

On-Call

All posts at 8c and above will be required to participate in the on-call rota

Notes & Review

This is not an exhaustive list of duties and responsibilities, and the post holder may be required to undertake other duties, which fall within the grade of the job, in discussion with their manager. This job description will be reviewed regularly in the light of changing service requirements and any such changes will be discussed with the post holder.

This job description is intended as an outline indicator of general areas of activity and will be amended in the light of the changing needs of the organisation. It will be reviewed in conjunction with the post holder on an annual basis.

Person Specification

Job Title	Associate Director
Band	8d

Criteria	Essential	Desirable	Evidence
EDUCATION, QUALIFICATIONS AND TRAINING			
Registered Nurse or Midwife with current, valid NMC registration OR allied health professional with relevant, current, and valid professional registration.		✓	A
Masters/post-graduate education or equivalent and demonstrable academic ability.	✓		A
Evidence of continuing professional development, which demonstrates the theory and practice to operate at a senior level.	✓		A
EXPERIENCE			
At least <u>five years</u> ' experience in a senior leadership role.	✓		A/I
At least 2 years' experience in quality improvement related area (e.g., quality, clinical governance).	✓		A/I
5 years' experience in the NHS, Local Authority, or other relevant service sector	✓		A/I
Proven track record of strategic planning with NHS and partner organisations.	✓		A/I
Experience of collecting, analysing, and reporting data and other information at Board Committee level and below.	✓		A/I
Experience of leading quality improvements within the wider NHS including the development of contracts.	✓		A/I
Evidence of effective data analysis work.	✓		A/I
Track record of producing and delivering meaningful reports to a variety of audiences.	✓		A/I
Experience of managing staff, including recruitment, and undertaking performance development reviews.	✓		A/I
Evidence of effective project management.	✓		A/I
Experience of working in challenging environments.	✓		A/I
Previous experience of producing regular, comprehensive performance reports relating to Business plans, corporate objectives etc.	✓		A/I
Experience of policy review and development.	✓		A/I
Experience of managing a budget.	✓		A/I
Experience of dealing with complaints in line with the NHS complaints legislation.	✓		A/I
Experience of working with a range of internal and external agencies.	✓		A/I

Previous experience of service and quality reviews.	✓		A/I
Experience of undertaking high level investigations or external reviews e.g., root cause analysis, coroner's court, professional bodies, HR, etc.	✓		A/I
SKILLS / KNOWLEDGE / APTITUDES			
Ability to negotiate with senior stakeholders on difficult and controversial issues.	✓		A/I
Present complex and sensitive information to large and influential groups.	✓		A/I
Ability to problem solve and respond to sudden unexpected demands.	✓		A/I
Ability to work under pressure and to tight and often changing deadlines.	✓		A/I
Resilience, coping with adversity and ambiguity and acceptance of constructive criticism.	✓		A/I
Ability to analyse complex facts and situations and develop a range of options.	✓		A/I
Ability to make decisions on difficult and contentious issues where there may be several courses of action.	✓		A/I
Well-developed people skills for direct line management and job management.	✓		A/I
Effective skills for delivering results through managing others and using a range of levers in the absence of management responsibility.	✓		A/I
Ability to work on own initiative and organise workload allocating work as necessary.	✓		A/I
Previously responsible for a budget, involved in budget setting and working knowledge of financial processes.	✓		A/I
Adaptability, flexibility, and ability to cope with uncertainty and change.	✓		
PERSONAL QUALITIES / ATTRIBUTES			
Extensive current knowledge of NHS Policy in relation to CCGs and future ICS developments and responsibilities.	✓		A/I
Significant specialist knowledge of: <ul style="list-style-type: none"> • Quality and patient safety agenda including infection prevention and control, and safeguarding • Clinical service delivery • Project management • Equality and Diversity • Strategy development 	✓		A/I
Working knowledge of Microsoft Office with intermediate keyboard skills.	✓		A/I
If professionally registered, knowledge of current nursing and AHP policy and practice and the strategic implications and direction of travel.	✓		A/I
Knowledge of the Research governance framework.	✓		A/I
Good awareness of the legislative requirements for Safeguarding children.	✓		A/I
Good awareness of the legislative requirements for safeguarding vulnerable adults, including the mental capacity act and deprivation of liberties safeguards.	✓		A/I
Current knowledge of the NHS regulatory framework.	✓		A/I

Good awareness of current Infection Prevention and control strategies.	✓		A/I
Excellent interpersonal skills and ability to build relationships and influence at senior level.	✓		A/I
Ability to work closely with others from a range of organisational backgrounds.	✓		A/I
Good presentational skills for conveying complex concepts.	✓		A/I
Highly motivated with an empathy for and commitment to the objectives and core values of the organisation.	✓		A/I
Aware of own strengths and development needs.	✓		A/I
OTHER JOB REQUIREMENTS			A
Knowledge and understanding of equality of opportunity and diversity considering and being aware of how individual actions contribute to make a difference to the equality agenda.	✓		A/I
Understanding of Confidentiality, Caldicott and Data Protection Act	✓		A/I
Car Driver / owner and ability to travel across Staffordshire, Stoke on Trent regularly and further afield when required to do so.	✓		A/I