

Job Description

Job Title:	Deputy Head of Quality
Band:	Band 8C
Responsible to:	Head of Quality
Department:	Transformation and Commissioning Team (TACT)
Directorate:	East of England Provider Collaborative

Our Values

	Behaviour	How we will demonstrate this behaviour
Professionalism	We will maintain the highest standards and develop ourselves and others	By demonstrating compassion and showing care, honesty and flexibility
Respect	We will create positive relationships	By being kind, open and collaborative
Innovation	We are forward thinking, research focused and effective	By using evidence to shape the way we work
Dignity	We will treat you as an individual	By taking the time to hear, listen and understand
Empowerment	We will support you	By enabling you to make effective, informed decisions and to build your resilience and independence

INTRODUCTION

The East of England Provider Collaborative (EoEPC) is a collaborative of six NHS Foundation Trusts. The collaborative has delegated authority to commission specialised mental health services from NHSE. The collaborative was set up in July 2021 with a mission to deliver 'better care, closer to home and outside of hospital where possible' for the people who use its services. The collaborative has made great progress towards this through its investments and has remained financially buoyant since its inception. As its work continues, there are more opportunities to deliver increasingly integrated care pathways with ICB colleagues to ensure that the mission continues to be realised. In addition, the collaborative is considering the other opportunities afforded to it using the power of six mental health Trusts working together e.g., tackling workforce issues. The collaborative is one of the largest in England. This is the only collaborative in the East of England with authority to commission specialised mental health services.

The commissioning arrangements allow for more effective population health management for specialised services. The structure enables one set of entry thresholds to services; one aligned method for clinical delivery; and a united agreement for outcomes that creates benefits for the population across the whole region. The commissioning arrangements will enable a more sustainable

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and inclusive set of pathways to deliver equity of access, health equality and regional well-being. The initiative is underpinned by the principles of prevention, early intervention, community-based provision, and least restrictive practice. There are currently six ICBs in the East of England⁰. ICBs are remain critical partners in developing and commissioning community alternatives to admission to hospital.

The East of England Provider Collaborative (EoEPC)

The collaborative consists of the following providers of specialist mental health and learning disability care:

- Cambridge and Peterborough NHS Foundation Trust (CPFT)
- Central and North West London NHS Foundation Trust (CNWL)
- East London NHS Foundation Trust (ELFT)
- Essex Partnership University NHS Foundation Trust (EPUT)
- Hertfordshire Partnership University NHS Foundation Trust (HPFT)
- Norfolk and Suffolk NHS Foundation Trust (NSFT)

The Provider Collaborative is engaging with strategic partners, service users and carers across the region in establishing and leading the development of the new models and pathways of mental health care. All members have made a commitment to:

- Put service users at the heart of all decisions.
- A genuine commitment from all parties to make the new arrangements work.
- Open dialogue, honesty and information sharing.
- Share risks as well as benefits.

The EoEPC employs a delegated budget from NHSE to fund the services detailed below through Lead Provider arrangements for the whole of the East of England geography. Additional services will be included over time.

Children Young Persons Mental Health Services

Lead Provider: Hertfordshire Partnership University Foundation Trust

- General Adolescent, General Adolescent LD/ASC
- Psychiatric Intensive Care Units (PICU), Specialist Eating Disorders Units, Low Secure
- Low Secure LD/ASC
- Community Forensic services for children and young people

Medium and Low Secure Services

Lead Provider: Essex Partnership University NHS Foundation Trust

- Adult Medium and Low Secure for both Mental Illness and Personality Disorder
- Low and Medium Secure Learning Disability and Autism Services

Adult Eating disorders

Lead Provider: Cambridgeshire & Peterborough Foundation Trust

- Adult Eating Disorders

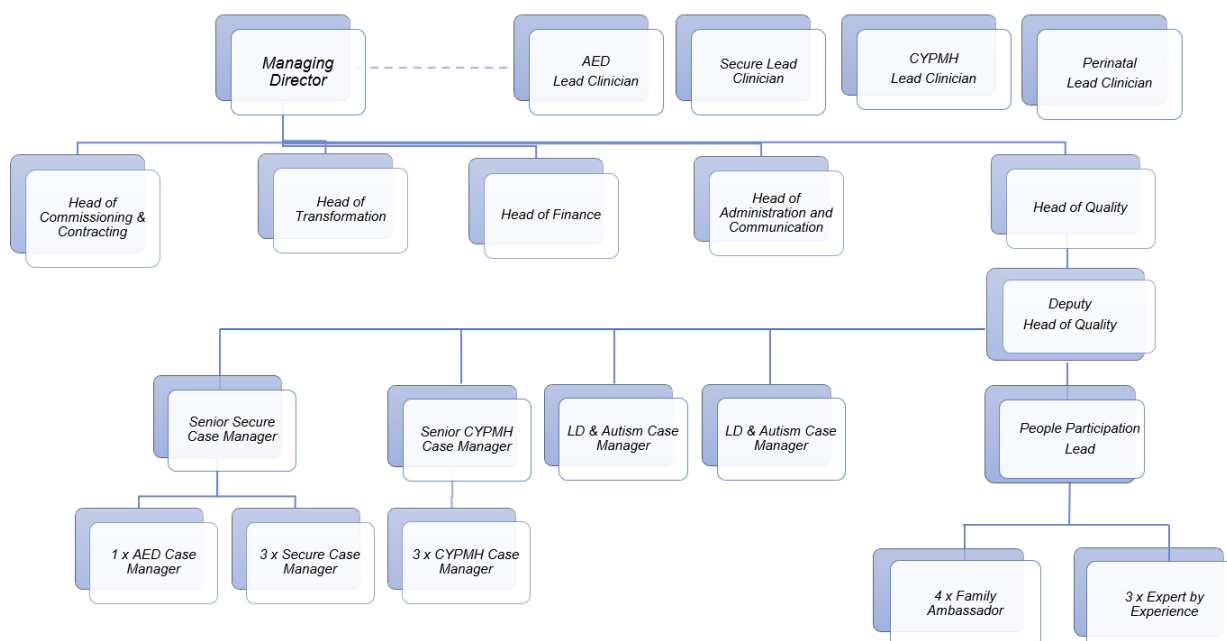
The Lead Providers hold the main contracts with NHS England for the commissioning of new and existing services and have clinical and managerial responsibility for the strategic development of these services. All Collaborative members will be contributing their skills, knowledge and resources to ensure the successful transformation of services to new models of care.

In order to deliver Lead Provider roles and responsibilities, a single Transformation and Commissioning Team (TACT) has been established responsible for:

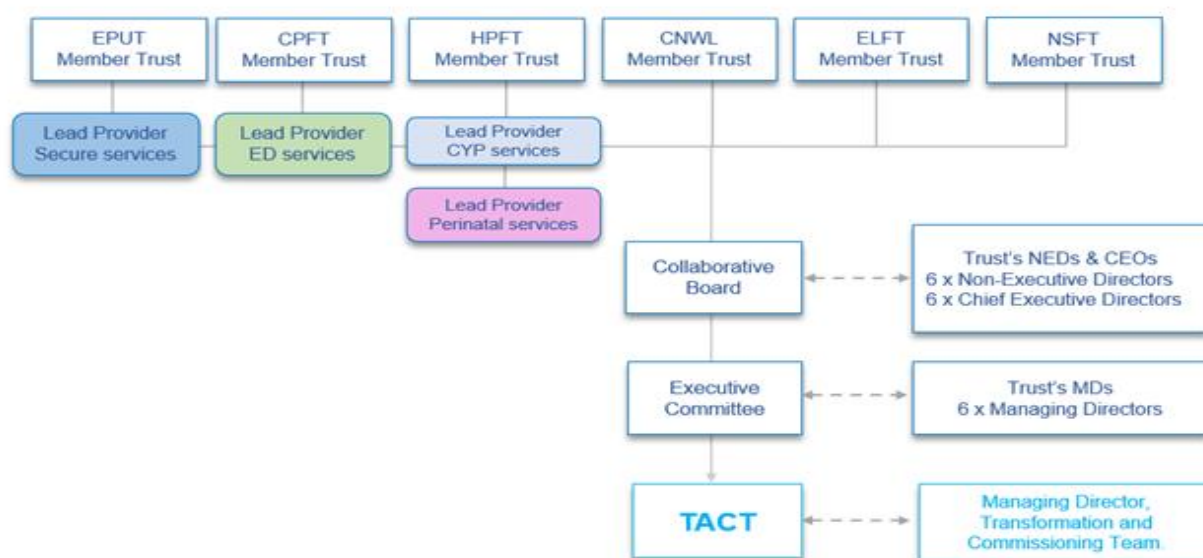
- Strategic planning and service development
- Clinical oversight and quality assurance
- Contractual, financial and informational oversight

The TACT is hosted by Cambridgeshire & Peterborough Foundation Trust

TACT Organisational Structure



Collaborative Governance



Job Purpose

1. To provide strong and visible leadership across the Collaboratives six Trusts, in developing and implementing policies and approach for a single unified quality assurance framework that provides compliance monitoring and reporting to the Collaborative to deliver the agreed clinical outcomes and improvements to services and patient experiences.
2. To manage the quality and safety function and team for the Collaborative with agreed standard operating procedures.
3. To have close working relationships with clinical leads across the Trusts liaising with staff across the six Trusts to implement quality assurances as part of TACTs delegated commissioning function.
4. To be clinically accountable for provider performance providing quality assurance of the NHS and Independent providers delivering services across the Collaborative
5. To develop a comprehensive operational plan for this function underpinned with clear strategies and protocols which are effective across the complex network of provider contracts in the region.
6. The post holder will adopt a proactive outward facing role with local commissioning quality leads, NHSE, CQC and other provider collaboratives to ensure wider quality surveillance processes are in place that reduce duplication, enable sharing of lessons learnt and best practice and move towards one integrated quality assurance system.
7. Working with the Head of Quality and other designated leads, seek assurance and monitor compliance in relation to quality KPI dashboard, QSI, CQC regulatory requirements, clinical policy and guidance and best available clinical evidence.
8. To work in partnership with clinical and quality leads in providers and local commissioners, ensuring the quality assurance and reporting framework is effectively communicated and understood by NHS and Independent Sector providers, and local commissioners.
9. To provide line management and development of a team of Case Managers, and the Participation and Engagement team within the Commissioning Hub
10. To ensure opportunities for learning and development are systematically captured and shared across Collaborative system.
11. To deputise for the Head of Quality and or represent the TACT Quality agenda at regional meetings and forums.

Key Responsibilities

Clinical Scope and Main Duties

1. To be responsible to the Head of Quality for the quality oversight of all East of England specialised mental health providers and all patients receiving specialised mental health who originate from the East of England, regardless of which provider the placement is with.
2. The post will be responsible for overseeing and providing professional and clinical advice on a number of key service areas to ensure the Collaborative delivers on its quality assurance responsibilities, specifically: -
 - Child and Adolescent Mental Health Services (HPFT)** including General adolescent, General Adolescent LD/ASC; Psychiatric Intensive Care Units (PICU; Specialist Eating Disorders Units; Low Secure LD/ASC
 - Medium to Low Adult Secure Services (EPUT)** including Adult Medium and Low Secure for both Mental Illness and Personality Disorder; Low and Medium Secure Learning Disability and Autism Services
 - Adult Eating disorders (CPFT)**
3. The post holder will deputise for the EoEPC Head of Quality, providing assurance to the Collaborative Board on quality assurance within all commissioned services. He/she will work in close liaison with the TACT members and the Lead Provider quality and governance teams for each service area.
4. Within the TACT play a vital role in supporting the commissioning and contract management process by providing expert clinical opinion on contract quality standards including the development, implementation and monitoring of any improvement plans, CQUIN, exceptional packages of care

and provider contract submission relating to both NHS and independent providers. This will be facilitated in part by the direct line management and supervision of the TACT Case Managers.

5. To have oversight of the Transforming care responsibilities delegated from NHSE.
6. Work alongside the Head of Quality to work in partnership with local commissioning services, providing joint intelligence and oversight of provider performance and emerging risks, complaints and remedial actions.
7. To provide clinical oversight and coordination of serious incidents, to ensure they are well managed, and lessons learnt are fed back into the relevant provider, lead provider and wider collaborative.
8. Quality Assurance: working with designated leads, seek assurance and monitor compliance in relation to quality KPI dashboard, QGIS, CQC regulatory requirements, clinical policy and guidance and best available clinical evidence.
9. Ensure themes and trends from quality concerns are shared and fed into contract monitoring and service improvements.
10. Liaise with quality leads in other provider collaborative where East of England patients are placed.
11. To advise on clinical commissioning policies as required and provide professional oversight into policies/protocols to ensure adherence to best clinical practice.
12. To contribute to Service Transformation, Clinical Design and Delivery Group (one per specialty) and Contract meetings as required
13. Contribute to reports to fully inform providers on quality performance issues and ensure that all parties are informed on any patient safety, patient experience issues and other relevant areas of concern.
14. Should a circumstance arise where services are decommissioned, the post holder will lead the oversight of the care of each patient in receipt of services to ensure that an appropriate care package is put in place that meets the patient's needs.

Key Relationships

1. Internal working relationships across the region are with:
 - Collaborative Directors and their representatives
 - Lead Providers and their Clinical design leads and groups
 - Local ICB commissioners
 - TACT colleagues in Commissioning; Quality; Informatics & Finance Teams and Transformation
 - NHSE Regional Specialist Commissioning Team
2. External working relationships across the region are with:
 - Independent sector providers,
 - NHS providers,
 - Other provider collaboratives,
 - NHSE regions,
 - CQC,
 - Patient Safety Team in NHSE

Communication

The post holder will be required to

1. Demonstrate excellent communication skills, both verbal and written, with the ability to develop collaborative approaches and relationships across all levels across the Collaborative.
2. Demonstrate excellent persuasive and influential skills to ensure the quality and governance systems and processes reflect clinical best practice and are that this is integral to the clinical design of services and pathways.
3. Communicate complex information which will at times be contentious in a manner to enable the management of concerns, serious incidents, and provider risk.

4. Use negotiating, persuading and reassuring skills as appropriate when communicating negative service performance related information to senior service managers.
5. Be confident in presenting to large audiences and skilled in managing and reconciling conflicting views where there are significant barriers to acceptance and / or there is an antagonistic atmosphere
6. Communicate both formally and informally with Collaborative members; staff groups, service users and community stakeholders such as NHSE and ICBs
7. Build on existing relationships with local NHS partners across the health and social care system and other stakeholders to ensure a consistent and co-ordinated approach to quality governance.
8. Support the development of a range of reports for the directorate including the business plans, business cases, options appraisals and other reports as required.
9. Promote open and honest communication by meeting staff face to face where possible to share information and resolve potential issues.
10. Chair meetings

Analytical and Judgmental Skills

1. Analyse and interpret highly complex facts from different sources, in respect of clinical quality as reflected in provider performance against contract requirements, quality assurance and reporting frameworks and clinical best practice standards.
2. Make effective judgements and management decisions involving the analysis interpretation and comparison of complex facts or situations.
3. Regularly set up and co-ordinate audits / surveys/ research programmes to inform the design and development of the quality governance and reporting framework.

Information Technology

1. Present highly complex and contentious information and data in a manner appropriate for the audience, ranging from formal presentations to large audiences to one to one meetings with staff or external stakeholders.
2. Produce regular reports and analyses for the Collaborative Board, member Trust Executives and NHSE/I
3. Produce both summary and detailed updates as and when required using a range of Microsoft products.

Financial Responsibility

1. Holds budget for the Quality Team, procures equipment / supplies as required, accountable to the Head of Quality.
2. Authorised signatory for the Quality Team expenses.

Human Resources

1. Provide professional leadership and line management to a team of the case managers and participation roles ensuring they are fulfilling their quality assurance role across the providers.
2. Responsible for the recruitment of staff
3. Motivate and develop staff within the team to ensure that they are able to deliver the new responsibilities of the Collaborative.
4. Undertake appraisals regularly and ensure staff have experience and development opportunities to enable them to develop their careers
5. Forge positive working relationships, in order to support an effective matrix approach to achieve the Collaborative objectives.
6. To work in a matrix management style and to foster close working relations with other managers within the Collaborative member Trusts.

Training & Development

1. To participate in regular supervision in accordance with good practice guidelines and Trust policy.
2. To participate in the Trust's annual Appraisal process.
3. To attend all relevant mandatory training as and when required to do so.

Physical and Mental Effort

1. Large degree of work at the computer requiring advanced keyboard skills.
2. Significant requirement for driving across the East of England region to providers carrying work related items e.g. files/documents/ laptop.
3. Significant requirement to concentrate for long periods
4. Significant requirement for attention to detail for long periods of time
5. Requirement to manage conflicting priorities and interruptions having to deal with service issues as well as responding to pressing demands from the Managing Director
6. Requirement to deal with unpredictable schedules, being responsive to provider concerns
7. Requirement to visit and work on provider premises across the region

Emotional Effort

1. Demands for high quality standards of work to be produced to tight deadlines over extended periods of time, requires tough mental resilience.
2. Dealing with staff performance and disciplinary issues
3. Dealing with distressing circumstances when responding providers' serious incidents; complaints and provider failure / de-commissioning

Quality & Patient Safety

1. Protection of Children & Vulnerable Adults – To promote and safeguard the welfare of children, young people and vulnerable adults.
2. Implementation of NICE guidance and other statutory / best practice guidelines (if appropriate)
3. Infection Control: To provide general clinical advice and support on matters of Infection Control and help the providers identify if and when additional expert help is required.
4. Incident reporting - To report any incidents of harm or near miss in line with the Trust's incident reporting policy ensuring appropriate actions are taken to reduce the risk of reoccurrence.
5. To contribute to the identification, management and reduction of risk in your area.
6. To ensure day to day practice reflects the highest standards of governance, clinical effectiveness, safety and patient experience.
7. To ensure monitoring of quality and compliance with standards is demonstrable within the service on an ongoing basis.
8. To be aware of the responsibility of all employees to maintain a safe and healthy environment for patients/ clients, visitors and staff.

General

1. To maintain up to date knowledge of legislation, national and local policies and issues in relation to both the specific client group and mental health.
2. To comply with the Professional Codes of Conduct and to be aware of changes in these. To maintain up to date knowledge of all relevant legislation and local policies and procedures implementing this.
3. To ensure that all duties are carried out to the highest standard and in accordance with currently quality initiatives within the work area.
4. To comply with all relevant Trust policies, procedures and guidelines, including those relating to Equal Opportunities, Health and Safety and Confidentiality of Information and to be aware of any changes in these.

5. To comply at all times with the Trust's Information Governance related policies. Staffs are required to respect the confidentiality of information about staff, patients and Trust business and in particular the confidentiality and security of personal identifiable information in line with the Data Protection Act. All staff are responsible for ensuring that any data created by them is timely, comprehensive, accurate, and fit for the purposes for which it is intended.

Equality & Diversity

The Trust 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 Trust we value the diversity of our staff and service users, and therefore recognise and appreciate that everyone associated with the Trust is different and so should be treated in ways that are consistent with their needs and preferences.

Therefore all staff are required to be aware of the Trust's Equality and Diversity Policy and the commitments and responsibilities the Trust 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.

To be noted:

- 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 the 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 post is subject to the Rehabilitation of Offenders Act 1974 (Exemption Order 1975) and as such it will be necessary for a submission for disclosure to be made to the Criminal Records Bureau to check for previous criminal convictions. The Trust is committed to the fair treatment of its staff, potential staff or users in line with its Equal Opportunities Policy and policy statement on the recruitment of ex-offenders.

Person Specification

Job Title:	Head of Quality	
Band:	Band 8C	
Responsible to:	Managing Director	
Department:	Commissioning Hub	
Directorate	East of England Provider Collaborative	
Criteria	Essential	Desirable
Education / Qualifications	<ul style="list-style-type: none"> • Relevant registered clinical qualification • Educated to Master's Degree level or equivalent experience • Recent / current experience of Professional Development 	
Experience	<ul style="list-style-type: none"> • Significant experience in a senior role in an NHS or independent sector provider or commissioning organisation • Significant experience within a senior level in a clinical directorate or commissioning team leading on clinical risk management and quality assurance. • Experience in interpreting national policies and developing local / regional policies • Business planning and operational implementation • policy developing policy Expertise of working with a wide range of stakeholders including the local authority, NHS and independent healthcare providers • Significant experience of managing SIs, complaints and or developing clinical risk strategies • Experience of contributing/participating in quality review • Experience of working within complex healthcare settings and multiple stakeholder groups. • Significant experience of clinical leadership, negotiation, collaboration and facilitation. 	<ul style="list-style-type: none"> • Clinical experience within a mental health setting
Skills & Abilities	<ul style="list-style-type: none"> • Ability to develop and maintain communication with people about difficult and complex matters 	

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	<p>and/or in difficult situations, varying language and style as appropriate.</p> <ul style="list-style-type: none"> Emotionally resilient in dealing with difficult situations, imparting and receiving distressing information Ability to influence, negotiate and persuade regarding complex or sensitive issues Ability to operate effectively in clinical academic operational environment with multiple stakeholders Ability to operate independently Line management Budget management Motivational skills to lead staff to deliver quality improvement objectives and standards Ability to analyse a range of complex quality data and formulate action plans Good working knowledge of Microsoft Office with intermediate keyboard skills 	
Knowledge & Understanding	<ul style="list-style-type: none"> Clinical expert, with extensive knowledge of contemporary clinical services and national policy especially in relation to quality assurance and professional practice. Understanding of current NHS policy i.e. ICS and provider collaboratives and the implications for engagement with all stakeholders Sound understanding of the principles of QI and its application. Politically adept with an astute grasp of relevant issues displaying a clear high level understanding of both national and local agenda and how they can be managed 	<ul style="list-style-type: none"> A comprehensive understanding of the commissioning architecture for specialised mental health services An understanding of NHSE/I plans for specialist mental health services and the role regions play
Physical Requirements	<ul style="list-style-type: none"> Travel independently around the region 	
Other	<ul style="list-style-type: none"> Willingness to embrace integrated model and new ways of working. Willingness to be flexible in approach and attitude Excellent attention to detail 	

The Trust is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and expects all staff and volunteers to share this commitment. The Trust believes in treating everyone with dignity and respect and encourages applications from all sectors of the community. We guarantee an interview to candidates with disabilities who meet the minimum essential criteria.