

## **JOB DESCRIPTION**

**JOB TITLE:** Group Head of Commissioning and Quality Assurance

**BAND:** 8b

**DEPARTMENT:** Operational Services

**LOCATION:** St Nicholas site (base) with regular travel to meetings

**ACCOUNTABLE TO:** Triumvirate Director  
(Professionally accountable to Deputy Director of  
Commissioning and Quality Assurance)

**REPORTS TO:** Triumvirate Director

**RESPONSIBLE FOR:** Provision of strategic and operational Commissioning  
and Quality Assurance advice to a named operational  
Group

### **MAIN PURPOSE OF THE JOB**

- To be the senior commissioning and quality assurance representative in a Group, working with groups/services to understand their business needs and develop people focussed solutions to meet these requirements.
- To be a member of the Group operational management team providing senior operational support across the full range of commissioning and quality assurance issues within a Group.
- To provide cover in times of absence to other Group Heads of Commissioning and Quality Assurance and to other management support posts within the group.
- To be the nominated Trust wide lead for identified areas of corporate work as assigned by the Deputy Director of Commissioning and Quality Assurance.
- To contribute to the strategic vision of the Trust and the identification of the Group's objectives.
- To support a nominated Group and ensure that the Group gains the necessary assurances that processes and effective commissioning and quality assurance management is in place to deliver the Group/Trust objectives.
- To facilitate continuous quality improvement across the Group.

- To lead on specific agreed Trust-wide commissioning and quality assurance themes.
- To lead specific agreed Trust-wide commissioning and quality assurance routine activities.
- To lead on specific agreed Trust-wide contracts.

## **DIMENSIONS**

Northumberland, Tyne and Wear NHS Trust is one of the largest mental health and disability Trusts in England, employing more than 6,000 staff, serving a population of approximately 1.4 million, providing services across an area totaling 2,200 square miles. We work from over 160 sites across Northumberland, Newcastle, North Tyneside, Gateshead, South Tyneside, Sunderland and North Easington.

**The post holder will commit to the vision and values of the Trust**

## **VISION AND VALUES**

The way we relate to each other, the way that we do our work needs to be reflective of our Trust's values. We all, regardless of role or seniority have an obligation to make sure that we live by our values.

Our values are:

To be caring and compassionate

- Put ourselves in other people's shoes
- Listen and offer hope
- Focus on recovery
- Be approachable
- Be sensitive and considerate
- Be helpful
- Go the extra mile

To be respectful

- Value the skill and contribution of others
- Give respect to all people
- Respect and embrace difference
- Encourage innovation and be open to new ideas
- Work together and value our partners

To be honest and transparent

- Have no secrets
- Be open and truthful
- Accept what is wrong and strive to put it right

- Share information
- Be accountable for our actions

## **ORGANISATIONAL CHART**

### **COMMUNICATION & RELATIONSHIPS**

- Provide, receive highly complex, sensitive information where cooperation, agreement required; presents highly sensitive or contentious information to large groups. Significant barriers to acceptance; hostile, antagonistic or highly emotive atmosphere.
- Communicates with internal staff and external agencies to ensure compliance with performance targets and strategic objectives involving negotiation.
- Receive, analyse and provide highly complex, highly sensitive or highly contentious information, where developed persuasive, educational, motivational, tactful, negotiating, training, emphatic or re-assurance skills are required. This may be because agreement or cooperation is required or because there are barriers to acceptance or understanding. Presents highly sensitive or contentious information to large groups.
- Communicate quality standards, commissioning, contractual regulatory requirements effectively to the Group and organisation.
- Motivate the nominated Group to prioritise and deliver required quality standards.
- Prepare and deliver presentations to all levels of staff across the organisation.

### **Internal**

Chief Executive, Executive Directors, Non-executives Directors and Triumvirate Directors

Heads of Department

All support services staff

Senior Clinicians and Managers

All levels of staff across the Trust

Staff side and trade union representatives

Group Operational Management Groups

Finance, Infrastructure and Business Development Committee

Internal Audit

External

External Audit

CCG & CSU representatives

SHA & Department of Health

Other NHS & Foundation Trusts

Local Authorities

Independent and Voluntary Sector

NHS England

Royal Colleges

**KNOWLEDGE, SKILLS, TRAINING AND EXPERIENCE**

Highly developed specialist knowledge of a range of Commissioning and Quality Assurance topics acquired through degree and relevant post graduate qualification plus significant experience in performance management in a complex organisation.

Evidence of Continuing Professional Development or Managerial Development

**ANALYTICAL AND JUDGEMENTAL SKILLS**

- Highly complex analytical skills are required in the role, the post holder will be required to make judgements where a multitude of variables require analysis, interpretation and comparison to assess an outcome.
- Working across a range of departments, organisations and different levels of staff, the post holder will be required to use judgement and sensitivity to determine effective communication of key issues.
- Analyse a range of information to inform the long term strategic planning process and performance/service improvement

**PLANNING AND ORGANISATIONAL SKILLS**

- Excellent organisational skills are required to ensure that data is collated from a range of sources and contract/internal reporting deadlines are achieved.
- The ability to formulate long-term strategic plans to support the Group in relation to stability and quality/service improvement.

- Competing, flexing demands on workload and regular required attendance at multiple meetings and forums requires excellent diary management and time keeping skills and the ability to adapt, respond flexibly and self manage workload.
- Formulate long term strategic plans, involving uncertainty, may impact on the whole of the organisation.

### **PHYSICAL SKILLS**

Standard keyboard skills

### **PATIENT CARE AND FAMILY INVOLVEMENT**

Assist Patients/Clients/Relatives during incidental contact.

### **POLICY AND SERVICE DEVELOPMENT**

- To formulate long-term strategic plans to support the Trust in relation to quality, commissioning and regulatory standards.
- Evaluate policies, identifying impact on regulatory, commissioning and quality assurance issues.
- Lead on policy development and implementation relating to regulatory, quality assurance and commissioning issues.
- Responsible for policy implementation and development for a directorate or equivalent.

### **FINANCIAL AND PHYSICAL RESOURCES**

No direct responsibility. Must have the ability to determine the impact of commissioning/contract changes on activity, income and costs. Support service line management and reporting.

### **HUMAN RESOURCES**

- Line management for a department/service.
- Responsibilities include recruitment, appraisal, discipline, training, delegation

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### **INFORMATION RESOURCES**

- Responsible for managing a high degree of organisational and informational complexity and the ability to translate and analyse complex data into understandable information.

### **RESEARCH AND DEVELOPMENT**

Undertakes surveys or audits as necessary to own work

### **FREEDOM TO ACT**

- Guided by broad NHS policies and must interpret how they will be implemented across the Group (and Trust where trust-wide responsibility has been allocated to the post holder). The post holder will represent the Group and/or Trust at both internal and external forums.
- Works autonomously and interprets relevant Commissioning and Quality Assurance standards.
- Provides services to the Group and provides authoritative advice on specialist Commissioning and Quality Assurance issues.

### **Effort and Environment**

#### **Physical:**

Standard keyboard skills.

#### **Mental:**

Mental effort - requires frequent concentration with interruptions and the ability to absorb information quickly, and work patterns may be unpredictable. Must respond to enquiries providing expert specialist advice. Some days may include attendance at multiple meetings requiring prolonged concentration and excellent time keeping.

#### **Emotional:**

- Frequent exposure to potentially stressful or emotional circumstances.

- Will be expected to challenge others.
- Will be exposed to conflicts of opinion.

### **Working Conditions:**

Exposure to unpleasant conditions is rare. Office conditions.

### **SAFEGUARDING**

Every employee has a responsibility for safeguarding and protecting adults and children from abuse, regardless of the setting in which the care takes place. It is every employee's responsibility to be aware of relevant Trust Policies. All employees should take part in training in order to maintain their skills. Front line practitioners should access regular supervision and support in line with local procedures.

### **HEALTH AND SAFETY**

Contribute to maintaining a safe environment of care through effective risk management. Identify risks and develop appropriate strategies to manage the risks including responding appropriately to untoward/emergency situations.

### **TRUST CLINICAL GOVERNANCE STRATEGY**

It is the responsibility of all health care professionals to play an active role in delivering the clinical governance agenda. There is a specific responsibility for individual health care professionals to be involved in auditing their own and their team's clinical performance, and to engage in activities, which continuously improve, the quality of services they provide

### **Information of a Confidential Nature or Access to Confidential Information**

"To be aware of the nature of information dealt within the NHS and to work in a manner which ensures confidentiality and security of this information"

### **INFECTION CONTROL**

All Trust staff (clinical and non-clinical, including locum and agency staff employed by external contractors) have a personal responsibility to ensure the risk of infection to themselves, service users and visitors is minimised by ensuring that they (1) are familiar and adhere to, current Trust policy and guidance on infection prevention and control, (2) participate in the Trusts induction programme and statutory/required training in infection prevention and control and (3) consider infection prevention and control as part of their appraisal and/or personal development plans'.

### **CALDICOTT RESPONSIBILITIES:**

#### **Principle 1. Justify the purpose(s) for using confidential information**

Every proposed use or transfer of personal confidential data within or from an

organisation should be clearly defined, scrutinised and documented, with continuing uses regularly reviewed, by an appropriate guardian.

**Principle 2. Don't use personal confidential data unless it is absolutely necessary**

Personal confidential data items should not be included unless it is essential for the specified purpose(s) of that flow. The need for patients to be identified should be considered at each stage of satisfying the purpose(s).

**Principle 3. Use the minimum necessary personal confidential data**

Where use of personal confidential data is considered to be essential, the inclusion of each individual item of data should be considered and justified so that the minimum amount of personal confidential data is transferred or accessible as is necessary for a given function to be carried out.

**Principle 4. Access to personal confidential data should be on a strict need-to-know basis**

Only those individuals who need access to personal confidential data should have access to it, and they should only have access to the data items that they need to see. This may mean introducing access controls or splitting data flows where one data flow is used for several purposes.

**Principle 5. Everyone with access to personal confidential data should be aware of their responsibilities**

Action should be taken to ensure that those handling personal confidential data - both clinical and non-clinical staff - are made fully aware of their responsibilities and obligations to respect patient confidentiality.

**Principle 6. Comply with the law**

Every use of personal confidential data must be lawful. Someone in each organisation handling personal confidential data should be responsible for ensuring that the organisation complies with legal requirements.

**Principle 7. The duty to share information can be as important as the duty to protect patient confidentiality**

Health and social care professionals should have the confidence to share information in the best interests of their patients within the framework set out by these principles. They should be supported by the policies of their employers, regulators and professional bodies.

**Sustainability**

The Trust attaches great importance to sustainability and corporate social responsibility. To achieve this, it is the responsibility of all staff to minimise the environmental impact of their day to day activities and address to Trust policies on sustainability, waste, resource usage and governance.

**Clinical Effectiveness:**



This section involves ensuring that health care professional are aware of their responsibility to be clinically effective in their role. Clinical effectiveness refers to the extent to which our interventions do what they are intended to do – maintain and improve the health of service users, and secure the greatest possible health gain from the available resources.

To practise clinical effectiveness means to provide the highest standards of care based on sound evidence. There is an expectation that staff think critically about what they do, question whether it is having the desired result and make necessary changes to practice. His approach is applicable at all levels within the NTW meaning that clinical effectiveness is everyone’s responsibility. Therefore all members of staff should aim to contribute towards this though using the critical thinking approach above in order to deliver improvement. There is also a specific responsibility for individual health care professionals to be involved in auditing their own and their team’s clinical performance, and to engage in activities which continuously improve the quality of services that they provide.

Staff should aim to ensure that this is part of their everyday work and to monitor how this helps to achieve personal clinical effectiveness. As part of continuing professional development there is an expectation that staff are able to demonstrate where they have contributed to clinical effectiveness through the NTW appraisal system, through personal development plans, and where appropriate, thought clinical supervision procedures.

**ACCESS TO CONFIDENTIAL INFORMATION:**

To be aware of the nature of information dealt with within the NHS, and to work in a manner, which ensures confidentiality and security of this information.

**This job description is not intended to be an exhaustive list of the duties and responsibilities of the post and the post holder may be requested to carry out any other duties appropriate to the grade or post.**

**The post may change over time to meet organisational requirements and the job description may be changed after consultation with the post holder at any time.**

**JOB DESCRIPTION AGREEMENT**

**Post Title:** .....

**Post Holder’s Name:** .....

Post Holder's Signature: ..... Date:.....

Line Manager's Name: .....

Line Manager's Signature: .....Date: .....



**Person Specification**

**KNOWLEDGE, SKILLS AND EXPERIENCE**

**Essential**

Highly specialist knowledge of a range of commissioning and quality assurance topics

acquired through degree and relevant post graduate qualification plus significant experience in performance management in a complex organisation

Evidence of Continuing Professional or Managerial Development

Use of information systems

Experienced in developing strong networks focussed on business delivery

Experienced in developing effective performance reporting

A good working knowledge of the business environment facing a large complex NHS Provider

An understanding of national strategies for the development of the NHS

An understanding of strategy relating to the reconfiguration of services, including the development of clinical services, with a focus on value for money and increased productivity

A good working knowledge of the requirements of clinical service delivery in Mental Health Services, including the performance management regime in the NHS and clinical governance, and the needs of service users across the Trust

In-depth knowledge and practical application/management of:

- NHS performance framework for Mental Health
- Monitor Compliance Framework
- Care Quality Registration requirements

A thorough understanding of performance management principles with the NHS Skills

Must be able to think and operate at a strategic level to contribute effectively to long term improvements in clinical care

Excellent communication skills with the ability to communicate confidently and credibly with senior managers e.g.

- Interpersonal skills
- Report writing
- Presentation skills

The ability to communicate potentially highly contentious information to Trust staff and convey CQC inspector views and comments to operational teams.

Ability to lead change to drive improvements in quality, efficiency and productivity in a large complex organisation

Ability to manage a high degree of organisational and informational complexity and the ability to translate and analyse complex data into understandable information

Ability to achieve deadlines and prioritise work

Ability to persuade, influence and motivate across a range of different staff groups

including, directors, managers and clinicians

Strong negotiating skills.

A good team player with the ability to be self-directed

Must be able to fulfil the mobility requirements of the post.

**Desirable**

NHS experience

**Personal Qualities**

- Strategic and corporate thinking
- High level of personal motivation
- Enthusiastic, active in encouraging change
- High focus on clinical service needs
- Fair, reasonable and approachable manner
- Reliable

**Management behaviours**

- Probity and integrity, working in a way that is open and honest and ensuring adherence to the NHS Managers' Code of Conduct and Nolan Principles
- Consistency and fairness
- Act politely and behave appropriately at all times