# SAINT FRANCIS HOSPICE  
## JOB DESCRIPTION

<table>
<thead>
<tr>
<th>JOB TITLE</th>
<th>HEAD OF QUALITY AND AUDIT</th>
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<tbody>
<tr>
<td>GRADE</td>
<td>8</td>
</tr>
<tr>
<td>HOURS OF DUTY</td>
<td>37.5 hours per week</td>
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<tr>
<td>REPORTS TO</td>
<td>Director of Quality and Care</td>
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</tbody>
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### KEY RELATIONSHIPS
- Chief Executive Officer, Directors, Board of Trustees, Medical Staff, Heads of Department, All Hospice staff and volunteers, Members of the Public, Clinical Commissioning Groups, Acute Trusts, Primary and Community Services, Local Authority, Public Health, Other Local Hospices, Statutory Bodies and Other Organisations

### RESPONSIBLE FOR

### KEY TASKS:
- Lead Nurse for the organisation
- CQC registered manager
- Management of In Patient Unit (IPU) manager
- Practice development Education
- Staff supervision, mentoring and Support.
- Quality Assurance and audit management & oversight

### JOB SUMMARY

To be the recognised Lead Nurse for the organisation.

To be the Registered Manager (CQC – Care Quality Commission) for the Hospice services.

Work with Heads and Team Managers within the Quality and Care Directorate, and with the Doctors as appropriate within the Medical Directorate.

Lead on service developments and respond to all strategic objectives and service delivery goals and opportunities.

Develop and maintain the Quality and Care Strategy Implementation.

Undertake performance monitoring of the Clinical Service areas and service contracts, exploring issues and variances to identify and manage areas of under-performance.
To provide effective leadership and management of the Quality and Care Team and be accountable for the delivery and development of the In-patient services, working to agreed budgets and targets.

Make proposals for development of the Quality and Care team strategy and plans.

To lead, inspire and develop a team of staff to deliver a quality person led service.

As a Head of Department to contribute and lead on the development of Hospice plans and strategies for their service area and pan organisation.

OVERALL OBJECTIVES:

- To provide leadership to and responsibility for the In Patient unit service, Quality and Audit and Practice Development services working in close liaison with the Director of Quality and Care.

- To successfully become and maintain Registered Manager status, working collaboratively to implement and maintain CQC statutory processes including responsibility for the preparation of all documentation and evidence as necessary for annual inspections.

- To be responsible for the coordination, action planning and on-going service development of services to meet changing needs, working in collaboration with the Director of Quality and Care, other relevant Heads/Managers and functions pan hospice.

- To work closely with the hospices multi-disciplinary team in reviewing the services with a view to ensuring that the highest quality of care is provided to individuals with end of life and other life threatening illnesses at home and in the Hospice and that families and carers are receiving the best support available to them.

- To champion the key values of specialist palliative care for individuals, families and carers, ensuring equitable access to all services.

- To act as a specialist resource for, and to provide advice, education and support to the Inpatient Unit Team, the wider multi-professional hospice team and a wide range of external professionals including GP’s, District Nurses and specialist and non-specialist palliative care teams.

- Responsible for ensuring that clinical practice and procedures are regularly reviewed, are up to date and in line with current best practice and the latest research outcomes, and monitor standards of care within specialist palliative care.

- To oversee the operational management of services in the absence of other Heads of service or Team Managers.

- To contribute to local, regional and national networks & forums for specialist palliative care.

LEADERSHIP & OPERATIONAL MANAGEMENT OF THE QUALITY AND AUDIT SERVICE:

1. Develop an open, supportive culture that facilitates effective multi-professional team working.

2. Display a proactive and supportive leadership style that encourages team participation in decision-making processes.

3. Have a good understanding of the processes and importance of sensitive change.
management.

4. Ensure that staff have a good understanding and awareness of behaviours and interpersonal skills that are vital to effective team working and practice them at all times.

5. Promote the importance of multi-professional team-working and champion it within the organisation.

6. Promote and facilitate good and effective communication within the multi-disciplinary team.

7. Facilitate, mentor and support the service to ensure a cohesive, balanced and efficient service delivery.

8. Significantly contribute to strategic planning and implementation of future developments of service in close liaison with the Director of Quality and Care.

9. Work collaboratively with all other clinical department heads of department in the planning and ongoing development of palliative care services.

10. Line manage the IPU Ward Sister/Ward Manager.

11. Manage and ensure collaborative working with the Practice Development Nurse to ensure relevant and ongoing development and support for the nursing team.

12. Manage and ensure collaborative working with the Quality and Audit facilitator to ensure relevant and ongoing development and support for the service teams.

13. Take responsibility for the recruitment, selection and retention of staff to the service, working in close liaison with the Director of Quality and Care and Human Resources.

14. Maintain hospice information systems as required by the organisation.

15. Work collaboratively with the Information, service development and commissioning managers to develop and implement systems for the collation, monitoring and reporting of clinical statistics.

16. Monitor & evaluate the service and maintain a system for collecting yearly statistics.

17. Share responsibility for the ongoing management and development of the Hospice Referrals Meeting on a daily basis.

18. Oversee IPU Ward Manager and provide direction and oversight with compilation of off-duty rotas to ensure that services are staffed safely and appropriately.

19. Provide IPU ward manager with supportive, monthly management supervision & yearly performance overview to ensure they can deliver the same for staff within the Inpatient Unit Team.

20. Work with Director of Quality and Care to facilitate team away days and learning workshops.

21. Contribute to local, regional and national forums for specialist palliative care services.

22. Have delegated responsibility for the Inpatient Unit budgets, oversight and establishment monitoring.

23. Oversee the Inpatient Unit activity statistics and prepare and compile annual national data submissions.
### LEADERSHIP OF WIDER QUALITY AND AUDIT SERVICE PRACTICE

1. Actively participate in the management of the hospice as a Head of Service by attending relevant meetings e.g. as Head & Chair of the Clinical Review Management Group and Medicines Management Group, and directorate links via attendance at the Commissioning, Health and Safety and Estate Management Groups.

2. Assist in tasks that affect the whole hospice, for example advising on the content when the organisation is designing new notes or information booklets.

3. Provide Clinical leadership to the Policies and Procedures Group through the Chair role.

4. Provide leadership to the special interest Groups through the role of Chair.

5. Work in collaboration with Director of Quality and Care to develop and manage a wide ranging clinical effectiveness programme.

6. Chair the Clinical Effectiveness Group and ensure annual reporting to the Clinical Governance Committee.

7. As Vice Chair, provide Lead Nurse representation to the Medicines Management Group and support to accountable officer,

8. Ensure as the Registered Manager, compliance against all CQC processes and requirements.

9. Work with the Director of Quality and Care and Head of Education to develop and review annual mandatory training programmes.

10. As Service Lead oversee service compliance with all Health and Safety requirements and to attend the Health, Safety and Risk Management Group.

11. As Service Lead to attend the Clinical Governance Committee and deputise for the Director of Quality and Care as required.

12. Act as an ambassador for the hospice at functions as required.

### LEAD NURSE

1. Act as a resource for members of other Directorates as Lead Nurse and Registered manager (CQC) in the organisation

2. Responsible as Health and Safety Lead for own service areas

3. Service area lead for the hospice in-house educational programmes and the in-service induction and training of other professionals and volunteers.

4. Service area lead for the hospice educational programmes for external participants.

5. Provide effective placements for students undertaking their professional training.

6. To represent Quality and Care Directorate as the Service Lead in the Saint Francis Hospice core induction programme.

7. Responsibility as the Service Lead for clinical complaints within the Hospice.

8. To have significant input into the management and delivery of Handling Complaints and Managing Volatile Situations Training for own service area and hospice wide.

9. Co-ordinate, and participate in Quality and Care and Clinical related elements of the annual mandatory training programme.
10. Responsible for ensuring all clinical staff working within their service area are registered with NMC and other relevant professional bodies and have appropriate registration for them to undertake their roles.

11. Monitor PINS and registrations as required and review all clinical PDPs to ensure they meet requirements for validation.

LIAISON
1. Ensure that there is clear communication between all services.

2. Work proactively to maintain effective communication networks with all departments within the hospice to ensure a seamless delivery of services.

3. Liaise with GP’s & Primary Health Care Teams to provide continuity of specialist palliative care and effective working relationships.

4. Ensure that service arrangements/agreements/contracts are in place to ensure continuity of care for people being discharged into the community.

5. Provide written communication to external agencies to support continuity of care as appropriate.

SUPPORT
1. Facilitate role model and maintain the highest standard of care at all times.

2. Ensure that there is robust Co-ordination of the clinical reflective practice system, monitoring and reporting on attendance statistics.

3. Chair and provide clinical leadership to the Clinical Reflective Practice Group

4. Carry out monthly management supervision and annual appraisals for the Ward Manager and Team Leaders, Supporting them to complete the appraisals for all other IPU staff

5. Monitor and oversee the annual appraisal system for all members of the Directorate

6. Provide information as required to ensure that external agencies are supporting continuity of care for patients as appropriate.

QUALITY ASSURANCE
1. Ensure continued high quality service delivery through appropriate audit and standards.

2. Support and facilitate the annual monitoring of clinical practice and service delivery

3. Responsible for Quality and Audit facilitator and oversight of robust audit processes with collaboration with the Clinical Effectiveness Groups as required

4. Facilitate a developing culture of research, audit and evaluation

5. Be an active member of the Clinical Governance Committee.

6. Deal with other quality issues as they arise. Including complaints and investigations
**PROFESSIONAL RESPONSIBILITIES**
To act within the Codes of Professional Conduct as set by the Nursing and Midwifery Council.

To adhere to the policies and conditions of service of Saint Francis Hospice relating to sickness and absence, conduct, Health and Safety, Data Protection and any others that are relevant.

To take responsibility for own professional and personal development which will be monitored in supervision sessions and in the yearly appraisal.

To keep up-to-date with the developments within nursing and in particular in the field of palliative care.

**COMMUNICATION AND WORKING RELATIONSHIPS**
- Effective partnership working with other posts and functions in the Hospice to maintain a cohesive approach
- Be able to present complex sensitive information to large groups, written and verbal formats
- Provide reports within set timescales e.g. produce timely and accurate reports for internal meetings and external negotiations
- Negotiate and influence at a senior level
- Develop and maintain networks with managerial, medical, Quality and Care and other colleagues internally and externally.
- Develop and maintain working relationships with other local hospices, acute trusts, primary care, Community Services and Local Authority Services to ensure joint service planning as appropriate.

**OTHER/ GENERAL**
- The post holder will be expected to represent the Director as required
- The role may change as the post develops, but only with discussion between the Director of Quality & Care and the post holder
- The post holder will be expected to take on other projects as required in line with service re-design and service development
- The post holder will be required to attend external meetings with CCG’s, CSU’s, acute trusts, Community Providers, Local Authorities and others
- Responsibility for ensuring that the hospice and the services provided are compliant with all regulatory bodies requirements – e.g. Care Quality Commission (CQC)
- The post holder will develop a working knowledge of the internal and external quality and audit mechanisms
- The post holder will be required to attend the monthly Saint Francis Hospice Heads of Department meeting and any other meetings as required
- The post holder will be responsible for their own professional and personal development which will be monitored in monthly support sessions and within the annual appraisal system
## ADDITIONAL REQUIREMENTS OF POSTHOLDER

### CONFIDENTIALITY:
The post holder must maintain confidentiality, security and integrity of information relating to patients, staff and other hospice matter during the course of duty. Any breach of Confidentiality may become a disciplinary issue.

### DATA PROTECTION:
It is the responsibility of all staff to be aware of their obligations in respect of the Data Protection Act 1998.

### EQUAL OPPORTUNITIES:
The hospice is committed to the development of positive policies to promote equal opportunity in employment and has a clear commitment to equal opportunities. All employees have a responsibility to ensure that they understand the standards expected and that they promote and adhere to the equal opportunity measures adopted by the hospice.

### HEALTH AND SAFETY:
All staff must be familiar with section 2 of the Health & Safety Policy, Organisation of Health and Safety. This document sets out the responsibilities of all staff for health and safety, whether in a supervisory capacity or not. Policy section 3 (arrangements for Health and Safety) provides an overview of training for competence in Health and Safety matters.

### HOSPICE IDENTITY BADGES:
Hospice ID badges must be worn at all times whilst on duty.

### SMOKING:
The hospice acknowledges its responsibility to provide a safe, smoke free environment, for its employees, service users and visitors. Smoking is therefore not permitted at any point whilst on duty, in accordance with the guidelines set down within the Hospice No Smoking Policy.

### REGISTRATION COMPLIANCE/CODE OF CONDUCT:
All employees who are required to register with a professional body to enable them to practice within their profession are required to comply with their code of conduct and requirements of their professional registration.

### WORKING TIME REGULATIONS:
The ‘Working Time Regulations 1998’ require that you should not work more than an average of 48 hours in each week. For example, in a 26 week period you should work no more than 1248 hours.

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*Please note that this job description is not definitive or restrictive in any way. It is a guide to the responsibilities of the role. It may be reviewed, in consultation with the post holder, in light of changing circumstances and the changing needs of the Hospice and the Board of Trustees.*

*The post holder will be expected to perform any other such duties as might reasonably be required by the Director and will work in accordance with all Hospice Policies and Procedures.*

*In an emergency, all staff may be required to work different hours or carry out different tasks to those set out in their contracts of employment. This will be done in consultation with individuals and taking into account any special circumstances that may exist.*
PERSON SPECIFICATION

Head of Quality and Audit

**E = ESSENTIAL**  |  **D = DESIRABLE**
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### Education & Training

- Trained nurse with current registration and evidence of PIN, significant senior level experience as ward manager or service manager
- Masters/Degree or equivalent experience in relevant area of work
- Evidence of knowledge and practical application of Quality and Audit methodology
- Evidence of Continuing Professional Development
- In depth Knowledge and understanding of the CQC registered manager requirements
- Evidence of Management Development

### Skills/Abilities/Knowledge

- Excellent communications skills, both written and verbal presentation skills
- Excellent organisational/time management skills
- Strong interpersonal skills with ability to communicate effectively at all levels
- Ability to work under pressure and prioritise constantly changing, high volume workloads – experience and ability to work to deadlines
- Ability to make decisions, to work on own initiative and accept responsibility
- Ability to work alone and as part of a team
- Working knowledge of IT - inclusive of excel, access, word and power point
- Political astuteness (e.g. key Palliative Care nursing and service provision levers)
- Ability to demonstrate knowledge of hospice work coupled with enthusiasm and commitment to the work of the Hospice
- Knowledge of existing NHS and Local Authority architecture
- Ability to command the confidence of clinicians and managers
- Able to think strategically and operationally
- Adaptable, flexible and able to handle uncertainty
- Able to motivate and lead others

### Responsibilities

- Policy and Service Development Implementation

### Experience

- Deputising for a Director or equivalent senior level post
- Experience of working within the NHS or Local Government and in particular implementing service policies and procedures
- Proven track record in successful service redesign and implementation
- Experience of working with/developing palliative care services

### Other Requirement

- Demonstrable interest in palliative care
- Ability to maintain and understand the importance of confidentiality
- Willingness to take on new responsibilities and respond positively to change
- Willingness to work flexibly to accommodate some evening meetings