

Patient Safety & Improvement Manager

Candidate Information Pack

Including Job Description & Person Specification



Croydon Health Services provides integrated NHS services to care for people at home, in schools, and health clinics across the borough as well as at Croydon University Hospital (CUH) and Purley War Memorial Hospital (PWMH).

CUH provides more than 100 specialist services and is home to the borough's only Emergency Department and 24/7 maternity services, including a labour ward, midwifery-led birth centre and the Crocus home birthing team.

PWMH in the south of the borough offers outpatient care, including diagnostic services, physiotherapy and ophthalmology services run by Moorfields Eye Hospital, alongside an onsite GP surgery.

Our experienced staff take care of people of all ages across the borough of Croydon.

We are a very close-knit and friendly organisation where everyone of our 3600 members of staff is valued. We strongly believe that our employees are our greatest asset.

Join us and be a part of the team that is making Croydon proud.



Our values

We will always be **professional**, **compassionate**, **respectful** and **safe**.

Professional

- Set ourselves very high standards and share best practice
- Keep our uniforms smart, and be professional and consistent in our approach
- Work in partnership to best support our community's needs
- Use resources wisely without compromising quality or safety

Compassionate

- Treat everyone as we would want to be treated ourselves
- Demonstrate kindness, dignity, empathy and compassion
- Make time for the people we are caring for, to understand their needs and wants
- Organise our services to give people the best possible experience of care

Respectful

- Be courteous and welcoming, and introduce ourselves
- Value the diversity and needs of everyone
- Always involve people in decisions about their care, listening to and respecting their wishes
- Appreciate the contribution that staff from all backgrounds bring to our services

Safe

- Be open and honest in everything we do, sharing what we do well and admitting our mistakes, to constantly improve our care
- Protect the confidentiality of those in our care and show sensitivity to people around us
- Feel free to raise concerns so we are always learning
- Make time for training and development and support research so people always receive the highest standards of care.



JOB DESCRIPTION

JOB TITLE	Head of Patient Safety
DIRECTORATE	Quality, Nursing, Midwifery and Allied Health Professionals
DEPARTMENT	Quality
BAND	8b (Indicative)
RESPONSIBLE TO	Associate Director of Quality
ACCOUNTABLE TO	Director of Quality
RESPONSIBLE FOR	Patient Safety Lead & Quality Improvement & Investigation Lead

JOB SUMMARY

Reporting to the Associate Director of Quality, this post forms part of the departmental senior leadership team responsible for the delivery of the Trust's Quality Strategy and vision to ensure 'Excellent Care for all' through the delivery of safe, effective and high quality services, that ensure the people who use our services, their families, carers and visitors receive a positive experience.

Under the direction of the Associate Director of Quality the post holder will be responsible for providing leadership and expertise for the management of patient safety, including the reporting, management and investigation of incidents (never events, Patient Safety Investigations, Learning responses and internal incidents) investigation, completion of Duty of Candour, CAS Alerts, Quality Alerts, oversight of the incident reporting and management system, and the identification of areas for quality improvement and practice development.

The post holder will be responsible for;

- Acting as the designated Patient Safety Specialist.
- Promoting a proactive, positive, evidenced-based and Trust wide approach to gathering and acting upon patient safety and quality of care information. Ensuring that staff, people who use our services, their families, carers and others receive a response to incidents, which is efficient, effective and insightful of the impact across all aspects of trust business.
- Ensuring progress against the Patient Safety Strategy and embedding the Patient Safety Incident Response Framework.
- Facilitating a culture that improves quality through leading and managing all aspects of the Trust's Patient Safety procedures, including CAS Alerts, Quality Alerts, and the reporting and management of incidents, including never events and Patient Safety Investigations in line with current Government Legislation, Regulations, Policy Guidance and good practice.



- Ensuring the timely and effective investigation of incidents and complex complaints, ensuring that regulatory duties toward duty of candour are completed, family concerns are included with terms of reference and supporting the review of the report via an internal expert panel
- Informing and advising the Chief Executive, Trust Board, Governors and partners on all aspects relating to patient safety, including timeliness and responsiveness of incident reporting and management and recommended action for practice development.

MAIN DUTIES AND RESPONSIBILITIES

Strategic Responsibilities:

- Interpret legislative requirements, national policy and best practice to develop long term strategic planning for Patient Safety across the Trust.
- Developing and implementing the Trust wide strategy and delivery plan, including ensuring suitable and effective systems, processes and policies are in place for the management and reporting of CAS Alerts, Quality Alerts, incidents (including never events and Patient Safety incidents), and duty of candour ensuring that people who use our services, their families and carers are involved in investigations and receive compassionate and supportive feedback.
- Promote a culture of safety awareness amongst staff across the Trust;
 - a. Organise patient safety campaigns
 - b. Work in collaboration with the Communication department to raise the profile of quality and safety improvement
 - c. Guide and support improvement project plans and progress by providing expertise on improvement approaches
- Responsible for ensuring that Patient Safety Team strategies, policies and processes are reviewed and updated on a regular basis to ensure they reflect changes and improvements in the national patient Safety agenda, relevant legislation and guidance including, but not limited to:
 - Health and Social Care Legislation
 - NHS Improvement Programmes
 - NICE Guidelines
 - NHS Constitution
- Ensure that a range of evidence-based, accessible mechanisms exist for the reporting, management and investigation of incident reporting (including never events and Patient Safety Incident Investigations, Learning responses CAS Alerts, Quality Alerts and compliance with duty of candour across all services.
- Develop appropriate methods to capture and report on data that supports patient safety to enhance the quality and safety of services in addition to achieving key performance indicators
- Develop and implement a Trust Wide Patient Safety training and development programme which provides staff with the techniques, skills and knowledge to competently deliver safe, effective and high quality services and effectively investigate incidents, that ensure the people who use our services, their families, carers and visitors receive a positive experience.
- Represent the Trust to external audiences and stakeholders, whilst influencing wider national, regional and local NHS policies, initiatives and developments.
- Establish links and excellent working relationships with external agencies, partners and organisations and groups that aid the patient safety agenda.



Operational Responsibilities:

- Act as a role model for working with people who use our services, their families, carers and others as well as staff to create an atmosphere of transparency, openness and candour, leading and chairing relevant groups/meetings.
- Provide professional leadership and management to the Patient Safety & Improvement Team, responsible for the management and reporting of CAS Alerts, Quality Alerts, investigation of incidents (including never events and Patient Safety incidents), and duty of candour.
- Responsible for undertaking immediate action, on behalf of the Trust to address patient safety concerns. This may involve being disturbed from other work on a regular basis. It may also involve exposure to staff, their line managers and services who may be concerned about incidents.
- Represent the Trust and liaise as necessary with other NHS bodies, local authorities and government departments on matters relating to patient safety.
- Escalating concerns regarding patient safety activities, and outcomes from investigations, which identify potential issues for professional competencies and/or conduct.
- Responsible for overseeing the accurate input of patient safety data and producing reports as required. Use highly developed analytic skills for both qualitative and quantitative data received to develop accurate monthly, quarterly and annual reports of Patient Safety for the Trust's Board, Sub Committee or Groups.
- Ensure that the Trust Board, Governors, senior managers and clinical directors and service managers receive regular information about the quality and safety of their service, including interpretation of National and Local data sets, the numbers and types of incidents and the recommendations for learning as a result of investigation.
- Monitor and review the Trust's external contracts for patient safety feedback mechanisms, e.g. Radar
- Manage and co-ordinate the Trust's statutory, regulatory and contractual obligations, including the NHS Constitution, such as the timely submission of NRLS Data.
- Ensure the patient safety team effectively secretariat patient safety meetings such as Directorate Incident Review Group, and Incident Review oversight group with the timely circulation of papers.

CAS Alerts & Quality Alerts

- Overseeing the management and timely completion of CAS Alerts and Quality Alerts, ensuring the patient safety team acknowledge alerts received within the required timeframes, are triaged and distributed for review, and that responses are submitted in a timely way with the completion of action plans where required.

Duty of Candour and Family Liaison

- Overseeing the management and timely completion of duty of candour across the organisation.
- Through the Quality Improvement Investigations Lead and Quality Improvement Investigators, ensuring;
 - Duty of candour is completed are required for all incidents
 - liaison with patients, their families and carers where the trust is undertaking a incident investigation, to ensure they have an opportunity to input into the terms of reference, and are



offered and opportunity to meet with a representative of the Trust to discuss concerns/receive investigation reports.

Incident Reporting, Management & Investigation

- Ensure that every incident reported is investigated in a manner, which is timely, efficient, comprehensive and objectively, ensuring that those with the potential to meet the National and Local Criteria under the Patient Safety Incident Response Framework are escalated for review through Internal governance processes and external where appropriate.
- Ensuring that incidents are managed in line with national and Trust guidance with regard to critical timeframes e.g. for reporting, review and closure, including in line with the national investigation framework.
- Apply experience and judgement to the application of national criteria for the reporting, management and grading of incidents.
- Provide professional leadership and expertise in the investigation of incidents to the Quality Improvement & Investigation Lead as necessary/required to support the management of incident and complex complaint investigations.
- Ensuring the production of investigation reports are of a high quality standard and include 'SMART' actions plans, for submission and presentation to Trust Groups/Committees, including for joint sign off with the Clinical Commissioning Group.
- Ensuring that incident investigations are conducted in a robust, independent, unbiased and non-judgemental manner in line with the Trust's blame free/just reporting culture.
- Facilitate meeting with people who use our services, their families and carers to discuss patient safety concerns and the outcome of incident investigations, ensuring that any concerns/complaints are resolved through the investigation process.
- With the assistance of relevant senior colleagues, co-opt independent advice to resolve patient safety concerns where necessary.
- Ensure that the process of each incident investigation is monitored and quality assured so that it complies with legislative requirements and internal Trust policy.
- Ensure that people who use our services, their families and carers are kept informed about the progress of investigations on a regular basis and that they do not feel that their ongoing care has been compromised.
- Engage with partner agencies when appropriate to ensure the completion of joint investigations in order to provide a comprehensive and seamless service to those people where an incident encompasses more than one agency.
- Use judgement and experience to establish accurate and probable accounts of incidents from a range of often disparate information sources. Be able to identify where the gaps in quality of care information lie and develop new ways of gathering information across services and with service managers.

Radar Risk Management

- Overseeing the delivery and maintenance of the Radar Management System across the Trust to ensure it remains fit for purpose and effective.



Learning, Quality and Continuous Improvement:

- Ensure that lessons identified from CAS Alerts, Quality Alerts, Duty of Candour and Incident Investigations are shared within the organisation to ensure that agreed actions can be followed up and implemented.
- Identify areas for quality and continuous improvement to patient safety and quality of care commissioning and leading project work and QI initiatives to facilitate improvement and development of systems, processes and practice in partnership with senior practitioners and service managers.
- Support the monitoring of the completion and effectiveness of action plans, supporting the Trust Wide sharing of learning and development of clinical practice.
- Support the development and design of audit activity and tools to measure clinical effectiveness and provide assurance to enable internal benchmarking and sharing of good practice across the Trust through analysis and interpretation of results/findings

Generic to all areas within Quality:

- Take responsibility for ensuring reporting and management systems and process is embedded throughout the organisation by providing support, advice and guidance on all aspects of Quality, Safety and Patient Experience.
- Ensure effective working processes and relationships to ensure performance and quality standards are met.
- Discuss sensitive and contentious information with staff of all levels, grades and disciplines maintaining confidentiality and integrity at all times.
- Lead on the preparation for CQC inspections and monitor delivery of action plans
- Deputise for the Associate Director of Quality as required.

Financial and Staff Management:

- Ensure the effective and efficient use of the physical assets made available for the Patient Safety Team, allocated to them by the Trust, operating in line with the non-pay budget to ensure upgrade, replacement and enhance working equipment developing business cases as required.
- Responsible for the management of direct reports supportively, participating in reviewing, developing and supporting the patient experience team through the appraisal system and the relevant HR policies.
- Ensuring staffing is managed in line with the allocated staffing budget, developing business cases were required and managing the wider non-pay budget e.g. expenses.
- Ensuring the prompt and effective recruitment, selection and retention of staff.

Communication:

- Demonstrate a high level of communication skill, specifically able to present complex and sensitive information to multidisciplinary teams



- Be able to liaise and work with multi-disciplinary teams with the ability to speak to people who use our services, their families, carers and others when they are involved in incidents within the Trust.
- Analyse complex problems, develop and successfully implement practical and workable solutions to address them using persuasive, motivational and negotiating communication skills
- Request information from multi-professional teams sensitively and diplomatically for potential legal cases or poor clinical outcomes

General:

1. To work in accordance with the Trust's Values to consistently demonstrate the behaviours required. The post holder is required to carry out his/her role in accordance with the organisation values, standards and behaviours, in a Professional, Compassionate, Respectful and Safe way.
2. To ensure that Croydon Health Services Trust's policies and procedures are adhered to.
3. To have responsibility for the Health, Safety and Welfare of self and others and to comply at all times with the requirements of the Health and Safety Regulations and the Trust's Health and Safety policies and procedures.
4. To ensure confidentiality at all times, only releasing confidential information obtained during the course of employment to those acting in an official capacity in accordance with the provisions of the Data Protection Act and its amendments.
5. To work in accordance with the Trust's policies to eliminate unlawful discrimination and promote equality and diversity in the workplace. To positively promote at all times equality of opportunity in service delivery and employment in accordance with Trust policies, regardless of age, disability, race, nationality, ethnic or national origin, gender, religion, belief, sexual orientation or domestic circumstances.
6. To adhere to the Trust Infection Control Policy, procedures and guidelines, and in particular practice strict hand hygiene at all times while carrying out clinical duties, in line with the responsibilities placed on employees by the Health Act 2006: Code of Practice for the prevention and control of healthcare associated infections (HCAIs). The prevention and control of HCAIs must be embedded into everyday clinical practice and applied consistently.
7. All clinical staff hold responsibility for ensuring they have sound knowledge of standard infection control precautions and that no omission on their part or within the sphere of their responsibility is detrimental to the interests or safety of their patients, visitors and colleagues. Clinical staff must keep their infection control knowledge and skills up to date by attending the Trust's mandatory infection control training, a record of which will be kept and information provided to line managers as required.
8. To comply with the Trust's Safe Guarding Children and Vulnerable Adults policies, procedures and protocols. All individual members of staff (paid or unpaid) have a duty to safeguard and promote the welfare of children, young people and vulnerable adults This will require you to:
 - Ensure you are familiar with and comply with the London Child Protection Procedures and protocols for promoting and safeguarding the welfare of children and young people.
 - Ensure you are familiar and comply with the Croydon Multi Agency Safeguarding Vulnerable Adults Pan London Procedures.
 - Ensure you are familiar and comply with local protocols and systems for information sharing.
 - Know the appropriate contact numbers and required reporting lines.



- Participate in required training and supervision.
- Comply with required professional boundaries and codes of conduct

NOTE:

- A child is someone under the age of 18 (this would include unborn children).
- A vulnerable adult is 'someone who is or may be in need of community care services by reason of mental or other disability, age or illness; and who is or may be unable to take care of him or herself, or unable to protect him or herself against significant harm or exploitation' (this includes carers).

Copies of the Protocols and Procedures are available on the Trust Intranet under Child Protection. Staff are advised on how to access the appropriate contact numbers and the Protocols and Procedures when attending Safeguarding training. Updates and revisions are notified to all staff via 'What's New'.

- To work within the relevant Professional Bodies Code of Professional Conduct and Scope of Professional Practice.
- Budget Holders are responsible for adherence to Standing Financial Instructions
- Managers are responsible for adherence of maintaining expenditure within budget and addressing deviations from budget
- To undertake such other duties as may be reasonably required from time to time as are consistent with the responsibilities of the post.

You are the difference –Staff Pledges

All staff are expected to demonstrate a considerate and respectful attitude.

I will always introduce myself to patients and other staff "Hello my name is"

If I see that someone looks like they need help, assistance or they look lost – I will always ask "Can I help you"?

If I can't help you I will always ensure that I refer you to someone who can

If I see behaviour that is inappropriate I will feel empowered and supported to always challenge it

This job description is not an exhaustive document, but is a reflection of the current position. The job holder may from time to time be required to carry out other duties commensurate with their banding and competence. Any change will be made in discussion with the job holder in light of service needs.

Job Description Agreement

This job description can be updated annually as part of the personal development plan.

This job description has been updated and agreed by:

Current post holder:

Date:



Line Manager:

Date



Person Specification

HEADINGS	ESSENTIAL	DESIRABLE	HOW TESTED
EDUCATION & QUALIFICATIONS	<p>Educated to master's level or equivalent level of experience.</p> <p>Evidence of continuing professional development.</p> <p>Extensive senior and relevant experience in the field of Quality and Patient Safety.</p> <p>Incident Investigation training</p>	<p>Previous Experience within the NHS</p> <p>Management / Leadership qualification</p> <p>Quality Improvement Qualification</p> <p>Clinical Qualification</p>	A
KNOWLEDGE & UNDERSTANDING	<p>In-depth and significant knowledge and experience of quality and patient safety.</p> <p>Knowledge of the NHS National Investigations Framework</p> <p>Knowledge and understanding of statutory and regulatory, guidance and best practice frameworks requirements for quality and patient safety.</p> <p>Demonstrates up to date, evidenced based knowledge of current clinical and professional issues.</p> <p>Line management experience.</p> <p>Experience of gathering and interpreting patient safety data and implementing measurable improvement plans.</p> <p>Experience of managing resources across multiple teams and specialties.</p> <p>Experience of audit and other benchmarking strategies, using the result of interim change and improvement.</p>	<p>Experience and working knowledge of the Radar reporting management system</p> <p>Experience of regulatory preparation /planning and the PIR process</p> <p>Understanding of quality assurance mechanisms and frameworks</p>	A, T, I
SKILLS & ABILITIES	<p>Excellent communication skills including the ability to write reports at Board level.</p>	<p>Project management skills</p>	A, T, I

	<p>Ability to deliver presentations and communicate effectively with colleagues and people who use our services, their families and carers.</p> <p>Ability to co-ordinate, lead and participate in local investigation resolution meetings.</p> <p>Demonstrates experience and detailed knowledge of all aspects of clinical governance and risk management, supporting and maintaining the systems and processes that underpin it.</p> <p>Full understanding of investigations and methodology and evidence of production of quality reports and QA abilities</p> <p>Analytical skills, able to lead and support investigations.</p> <p>Ability to produce/interpret information that supports quality improvement.</p> <p>Competent in using Microsoft Office (including Access) & Excel and the internet for the purpose of researching, monitoring activity, effectively communicating and producing reports and training materials.</p> <p>A clear understanding and application of the principles of professional accountability and confidentiality.</p> <p>Ability to recognise and analyse complex situations and or deviation from normal and act upon it.</p> <p>A comprehensive understanding of own development and others training needs.</p>		
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	<p>Ability to lead, motivate and influence individuals both within and external to the organization</p> <p>Ability to provide and receive highly complex, sensitive and contentious information.</p> <p>Able to appropriately convey complex ideas and information to audiences, at all levels across an organisation and to stakeholders, through a range of media.</p> <p>Able to negotiate with senior stakeholders on contentious issues.</p> <p>Able to chair, co-ordinate and facilitate meetings.</p> <p>Ability to work across professional teams and organisational boundaries.</p>		
OTHER	<p>Able to plan and organise across a broad range of complex activities, formulating and adjusting plans as required.</p> <p>Understands the delivery of safe patient care raising and escalating concerns as appropriate.</p> <p>Able to take responsibility for policy implementation and service development.</p> <p>Proven track record of ability to co-ordinate the work of the multidisciplinary team and lead on any actions required.</p> <p>Proven ability to support nursing management in maintaining an environment conducive to the delivery of excellence in care in safeguarding vulnerable adults</p>		A, T, I