**Role Title:** Director of Nursing and Quality

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<tr>
<th>Responsible to:</th>
<th>Accountable to:</th>
<th>Line Manager:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clinical Commissioning Group Membership</td>
<td>Chief Officer</td>
<td>Chief Officer</td>
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**Role Summary:**
The Director of Nursing and Quality is a clinical role that provides leadership and direction to the CCG Clinical Commissioning Group in maintaining and improving clinical quality and safety.

The Director of Nursing and Quality will be the Lead Director for Commissioning and Transformation.

The Director of Nursing and Quality will provide professional nursing and Allied Health Professional (AHP) leadership and direction to the Clinical Commissioning Group (CCG). The Director of Nursing and Quality will be a voting member of the CCG’s Governing Body, Quality and Assurance Group and Clinical Commissioning Leadership Group.

The Director of Nursing and Quality will share responsibility as part of the leadership team to ensure that the CCG exercises its functions effectively, efficiently and economically with good governance and in accordance with the terms of the CCG constitution as agreed by its members. In particular the post holder will be accountable for the Safeguarding of Children and Young People and Vulnerable Adults (including Child Sexual Exploitation).

The Director of Nursing and Quality will be the Lead Director and co-chair of the BNSSG SRG.

The Director of Nursing and Quality will support the clinical leadership of the CCG in transforming the way that services in North Somerset are commissioned, providing leadership for an integrated approach to patient safety, quality and the continuous improvement of commissioned services. They will work closely with clinical leaders and commissioning managers to ensure professional engagement in the redesign of care pathways, releasing the added value from clinical commissioning and ensuring good commissioning practice in specifying and managing commissioned services.

The Director of Nursing and Quality will lead the CCG’s Patient and Public Engagement strategy and approach to lay involvement in its work. The Director of Nursing and Quality will have a specific role in ensuring that the CCG is able to evidence improvements to the patient’s experience and will work closely with the Chief Officer and Chief Operating Officer, to ensure that the CCG communicates effectively with member practices, patients and the public.

The Director of Nursing and Quality will act as the intelligent client for services provided to the CCG for expert commissioner support in relation to relevant statutory duties and, to clinical leaders in relation to the delivery of their work programmes. These services are mainly provided by South West Commissioning Support Unit but may be commissioned from the Local Authority or other agencies as appropriate.
The Director of Nursing and Quality is the lead officer for Health Improvement and the Equality and Diversity champion for the CCG, working closely with the Local Authority and other partners to ensure an appropriately integrated approach is taken to reducing the mortality differential and improving life opportunities for the local population.

The Director of Nursing and Quality actively promotes and facilitates closer partnership working between Bristol, North Somerset and South Gloucestershire CCGs including developing common approaches and systems to service reform and commissioning decision making.

Specific Duties and Responsibilities:

Clinical
The Director of Nursing and Quality will be able to take a balanced view of the clinical and management agenda and draw on their specialist skills as an experienced and knowledgeable clinical leader to advise the governing body on health and care issues, specifically the contribution of non-medical healthcare professionals to patient care, putting aside issues relating to their own clinical practice or employing organisations circumstances.

The Director of Nursing and Quality will ensure that patient safety remains a high priority, including compliance with national standards such as NICE Technological Appraisals and development of services that take account of NICE clinical guidelines wherever possible and appropriate, aiming to systematically reduce the risks in all commissioned services. The Director of Nursing and Quality will ensure that Early Warning Systems are in place for commissioned providers and will be the CCG accountable Director for Infection Prevention and Control.

The Director of Nursing and Quality will lead the Safeguarding agenda (including Child Sexual Exploitation) ensuring that; the CCG is a full partner in the multi-agency approach to Safeguarding of children and adults; the CCG and providers of NHS services to the local population are compliant with national standards, a culture of learning and improvement is adopted and, close working relationships are developed with the key clinical and managerial staff, including Designated Nurse and Named Doctor.

The Director of Nursing and Quality will act as a source of professional/clinical advice to CCG Clinicians and Managers and act as the CCG’s Clinical lead for any external scrutiny or ‘root cause analyses’/ ‘serious case’ reviews of clinical incidents or clinical whistle-blowing, ensuring expert support is commissioned where appropriate.

The Director of Nursing and Quality will ensure that the learning from complaints, clinical incidents and patient experience monitoring is disseminated and incorporated into CCG policies and/or contract requirements, as appropriate.

The Director of Nursing and Quality will have a specific remit in agreeing and performance managing clinical outcomes and clinical quality incentives schemes such as CQUINs and CCG Quality Premium Measures. They will ensure an evidence-based approach to policy development, service redesign and commissioning/procurement of services; designing, agreeing and implementing qualitative and quantitative audits to evaluate the impact of
service redesign and areas for future service improvements. The Director of Nursing and Quality will be responsible for leading service reviews across health services to address clinical and quality issues. This may involve direct patient involvement through patient forums. The Director of Nursing and Quality is responsible for ensuring sufficient clinical activities (or other professional requirements) are undertaken to maintain their professional registration. They will also be required to provide professional supervision to the CCGs Children’s Safeguarding Nurse and any other senior nurses and AHPs that may be employed by the CCG in the future.

Commissioning and Service Redesign
The Director of Nursing and Quality will take the lead responsibility for the CCG’s programmes of care and ensure delivery of an agreed workplan in line with the CCG’s Operational and Strategic Plans

The Director of Nursing and Quality will ensure the development of patient centred, clinically and cost effective models of care, and will provide leadership where required. Where appropriate, they will develop training or support for clinicians and other health care professionals to enable them to lead care pathway redesign and develop plans for quality improvements to services.

Working with the Chief Officer and Clinical Leaders, the Director of Nursing and Quality will develop and articulate the clinical rationale for transformation projects and service change, in potentially contentious areas, for example by developing presentations for the case for change as part of a public consultation exercise, or by debating investment priorities at clinical interface meetings.

The Director of Nursing and Quality will be responsible for ensuring that quality metrics and review processes are in place for all services commissioned by the CCG and will thus act as the CCG’s intelligent client for clinical quality incentives, metrics and review processes. They will report to the Governing Body on performance and risks associated with clinical governance and be the responsible officer for the Quality Assurance Group.

The Director of Nursing and Quality will provide leadership for an integrated approach to quality and the continuous improvement of commissioned services. They will work closely with clinical leaders to ensure professional engagement in the redesign of care pathways, specifying the services the CCG wishes to commission and delivery of local projects agreed as part of the CCGs operational plan. The Director of Nursing and Quality will also work closely with clinical leaders on releasing the added value from clinically led commissioning.

The Director of Nursing and Quality will be the responsible officer for the commissioning of Weston Area Health Trust, North Somerset Community Partnership and the local AWP contract.

Organisational
The Director of Nursing and Quality will share responsibility as part of the team to ensure that the CCG exercises its functions effectively, efficiently and economically with good governance and in accordance with the terms of the CCG constitution as agreed by its members. The Director of Nursing and Quality will offer their unique professional perspective, informed by their expertise and experience, on health and care issues to underpin the work of the CCG especially in relation to patient safety and the contribution of
the non-medical workforce to the quality of patient care.

The Director of Nursing and Quality will work with the local authority and public health team to develop strategic plans for reducing inequalities and improving health outcomes in response to the Joint Strategic Needs Assessment, CCG Outcomes Framework benchmarking and public health intelligence.

The Director of Nursing and Quality will contribute significantly to the development of commissioning strategy and the CCGs strategic commissioning plan. They will ensure that the organisation has in place effective systems for prioritisation, taking account of best practice standards for NHS organisations including legal duties in relation to equality and diversity, safeguarding etc.

The Director of Nursing and Quality will lead the CCG’s Patient and Public Engagement strategy and approach to lay involvement in its work, ensuring the experiences of patients and their carers are actively sought and examined and that learning is applied and influences the redesign of care pathways and continuous improvement of services commissioned by the CCG. The Director of Nursing and Quality will have a specific role in ensuring that the CCG is able to evidence improvements to the patient’s experience of commissioned services and will work closely with the Chief Operating Officer to ensure that the CCG communicates effectively with member practices, partners, patient and the public.

The Director of Nursing and Quality will act as the intelligent client for services provided to the CCG for expert commissioner support to clinical leaders in relation to the delivery of their work programmes and for other clinical quality and assurance areas of the contract e.g. CQUINs, quality schedules of contracts, national peer reviews and clinical audits.

The postholder will also act as the Equality and Diversity champion for the CCG and commission any specialist support commissioners need in delivering their duty to ensure that Equality and Diversity is reflected in all their commissioning plans.

The postholder will be required to chair high level meetings across agencies and professions relating to aspects of clinical governance, stakeholder involvement events, risk and safety. This will require excellent chairing, negotiation, motivational, interpersonal and listening skills and an empathetic understanding of other people’s point of views.

Managerial
The Director of Nursing and Quality will directly line-manage both clinical and non-clinical staff and offer professional supervision and support to senior non-medical clinical staff line managed in other areas of the CCG.

The Director of Nursing and Quality will be a full participant in the local on-call rota (approx. 1 in 9) for the Bristol, North Somerset and South Gloucestershire CCG Emergency Planning, Response and Resilience / system management during periods of service escalation.

Line management responsibilities include recruitment and retention of staff, management of absence, agreement of objectives, appraisals and personal and career development and performance related matters. This includes the development of effective
communication systems to enable all staff within his/her sphere of responsibility to feel involved, informed and empowered, ensuring that staff have the opportunity to contribute to the organisations core objectives.

The Director of Nursing and Quality will be required to regularly produce complex reports and presentations based on a range of information from a variety of sources. Writing and presenting reports to a wide range of groups including the CCGs Board’s and Committees and health and social care community wide Steering Groups and Programme Boards.

The Director of Nursing and Quality will also be expected to deal with MP’s letters, complaints and FOI’s about their area of work or areas of responsibility, ensuring confidentiality is maintained, drafting letters to summarise outcomes to complaints and agreeing and documenting action agreed with providers to prevent reoccurrence of any service failures.

**Main Contacts:**

**INTERNAL**
- Chief Officer
- Chief Operating Officer
- Chief Financial Officer
- North Somerset CCG Governing Body
- Lead officer for the Quality and Assurance Group
- Member of the Clinical Commissioning Leadership Group
- GP Members and Practice Managers
- Clinical Commissioning leaders and other lead clinicians contracted by the CCG to undertake specific project or lead roles.
- Heads of Medicines Management, Joint Commissioning, Planning and Business Support

**EXTERNAL**
- The wider CCG membership
- Commissioning Officers and Managers in other Clinical Commissioning Groups
- Officers of the Local Authority and Local Councillors
- Health Overview and Scrutiny Committee
- LINk, Healthwatch and other stakeholder representative groups
- Local Community Groups and members of the public
- Public Health teams within North Somerset Council and Public Health England
- South West Commissioning Support Service Directors/Managers
- NHS England area team, especially the Director of Nursing
- Staff from providers such as secondary care, mental health trust, community services, independent sector, third sector
- Outside companies and contractors
- Clinical / Legal Specialist
- Local Independent Contractor Committees
## Person Specification

**Post: Director of Nursing and Quality**

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Criteria</th>
<th>Essential (E) or Desirable (D)</th>
<th>Assessed by:</th>
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<tbody>
<tr>
<td><strong>Education, Qualification and Training</strong></td>
<td>Registered Nurse</td>
<td>E</td>
<td>AF</td>
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<td></td>
<td>Masters level degree or equivalent level of education and knowledge</td>
<td>E</td>
<td>AF</td>
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<tr>
<td></td>
<td>Evidence of post-graduate education applicable to the post</td>
<td>E</td>
<td>AF</td>
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<tr>
<td></td>
<td>Evidence of continuing professional development</td>
<td>E</td>
<td>AF</td>
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<tr>
<td><strong>Knowledge and Experience</strong></td>
<td>Significant experience in a senior clinical leadership role</td>
<td>E</td>
<td>AF</td>
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<td></td>
<td>Experience of working across secondary, primary and community care settings</td>
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<td>AF</td>
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<td></td>
<td>Experience of leading organisational responses to Safeguarding children, young people and vulnerable adult concerns</td>
<td>E</td>
<td>AF</td>
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<td></td>
<td>Significant management experience with service or budgetary responsibility</td>
<td>E</td>
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<td></td>
<td>Experience of providing professional supervision and overseeing staff development within a clinical setting</td>
<td>E</td>
<td>AF/I</td>
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<tr>
<td></td>
<td>Experience of working effectively with clinical leaders to achieve transformational change across multiple organisations with evidence of delivering sustainable improvements for patients</td>
<td>E</td>
<td>AF/I</td>
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<tr>
<td></td>
<td>Evidence of leading programmes of service change/redesign across professional and organisational boundaries within health or social care to successfully achieve significant service change</td>
<td>E</td>
<td>AF/I</td>
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<tr>
<td></td>
<td>Experience of public and patient engagement in planning and delivering whole system service change</td>
<td>E</td>
<td>AF/I</td>
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<tr>
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<td>Criteria</td>
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<tr>
<td>Experience of working to improve health outcomes at a population level in partnership with public health teams</td>
<td><strong>D</strong></td>
<td>AF/I</td>
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<tr>
<td>Skills and Abilities</td>
<td>Excellent commissioning skills including a thorough knowledge of all aspects of the commissioning cycle from health need assessment to successful evaluation of commissioning strategies and programmes. Demonstrable ability to deliver programmes of work, including experience of leading major projects to time, quality and budget. Self-motivated, self-aware and able to adopt a range of approaches and styles depending on circumstances Able to lead and develop successful teams and individuals Demonstrable ability to engage, empower, motivate and develop others, strengthening leadership capability and capacity Able to influence and communicate effectively with people from a range of professional backgrounds and at a senior level within the CCG and externally Ability to communicate clearly and succinctly, both orally and in writing. Ability to condense complex information to produce concise written reports and summaries, exercising excellent judgement, often under pressure of time or in other challenging circumstances Able to present highly complex, sensitive or contentious information to large groups including clinicians, stakeholders and the public. Able to critically appraise highly complex evidence and information from multiple sources and use this to inform strategies and plans</td>
<td><strong>E</strong></td>
<td>I/T/P/T</td>
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<tr>
<td>Ability to use programme/project management techniques</td>
<td>D</td>
<td>AF</td>
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<tr>
<td>Autonomy</td>
<td>A self-starter, able to work autonomously to manage key objectives within required timescales.</td>
<td>E</td>
<td>I/T</td>
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<td></td>
<td>Able to work autonomously at a senior level and understand the political context of a health and social care commissioning environment</td>
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<td>AF/I</td>
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<td></td>
<td>Experience of having worked at a senior level in a commissioning organisation</td>
<td>D</td>
<td>AF</td>
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<tr>
<td>Personal qualities</td>
<td>Able to self-manage effectively under pressure, e.g. imparting unwelcome news such as in relation to where performance targets are not met or explaining priority setting decisions</td>
<td>E</td>
<td>AF/I/T</td>
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<td></td>
<td>Highly developed emotional intelligence and interpersonal skills</td>
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<td>I/P/T</td>
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<td>Effective team player willing to be a flexible member of the CCG management team to meet the demands of the changing NHS commissioning landscape.</td>
<td>E</td>
<td>AF/I/T</td>
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<tr>
<td>Other</td>
<td>Ability to travel locally and nationally</td>
<td>E</td>
<td>AF</td>
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<td></td>
<td>Ability to exceptionally attend meetings/events outside of normal working hours</td>
<td>E</td>
<td>AF</td>
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<tr>
<td></td>
<td>Experience of participation in senior on-call rota to support EPRR/</td>
<td>D</td>
<td>AF</td>
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*Assessment will take place with reference to the following information

A=Application form  I=Interview  P=Presentation
T= Psychometric tests and questionnaire will be used to test some of these competencies
Working for the organisation all staff will be expected to comply with the following:

<table>
<thead>
<tr>
<th>Changes to the Job</th>
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<tbody>
<tr>
<td>This post may be subject to changes / review as the needs of the service/ department/ unit change. Any changes will be made following consultation with the individual before the changes are made.</td>
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<table>
<thead>
<tr>
<th>Equal Opportunities, Respect and Dignity at Work, Improving Working Lives</th>
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<tbody>
<tr>
<td>The organisation is committed to equality of opportunity &amp; diversity in the workplace; all managers and staff are responsible for ensuring that this is delivered in practice.</td>
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</tbody>
</table>

The organisation is equally committed to respect for other people and all managers and staff are expected to be clear of what is expected of them and for ensuring that they commit to this policy in their day to day working life.

The organisation will not tolerate any forms of bullying or harassment in the workplace.

Everyone has a personal responsibility to seek to improve their own and colleagues working lives to create a healthy and productive working environment.

We are committed to treating all of our staff with dignity and respect. You are responsible for behaving in a way that is consistent with the aims of our Equality and Diversity policies. This includes not discriminating unfairly in any area of your work and not harassing or otherwise intimidating other members of staff.

<table>
<thead>
<tr>
<th>Patient and Public Engagement</th>
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<tr>
<td>The Health and Social Care Act 2012 places a duty on all NHS organisations to involve patients, users, carers and the public in the planning, development, commissioning, shaping and providing of NHS services. The organisation is committed to true patient and public engagement at all levels. All staff are expected to be knowledgeable about their legal responsibilities in this area and to know how they should be applied in their own particular area of activity.</td>
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<tr>
<th>Confidentiality</th>
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<tr>
<td>It is the responsibility of all staff to be aware of their obligations in respect of the Data Protection Act 1998.</td>
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</table>

In the course of the post holder’s duties, they may have access to confidential material about patients, members of staff or other health service business.

- On no account must information relating to identifiable patients be divulged to anyone other than authorised persons, for example, medical, nursing or other professional staff, who are concerned directly with the care, diagnosis and/or treatment of the patient.
- Similarly, information relating to staff records or information concerning contracts, tenders and other commercially sensitive matters etc. are considered to be confidential and must not be divulged without prior authority.
- Breaches of confidentiality will result in disciplinary action.

If in any doubt whatsoever as to the authority of a person or body asking for information of this nature, seek advice from your manager.

<table>
<thead>
<tr>
<th>Health, Safety and Security</th>
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<tr>
<td>It is the duty of every employee to adhere to the North Somerset Clinical Commissioning</td>
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</table>
Group Health & Safety Policy and the Health and Safety at Work Act 1974. All staff must work in such a way that accidents to themselves and to others are avoided, and to cooperate in maintaining their place of work in a tidy and safe condition, thereby minimising risk. Employees will, therefore, refer any matters of concern through their respective line managers. Similarly, it is each person’s responsibility to ensure a secure environment and bring any breaches of security to the attention of their managers.

Where an individual is holding a managerial role it is their responsibility to ensure that they fulfil the health and safety requirements of this role including, where appropriate, carrying out necessary risk assessments and acting upon them.

**Delivering Resilience in North Somerset**

The organisation supports the delivery of health services in times of emergency and where business continuity is affected as a Category 1 responder. Examples may include; extreme weather or local mass casualty situations. In these instances, as an employee of the organisation, you will be required to provide flexibility around location or role in order to continue to deliver safe services and support as required.

**Appraisal and Personal Development**

Organisation is committed to lifelong learning for all staff. All employees have a responsibility to participate in regular appraisal and clinical supervision with their line manager and to identify performance standards for the post. As part of the appraisal process employees have a joint responsibility with their line manager to identify any learning development needs in order to meet the agreed performance standards.

**The NHS Constitution**

The NHS Constitution, published January 2009, aims to protect and renew the enduring principles of the NHS. It empowers staff, patients and the public by setting out existing legal rights and pledges for the first time in one place, and in clear and simple language. The Constitution establishes the principles and values of the NHS in England. The Constitution also sets out clear expectations about the behaviours and values of all organisations providing NHS care, and staff are expected to adhere to these. All NHS bodies and private and third sector providers supplying NHS services will be required by law to take account of this Constitution in their decisions and actions.

**Safeguarding**

The organisation takes Safeguarding of Children, Young People and Adults very seriously and provides training and support to all staff working in these challenging areas. All staff are expected to work in accordance with the principles and standards required under the Safeguarding requirements.

**Sustainability/Carbon Footprint**

The organisation is committed to promoting sustainable development and reducing the harmful effects of its activities on the environment. Staff are expected to promote and embrace the principles of sustainable development in their daily duties; specifically, to ensure that they use energy and other natural resources as efficiently as possible to minimise their carbon footprint.

**Governance**

Ensure that the services the post holder manages are delivered to a high standard and consistent with the organisation’s clinical and corporate governance policies thereby ensuring appropriate systems and processes are in place and that the organisation develops an open, learning culture.

**Codes of Conduct**
All staff will work in accordance with the principles and standards as set out in managerial and professional codes of conduct.

**Bribery**
The Bribery Act 2010 defines bribery as the giving or taking of a reward in return for acting dishonestly and/or in breach of the law.

You agree that you will not offer, promise, give, request, agree to receive, or accept any bribes:

- in the course of your employment;
- when conducting company business; or
- when representing the organisation in any capacity.

A bribe means a financial payment or other form of reward or advantage, whether direct or indirect, that is intended to induce or influence, or has the effect of inducing or influencing, an individual, company or public body to perform their functions, including business and public duties, improperly. For the avoidance of doubt, improper performance includes:

- not acting in good faith;
- not acting impartially; and
- not acting in accordance with a position of trust.

You agree to comply with the organisation's anti-bribery policy and procedures that are in force from time to time.

If the organisation suspects you of bribery, it is entitled to invoke its disciplinary procedures and suspend your employment while carrying out its investigations.

The organisation is entitled to terminate your employment in writing without notice or pay in lieu of notice, without prejudice to any rights or claims it may have against you, if it is found by the organisation, or any other relevant public or legal authority, that you are guilty of bribery.

You agree that you will report any suspicious conduct that may amount to a bribe being offered, promised, given, requested or accepted (either involving you or another employee or person acting for, or on behalf of, the organisation) immediately to the relevant individual(s) within the organization.
Version control:
V1 (Final) – Original version
V2 (Final) – Reflecting changes to role. All changes approved
V3 (Final) - minor changes emphasizing BNSSG working