



Candidate brief
for the position
of **Director of
Governance and
Quality**

Introduction letter by Tim Willis, Chair of Trustees

Thank you for expressing an interest in joining our team at Prospect Hospice.

Prospect Hospice is a highly respected local charity with deep roots in the community which it has served for 38 years. Prospect Hospice provides a wide range of care and support to people with life limiting illnesses and their families. In the last year 2,673 patients were cared for across all of our services and our team now comprises more than 200 staff (FTE) and over 850 volunteers.



The services are leading edge; enabling people to access the support and care they need to live well for as long as possible and die with dignity in the place of their choice. Like most Hospices we rely on the income generated from our extensive fundraising activities and network of charity shops for the majority of our funding, generating over £5.3M last year, (added to £2.1M we receive from the local CCG) and this will need to continue to grow as we seek to extend our service to support even more people.

Prospect Hospice published a new, five-year strategic plan in 2017, focused on a vision of: Excellent, personalised and compassionate care for everyone affected by a life-limiting illness

We've agreed three key strategic themes that will inform and drive our work over the next 5 years:

- We will provide excellent services and support within the hospice and our community to meet the needs of all patients, their families and carers
- As the lead organisation in palliative and end-of-life care, we will extend our influence across the community to improve understanding and support for everyone affected by a life-limiting illness
- We will strengthen our organisation, to ensure patients and those around them can continue to rely on us being there for them.

Prospect Hospice is the only provider of specialist palliative care services in Swindon, Marlborough and north east Wiltshire. We offer Inpatient and Day Therapy services and Community support and advice, as well as Prospect@Home, our hospice at home service in the area.

We are now looking for a Director of Governance and Quality who will lead all areas of quality assurance, compliance and best practice at Prospect Hospice. The successful candidate's remit will include service user safety, safeguarding, infection control, general data protection, quality governance, complaint and risk management, freedom to speak up (practice), organisational learning from incidents/complaints, legal claims, regulatory compliance and data protection. Now is an exciting time to join the leadership team at Prospect Hospice in this vitally important role and to make a leading contribution towards our quality management and governance as we face the increasing challenges of new regulatory practices affecting all areas of our work.

Potential candidates interested in the role can contact me for an informal discussion.

I look forward to hearing from you.

Tim Willis
Chair of the Board of Trustees
Prospect Hospice

Organisational overview

About Prospect Hospice

Prospect Hospice is a registered charity and company limited by guarantee, founded in 1980 by the Reverend Derryck Evans, then the chaplain at Swindon's hospital, who was inspired by Dame Cicely Saunders vision and work at St Christopher's Hospice in South London. Prospect Hospice provides free palliative care and support for patients and their families living with end-of life care needs, for a community of more than 300,000 people.

Care is based on the simple idea that patients are ordinary people living with physical, social, emotional and spiritual needs. The Hospice provides enormous support to families and friends, caring for the patients and all those around them. Last year we cared for 2,673 patients and 4,678 family members, and we were proud to have been rated 'Good' by the Care Quality Commission (CQC) in 2016 during their last full inspection. In the most recent survey of patients and their families, 95 percent of respondents told us that they were satisfied with the care that they received from Prospect Hospice, and 96 percent told us that they would recommend our services and their families.

What we do at Prospect Hospice

Prospect Hospice provides a wide range of services including an Inpatient Unit in the village of Wroughton, just outside Swindon. The Inpatient Unit is currently configured for 12 patients. Additionally, we offer our Prospect@Home service, a community-based nurse specialist team providing support and advice to patients and other providers, and a Family Support and Bereavement Service.

Our team of community-based nurse specialists work closely with local GPs, district nurses and other healthcare professionals, and are available to give advice and support for patients and their families and to refer them to services to match their needs. We also have a consultant-led medical team that works in all patient settings, and an education service which is also offered to healthcare professionals in the area.

To be able to provide our free care we need to raise around £6M each year, with over £4M from charitable causes, including from our 16 charity located across the community we serve. We have a fully trained team of volunteers who support our specialist clinical teams, ensuring that patients and their families receive the best possible care. Many more volunteers support our fundraising, shops and administration, including in our finance department.



Our Vision

Excellent, personalised and compassionate care for everyone affected by a life-limiting illness.

Our Values

Our values apply in every setting – between staff, within teams, with volunteers, how we treat patients and families and how we engage with partner organisations and suppliers. They are Compassionate, Inclusive, Honest and Respect.

Our Strategy

Some of the key reasons why we need this compelling vision and ambitious strategy are:

We know that there are more people from our community who we could support through our services, particularly in community groups who have previously been under-represented in our patient group.

An increasingly frail population, with over 40% of over 65s living alone.

A growing population of around 300,000 in Swindon and north Wiltshire, with an expected increase of 10 per cent in the years ahead.

As a result, our key strategic themes are:

- We will provide excellent services and support within the hospice and our community to meet the growing needs of all patients, their families and carers
- We will extend our influence across the community to improve understanding and support for everyone affected by life-limiting illness
- We will strengthen our organisation, to ensure patients and those around them can continue to rely on us being there for them.

About our area

Prospect Hospice serves the towns of Swindon, Marlborough and north Wiltshire, which encompasses towns and villages including Highworth, Pewsey and Royal Wootton Bassett.

Our services and main activities are delivered from the hospice in Wroughton, a village just outside Swindon, and we also offer outpatient services from our Wellbeing Centre, based at the Savernake Hospital in Marlborough.

Swindon is the biggest town within our area of care and was historically a town with a rich industrial heritage based on its development as a primary manufacturing town for Isambard Kingdom Brunel's Great Western Railway.



Its railway heritage is reflected in its excellent transport links to London, Bristol and Cardiff, while Bath, Oxford and the picturesque Cotswolds are all within easy range. The headquarters of Nationwide Building Society and the National Trust are both in the town.

Marlborough, the second largest of the towns in our area, is renowned for its Neolithic heritage, reflected in nearby landmarks such as Avebury stone circle and Silbury Hill. The town itself is notable for its charming, wide High Street, lined with shops, cafes, restaurants and pubs, and is popular as a tourist destination throughout the year.



About the role

We are looking to recruit a new full time Director of Governance and Quality as part of our Senior Leadership Team, the post holder will have significant influence and responsibility for the organisation's strategic direction, working across all parts of the organisation to ensure best practice in all aspects of our work.

Job Description

1. Post Title - Director of Governance and Quality

Responsible to: Chief Executive Officer
Responsible for: Governance, Risk, Health and Safety and Quality
Executive Accountability: Accountable Officer, Safeguarding Lead, DIPC, Information Governance, Freedom to Speak Up and Duty of Candour

Grade: 8D

2. Main purpose and scope

The Director of Governance and Quality will be responsible for leading all areas of quality assurance, compliance and best practice, covering service user safety, safeguarding, infection control, general data protection, quality governance, complaint and risk management, freedom to speak up, organisational learning from incidents/complaints, legal claims, regulatory compliance, data protection for Prospect Hospice.

The Director of Governance and Quality will fulfil a leadership and ambassadorial role within Prospect Hospice, external agencies and the general public with responsibility for determination of corporate strategies, policies and business plans, including the development of a culture of high quality personalised care. Maintain strong working relationships with commissioning bodies and regulators including CQC.

In collaboration with the CEO and Medical Director the post holder will provide visible senior leadership and strategic direction to ensure that there are effective Quality Governance, Health, Safety and Risk strategies across all Prospect Hospice services. To ensure the effectiveness of processes, systems, training and enabling tools for staff to implement these strategies to ensure safe and effective care for patients, staff, volunteers and visitors.

The post holder will have authority and responsibility for ensuring strategies are implemented to prevent avoidable health care associated infections (HCAI's) at all levels in the organisation. They will provide assurance to the Board of Trustees that systems are in place and correct policies and procedures are adhered to across the organisation to ensure safe and effective health care.

The post holder will work closely with the Senior Leadership Team and the Board of Trustees to promote regulatory compliance and challenge practice which is potentially in breach of regulatory and compliance frameworks. They will foster and embed a culture of safety, service excellence, openness and transparency in a learning and continuous improvement cycle across all departments.

The post holder is the Named Executive lead for safeguarding of children and adults for Prospect Hospice. Safeguarding policy and processes are adhered to and reviewed in line with new legislation and guidance. They will ensure collaboration with external agencies is undertaken as and when required for guidance.

The post holder will be the named person for compiling the Annual Quality Account with the support of the Medical Director.

Lead on the development and monitoring of Prospect Hospice quality performance and clinical indicator. The post holder will lead on complaints management and freedom to speak up ensuring a transparent processes, adhering to policy, process and time scales. Be the point of contact for regulators e.g ombudsman. They will lead on review of lessons learnt and ensure these are embedded across the organisation.

The role is key in the development and maintenance of processes in the organisation for risk identification, communication and management across clinical and non-clinical areas.

The post holder will be the key point of contact, supported by the Senior Leadership Team, for the coordination of any Care Quality Commission Inspection.

Line Manager Responsibility of the quality and compliance team across the Prospect Hospice's Service.

3. Role Requirements

Responsibilities will include but will not be restricted to:

Health and Safety

- Responsible for the development, oversight and implementation of the Hospice's Health & Safety Strategy.
- Ensure that Prospect Hospice is recognised as a leading provider of high quality, safe service provision for specialist palliative care.
- Provide strategic direction and oversight of Health, Safety and Facilities function to ensure effective safe working practices across all areas of Prospect Hospice services.
- Ensure that Prospect Hospice has effective systems for incident reporting, and incident investigation, in line with the National Serious Incident Framework and Regulation 20 of the Health & Social Care Act 2008, ensuring that patients, relatives and their carers are appropriately involved when things go wrong with their care, and that the correct level of investigation is undertaken, using Root Cause Analysis methodologies.
- Lead for ensuring that the Hospice has in place policies, procedures and systems to comply with Health & safety Legislation, and where this is not in place, escalate to the Chief Executive, as the Accountable Officer, and to the Board of Trustees.
- Responsible for the Hospice reporting in relation to the Health & Safety Executive (HSE) (e.g. RIDDOR) and for coordinating on-site inspections by the HSE. Responsible for all Hospice reporting in relation to the Health & Safety Executive (HSE) (e.g. RIDDOR) and for coordinating on-site inspections by the HSE.
- Promote a culture that encourages candour, openness and honesty at all levels as an integral part of the safety culture to support personal learning across all services.
- Ensure that there is open and transparent commitment of reporting to the Board and challenge at the Board for oversight and assurance.
- Provide strategic oversight of safeguarding policies and practice, monitoring compliance and to ensure as the Executive lead that the local safeguarding children procedures are adhered to for additional information and guidance if needed. To be carried out in accordance with the Mental Capacity Act 2005 and Deprivation of Liberty Safeguards or Court of Protection.

- Ensuring that all staff having contact with children, vulnerable adults and/or their families have received appropriate training on safeguarding issues.
- Ensure there is appropriate training and development in place with regard to incident investigation for senior managers and clinicians.
- Liaise with Commissioners, MHRA, CQC and other relevant bodies regarding incidents reporting.
- Ensure there are appropriate systems in place for learning from incidents and Serious Incidents, as part of a co-ordinated Lessons Learned Framework.
- Ensure there are appropriate systems in place to manage safety alerts, ensuring, assurance, monitoring, risk escalation and audit of practice.
- Ensure that Prospect Hospice adheres to the Health and Social Care Act 2008 regarding the Code of Practice for health and social care on the prevention and control of infections and related guidance and Regulation 12 of the Health and Social Care Act 2008 (Regulated Activities)
- Provide advice on service specifications and key performance indicators (KPIs) to commissioners in order that they can include adequate assurance elements in relation to HCAs in provider contracts.
- Advise the Hospice Board on the requirements for training and development related to patient safety.
- Liaise with the Communications Department regarding handling of media enquiries.

Quality Governance and Risk Management

- Ensure a strategic approach to the development and implementation of risk management strategy and risk management framework throughout the organisation. The post-holder will develop systems to ensure that strategic risks are being mitigated and reported to the Board through a Board Assurance Framework. This will include design, implementation and monitoring of internal key performance indicators and metrics which enable Prospect Hospice Staff, Senior Leadership Team and Board of Trustees to understand and improve its performance, including but not limited to quality, risks incidents, business continuity, health and safety, compliance, safeguarding, infection control and freedom to speak up.
- Lead the continual development of the quality governance agenda, ensuring that each service continues to advance their quality governance, risk management and health and safety development plans and develop systems for monitoring progress through the Committee process.
- Oversee audit cycles and compliance with CQC Key Lines of Enquiry (KLOES) driving improvement strategies to aspire to an 'Outstanding' Judgement.
- Prepare quality governance, risk management and health and safety reports as required to provide assurance and demonstrate effective monitoring and lessons learnt embedded.
- Ensure implementation of operational and governance recommendations from internal and external audits and progress to Senior Management Team and Board of Trustees.
- Ensure there is appropriate training and development in place with regard to risk management, health and safety for Board, senior managers and frontline staff.
- Ensure that there are an effective risk registers in place for each service with risk escalation processes to inform the Hospice's risk register.
- Along with the chair of the Audit Committee, ensure that the Hospice effectively monitors its risk management processes.
- Oversee and support Information Governance Systems supporting the Information Governance Manager in monitoring systems and compliance to the IG tool kit, General Data Protection Regulations (GDPR) and internal IG policies and Procedures.
- Develop a lessons learnt culture which is embedded into the quality assurance framework to proactively reduce the risk of recurrence of incidents and events.
- Develop and implement effective policies and practices to support robust initiation, consultation, approval and continuous review of corporate policies and procedures.

Leadership

- Represent the Hospice at external meetings as required.
- Ensure effective budget management for those budgets directly managed and contribute to business and financial planning and financial governance.
- Provide line management and development of the Quality Governance, Health and Safety and Risk Management team ensuring this resource is used appropriately across the Hospice for maximum impact.
- Participate in the work of the wider Executive Team.
- Fulfil a share of the corporate responsibility for safe and effective operations of Prospect Hospice.
- Attend and participate in Prospect Hospice Trustee meetings and required sub- committee meetings.
- Motivate and enthuse staff at all levels of the organisation to participate with the quality governance, risk, health and safety agenda.
- Provide a mentorship role to staff within and external to the organisation.
- Prepare detailed and high quality reports for relevant internal and external committees up to and including the Board of Trustees.
- Prepare and present information in a clear and easily understandable format to departments across Hospice Services, Fundraising, Retail, Volunteers. In addition to collaborating with the communication department ensure feedback mechanisms are intrinsic to service development and governance.
- Through behaviours and actions demonstrate leadership and transparency of communication to the Prospect staff, volunteers, patients, their families, public and external stakeholders and agencies.
- Contribute to specific serious incident management, particularly in respect of the identification and sharing of learning, employing improvement methodologies in the training and development of staff.

4. Key Contacts (other than line manager)

- Executive Director of directorate / departments
- Board of Trustees
- Directors/Heads of corporate functions and senior managers across the organisation
- Commissioners /Stakeholders / Partners
- Patients and their Families
- Volunteers
- Customers
- Suppliers/agencies and other bodies, commercial and non-commercial, relevant to the role and purpose of the post.

5. Key Performance Indicators

- All services to be compliant with all relevant statutory and regulatory requirements.
- QA H/S performance of the services to improve year on year.
- Stakeholder satisfaction in relation to complaints and concerns.

6. Personal Development, Supervision and Training

- Participate in regular support and supervision through line management.
- Continuously develop professional knowledge and expertise, attending and participating in learning and development events, meetings, conferences, and events (as requested/approved by line management) to ensure up to date knowledge relevant to the role.
- Attend and participate in regular team and other meetings, both internal and external.
- Keep updated on changes of policy and practice in regards to Quality, Health and Safety, governance, compliance and law.

7. Policies and Procedures

- To be familiar at all times with the written policies, procedures and guidelines for good practice, issued by Prospect Hospice.
- Ensure the relevant Quality Assurance and Health & Safety policies and procedures are adhered to at all times.
- Take personal responsibility for own health and safety and report incidents and potential hazards as necessary.
- Prospect Hospice operates in a constantly changing environment and as such work priorities and objectives may change.
- Prospect Hospice reserves the right to make reasonable changes to the job purpose and accountabilities.
- Work in a way that is inclusive, respects difference and promotes equality of opportunity.

Person Specification

8. Skills, Knowledge & Experience

Essential

- Health or Social Care Professional
- Recognised governance qualifications or suitable demonstrable experience of managing governance systems and processes.

Experience:

- The post-holder will possess a comprehensive understanding of quality governance, health and safety and risk management and the requirements of our external regulators.
- Experience of developing corporate policy and strategy and preparing and presenting Board level papers.
- Minimum of 3 years operational experience in health and or social care sector at senior management level.
- Extensive knowledge of NHS and understanding of social care.
- Knowledge of current palliative care and end of life guidance, policy and initiatives.
- Track record as a leader and professional role model.
- Experience of collaborating effectively and maintaining successful partnerships.
- Evidence of problem solving and dealing with complex data and information.
- Ability to influence at all levels.
- Knowledge of service planning and underpinning quality assurance.
- Evidence of leading organisational change.
- Working knowledge of current commissioning environment, current funding streams and national policy drivers as it relates to health and social care, particularly palliative care and end of life care.
- Experience of clinical governance frameworks and risk management.

Desirable

- Educated to Masters Level or Equivalent.
- Knowledge or experience of charitable governance.
- Understanding and experience of the nature of volunteer involvement in delivery of services.
- Understanding of the role of the hospice as a community resource.
- Project management skills and experience

IMPORTANT ADDITIONAL INFORMATION

The line manager will discuss all elements of the job description with the postholder on an annual basis during appraisal, recognising that some elements may be developed.

Your next steps

To arrange for an informal discussion with Tim Willis, Chair of Trustees, or Irene Watkins, Interim Chief Operating Officer, call Siobhain Acott on 01793 813355.

To apply:
Please submit your application by 14 December 2018.

Shortlisting: Week commencing 17 December 2018.

Candidates will be informed whether they have been shortlisted by 21 December 2018.

Interviews will take place at Prospect Hospice on 8 January 2019.



Prospect Hospice

President HRH The Duchess of Cornwall

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