Application Pack:

Applicants for the post of
Quality Improvement Manager
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1.0 Information about NHS Eastern Cheshire Clinical Commissioning Group

NHS Eastern Cheshire Clinical Commissioning Group (CCG) is a membership organisation of 23 GP Practices working within five town based locality peer groups (Figure One). The CCG became a statutory NHS Body on 1 April 2013.

Figure One: GP Practices and locality peer groups in Eastern Cheshire

Our five localities, known as General Practice Locality Peer Groups, are:
- Alderley Edge, Chelford, Handforth, and Wilmslow
- Bollington, Disley, and Poynton
- Congleton and Holmes Chapel
- Knutsford
- Macclesfield

The main purpose of the CCG is to commission (buy) the highest quality of health care services within available funds, and monitor the quality of these services. We are responsible for commissioning health services to meet all the reasonable requirements of our local population, with the exception of certain services commissioned directly by NHS England, health improvement services commissioned by Cheshire East Council, and health protection and promotion services provided by Public Health England.

Our main commissioning responsibilities include:
- Elective hospital care
- Rehabilitation care
- Urgent and emergency care, including GP Out of Hours and NHS 111
- Most community health services
- Mental health and learning disability services
- Prescribing and medicine optimisation
- Emergency and patient transport ambulance services
- NHS continuing healthcare and NHS funded nursing care.
We also have the responsibility for commissioning emergency and urgent care services for the population within our boundaries as well as for commissioning services for any unregistered patients who live in our area. A list of commissioning functions and duties for CCGs can be viewed at: http://www.england.nhs.uk/wp-content/uploads/2013/03/a-functions-ccgs.pdf

From 1 April 2015, the CCG will start to undertake joint commissioning arrangements with NHS England around primary medical services, which opens up an exciting but challenging new chapter in the CCGs history.

The CCG’s full statutory responsibilities are detailed within its constitution. The main responsibilities include:

- upholding the NHS Constitution, CCG Constitution and governance standards
- quality assurance and quality improvement of commissioned services
- quality improvement of GP services in partnership with NHS England
- safeguarding children and vulnerable adults
- reducing health inequalities
- Public Sector Equality Duty
- public involvement in CCG and promotion of choice
- training, innovation and research
- environmental sustainability
- delivering on relevant areas of the Governments mandate to NHS England and the NHS England planning guidance ‘Everyone Counts’
- Achieving financial balance.

NHS Eastern Cheshire CCG is currently meeting its statutory duties.

1.1 About the Eastern Cheshire Healthcare Economy
Eastern Cheshire is located in the North West of England and includes towns such as Macclesfield, Knutsford, Wilmslow, Poynton and Congleton as well as many villages and rural areas. It has a population of over 204,000 and most local people are classed as ‘white British’. The CCG area has 53% of the population of Cheshire East Council. With NHS South Cheshire CCG, the CCG is co-terminous with the boundaries of the Council.

Health and social care spending on the residents of Eastern Cheshire is around £346 million per year. Around a third of this is spent on hospital care, a thirteenth on GP practices (Primary Medical Care), one sixth on community care, one seventh on social care, one twentieth on mental health and the rest on other services such as prescribing and specialist care. A range of health services are also commissioned by the local Public Health department of the council which span across and contribute to the local primary care, mental health and community care services e.g. NHS health checks, drugs and alcohol services, sexual health services and school health services.

\[http://www.nhs.uk/choiceintheNHS/Rightsandpledges/NHSConstitution/Pages/Overview.aspx\]
\[http://www.england.nhs.uk/everyonecounts/\]
**Figure Two** provides a summary of key facts about the Eastern Cheshire healthcare economy, described within this section.

In Eastern Cheshire there are 38 Pharmacies, 42 Dentists, 48 Opticians and over 60 care homes with nursing or residential homes. There is one District General Hospital in Macclesfield and two community hospitals (Congleton and Knutsford), run by East Cheshire NHS Trust. The hospitals and community health services (e.g. District Nurses who visit patients in their homes) are also managed by East Cheshire NHS Trust. Mental Health services are managed by the Cheshire and Wirral Partnership NHS Foundation Trust.

The proximity of Eastern Cheshire to Greater Manchester provides Eastern Cheshire residents with significant access and choice of general acute hospital services and access to a range of specialist care providers (**Figure Three**). For example the population in the north of the CCG access hospital services across Greater Manchester. There is already an innovative model of providing specialist services locally with larger, specialist hospitals, like The Christie Hospital NHS Foundation Trust, enabling chemotherapy to be administered at East Cheshire NHS Trust, and a number of other locally delivered services.
At the end of 2012 we came together with Cheshire East Council and other partners to launch the Caring Together programme to look at new ways of providing high quality care services for the residents of Eastern Cheshire. Since then we have undertaken an extensive programme of engagement with local residents and healthcare staff to help co-design and co-produce a new model of care for Eastern Cheshire and to identify what we need to do to demonstrate improvements in care.

We are now entering into an exciting phase of the Caring Together programme as we start to release a variety of products to our patients, carers, public and workforce that helps explain further how care will change in Eastern Cheshire. Now more than ever there will be a need to clearly articulate the changes that will need to come about and why it is still so important for people to continue to keep being involved in help design and deliver Caring Together.

Eastern Cheshire, as part of a Cheshire wide bid, was selected within the first cohorts of national pioneer areas around integrated care. The Caring Together programme forms part of the Cheshire pioneer programme. For information about Caring Together look at www.caringtogether.info.
1.2 Governing Body of NHS Eastern Cheshire CCG
The Governing Body currently meets monthly (last Wednesday of each month) to develop and implement new local commissioning strategies and locally coordinate the requirements of the Department of Health / NHS England to ensure that the CCG is effectively delivering on its duties as a statutory NHS organisation.

Further Information
For further information about the CCG please refer to our website: www.easterncheshireccg.nhs.uk

Key documents to read include:
- NHS Eastern Cheshire CCG Five Year Strategic Plan
- NHS Eastern Cheshire CCG Constitution.

All can be found at www.easterncheshireccg.nhs.uk/Publications.
2.0 Job Description and Person Specification

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Quality Improvement Manager</th>
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<tbody>
<tr>
<td>Pay Band</td>
<td>Band 7</td>
</tr>
<tr>
<td>Hours</td>
<td>37.5 hours</td>
</tr>
<tr>
<td>Contract Type</td>
<td>Permanent</td>
</tr>
<tr>
<td>Base</td>
<td>1st Floor, West Wing, New Alderley Building, Victoria Road, Macclesfield District General Hospital, Macclesfield, Cheshire, SK10 3BL</td>
</tr>
<tr>
<td>Employing Organisation</td>
<td>NHS Eastern Cheshire Clinical Commissioning Group</td>
</tr>
<tr>
<td>Directorate</td>
<td>Business Management Team</td>
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<tr>
<td>Responsible to</td>
<td>Quality &amp; Performance Manager</td>
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<tr>
<td>Accountable to</td>
<td>Quality &amp; Performance Manager</td>
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**Job Summary**

The Quality Improvement Manager will manage the quality and performance monitoring responsibilities in relation to all provider services, taking a lead role with agreed providers in addressing issues both clinical and non-clinical. Work as part of the Business Management Team improving quality and safeguarding patients by supporting the development of systematic processes and structures that will assure quality and commit to enabling quality improvements.

**Organisational Chart:** (Responsible to/Accountable to/Responsible for)
**Key areas of responsibility:**

- In association with the Quality and Performance Manager; lead in the development of quality standards and incentive schemes in our commissioned services.
- Contribute to the development of a culture of quality improvement through commissioning arrangements. Including developing the quality elements of contracts and service specifications.
- Develop with the Business Management Team and wider CCG a clinically driven reporting and monitoring process of commissioned services for the CCG, working directly with Providers to implement this process.
- Contribute to the CCG Local Delivery Plan, Operating Plan (framework), and Strategy development, ensuring that clinical governance and continual quality improvement remains integral to the process.
- Work with the Quality & Performance Manager and the Commissioning Team to develop quality strategies and CQUINs (Commissioning for Quality & Innovation) for all providers.

**Service Improvement:**

- Attend monthly contract and quality monitoring meetings with assigned key providers, coordinating quality meetings with key providers. Where clinical concerns with providers exist, manage the development and monitoring of action plans to improve performance.
- Expert in national and regional quality and performance standards and best practice application of these standards.
- Assist in internal and external benchmarking against best practice, and to challenge poor performance in service delivery in an effective, constructive and supportive manner with the provider identified.
- Take a lead, with support from our wider team, in developing quality in Primary Care by developing plans and supporting our GP practices to implement quality improvements.
- Provide advice to CCG Clinical Team for the development of care pathways and service specifications and support the development and monitoring of quality metrics.
- Identify areas for process redesign and service improvement with the aim of improving and enhancing the patients’ pathway and direct care experience.
- Assist with the development of commissioning intentions ensuring quality standards are incorporated within each contract and is effectively monitored.
- To support and lead the planning, delivery and assurance of large scale programmes of quality improvement which assist commissioners in achieving outcome ambitions for patients. This will require strong project and programme management knowledge and skills.
- To adopt and lead collaborations for quality improvement across whole health communities, for the realisation of equitable access to quality care and the achievement of outcome ambitions for all patients.
- Contribute to performance improvement, taking a lead for identified areas where agreed.

**Project Management:**

- Lead on projects, audits and action plans for improvement.
- Lead the planning for specified improvement projects.
- To contribute to the decision making processes for projects and initiatives.
Communication & Relationships:

- Work closely with all stakeholders, including General Practice, Health & Safety, Risk Management, Complaints and PALS and to ensure quality issues are identified, investigated and improvement plans are developed.
- Create links within/across boundaries with other health related organisations (Provider, CCGs and NHS England), universities and local authority services, to ensure that all aspects relating to delivery of the CCG Quality is a priority.
- Work in partnership with other NHS bodies and external organisations in the improvement of service delivery for the local population.
- Ensure clear communication between Acute Trusts, GPs and Primary Care, including the provision of clear reports and risk, issue and benefits escalation and tracking.
- Support other staff across the CCG in areas of work where the Postholder’s skills and experience can be used to benefit of the organisation's objectives and the organisational development needs of the CCG.

Analytical & Judgement:

- Manage the CCG’s quality performance management system ensuring accurate and timely reporting.
- Provide coordination of and participate in relevant internal and external working groups and provide project advice, expertise and support where requested.
- Provide relevant, timely and specialist advice and guidance on own portfolio of projects.
- Work with members of the team to investigate the causes of any variance from target/plan and proactively contribute to the implementation of solutions.
- Collate as required, qualitative and quantitative information and lead appropriate analysis to develop robust business cases and contribute to project products.

Administration:

- Support the CCG Quality Team in their response to the National Institute of Health & Care Excellence (NICE) guidance on technology appraisals and interventional procedures guidance
- To assist with the review and monitoring of assurance provided by the Providers in relation to their compliance with the NICE guidance, technology appraisals and interventional procedures.
- Manage individual quality improvement or performance related projects as required e.g. Primary Care quality improvement project.
- Plan, develop and implement policies and procedures in relation to quality and effectiveness across our providers and primary care
- Assist with the coordinating of reporting on quality and performance reporting at CCG and Provider level both within CCG and to external bodies

Training and Leadership:

- Maintain own CPD actively seeking opportunities to develop own skills and experience.
- To effectively line manage team members, taking responsibility for performance management and personal development.
- Promote awareness and understanding of relevant quality tools and information
- Support the development of a comprehensive clinical audit plan and programme that reflects the requirements in the national and local priorities.
- Promote and support training initiatives for all staff.
- Identify training and development requirements and develop plans to ensure that these are met as appropriate.

**Key Relationships: (Internal/External)**

- Director of Commissioning
- Quality and Performance Manager
- GP Practices
- Executive GP for Business Management
- Contracts Managers
- Quality Leads for main providers
- NHS England, and specifically Primary Care Directorate
- CQC/NICE/AQuA
- Other CCG/CSO/NCB Quality Leads
- CSU

This list of duties is not intended to be exhaustive, but indicates the main areas of work and may be subject to change after consultation with the post-holder to meet the changing needs of the service

**Generic Clauses for All Job Descriptions**

- To ensure own actions contribute to the maintenance of a quality service provision.
- To be responsible for the self-development of skills and competencies through participation in training and development activities and to maintain up to date technical and professional knowledge relevant to the post.
- To participate in the CCG’s Performance and Development Review and to undertake any identified training and development related to the post.
- To undertake statutory and mandatory training as deemed appropriate by the CCG.
- To develop and maintain effective working relationships with colleagues.
- To adhere to all CCG policies and procedures.

**Confidentiality**

- All CCG staff and contractors working for the CCG have both a common law duty and a statutory duty of confidentiality to protect patient (and indeed any personally identifiable) information and only use it for the purposes for which it was intended. The disclosure and use of confidential patient information needs to be both lawful and ethical.

**Information Governance**

- CCG staff must keep up-to-date with the requirements of information governance and must follow CCG policies and procedures to ensure that CCG information is dealt with legally, securely, efficiently and effectively. Staff must appropriately manage the records they create or hold during the course of their employment with the CCG, making the records available for sharing in and confidentiality policies, procedures and guidelines (e.g. Freedom of Information Act 2000, Caldecott guidelines).
Health & Safety

- All staff have a duty to ensure the health and safety of themselves and others whilst at work. Safe working practices and health and safety precautions are a legal requirement. ALL accidents must be reported to your manager and in line with the general philosophy of the CCG; you must participate in accident prevention by reporting hazards and following relevant policies and procedures including Moving and Handling guidelines.

Risk Management

- You are required to contribute to the control of risk and use the incident reporting system to alert the CCG of incidents or near misses that may compromise the quality of services.

Infection Control

- All staff therefore has a duty to comply with all CCG policies and guidelines in relation to Infection Prevention and Control. You have a duty to ensure that you minimise the risk of infection and infectious diseases. This responsibility includes minimising the risk by highlighting any concerns you may have to the appropriate person as identified in the policies and guidelines and challenging inappropriate infection control and hygiene practice.

Equality & Human Rights

- The CCG will ensure that job applicants and prospective and current employees are treated solely on the basis of their merits, abilities and potential without any unjustified discrimination on grounds of age, gender, gender reassignment, sexual orientation, disability, family circumstances, race, colour, nationality, ethnic origin, religion or belief, trade union activity & social and economic status.

Codes of Conduct and Accountability

- You are required to comply with CCG codes of conduct and accountability and (include here relevant codes of conduct dependent on profession i.e. N&M/NHS Managers/Allied Health Profession etc) codes of conduct which are relevant to this post.
## Person Specification

<table>
<thead>
<tr>
<th>JOB TITLE</th>
<th>Quality Improvement Manager</th>
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<tbody>
<tr>
<td>PAY BAND</td>
<td>BAND 7</td>
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<table>
<thead>
<tr>
<th>Qualifications</th>
<th>Essential</th>
<th>Desirable</th>
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<tbody>
<tr>
<td>Educated to degree level in relevant subject or equivalent level qualification or significant experience of working at a similar level in specialist area</td>
<td>✓</td>
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<tr>
<td>At least three years’ experience of clinical practice in a nursing or related field</td>
<td>✓</td>
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<td>RNM registered or similar</td>
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<td>✓</td>
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<tr>
<td>Professional Qualification in a Performance Management or Quality Management related area</td>
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<td>✓</td>
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<tr>
<td>Qualified in a lean methodology or other service improvement processes</td>
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<td>✓</td>
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<table>
<thead>
<tr>
<th>Knowledge</th>
<th>Essential</th>
<th>Desirable</th>
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</thead>
<tbody>
<tr>
<td>Knowledge of NHS Commissioning arrangements, current NHS policy and guidance</td>
<td>✓</td>
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<tr>
<td>Knowledge of NHS Contract Management Guidance</td>
<td>✓</td>
<td></td>
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<tr>
<td>Knowledge of NHS Quality and Performance Requirements</td>
<td>✓</td>
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<tr>
<td>Understanding of commissioning Primary Care</td>
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<td>✓</td>
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<tr>
<td>Knowledge and comprehensive understanding of Clinical Governance, Audit and Risk Management procedures.</td>
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<td>✓</td>
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<tr>
<td>Knowledge of a range of quality improvement systems</td>
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<tr>
<td>Knowledge of P.C. based applications including Microsoft Word, PowerPoint and Excel</td>
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<td>✓</td>
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<thead>
<tr>
<th>Skills</th>
<th>Essential</th>
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<tr>
<td>Ability to work effectively in a team with strong interpersonal skills with the ability to maintain positive and productive relationships at all levels</td>
<td>✓</td>
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<tr>
<td>Experience</td>
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<tr>
<td>Ability to assess guidance and interpret it for local implementation</td>
<td>✓</td>
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<tr>
<td>Ability to manage competing tasks and priorities</td>
<td>✓</td>
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<tr>
<td>Ability to communicate effectively with a range of stakeholders through both written, verbal and visual means, including chairing meetings</td>
<td>✓</td>
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<tr>
<td>Ability to interpret and analyse data</td>
<td>✓</td>
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<tr>
<td>Excellent planning and organisational skills</td>
<td>✓</td>
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<tr>
<td>Innovative approach to problem solving</td>
<td>✓</td>
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<tr>
<td>Ability to communicate and present work both clearly and effectively</td>
<td>✓</td>
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<tr>
<td>Ability to use IT systems to review and interpret information in GP practice</td>
<td>✓</td>
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<tr>
<td>Good understanding of the local health economy</td>
<td>✓</td>
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<tr>
<td>Experience of working across health and social care boundaries</td>
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<tr>
<td>Substantive experience of work in healthcare</td>
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<td>Experience of running and facilitating meetings and workshops</td>
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<td>Experience of implementing performance &amp; quality management systems</td>
<td>✓</td>
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<tr>
<td>Ability to manage staff, support their development and supervise their quality of work</td>
<td>✓</td>
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<tr>
<td>Experience of benchmarking of services and provider performance</td>
<td>✓</td>
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<tr>
<td>Experience of Service Redesign and leading patient experience or quality improvement work</td>
<td>✓</td>
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<tr>
<td>Substantive experience of working in the healthcare sector</td>
<td>✓</td>
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<tr>
<td>Previous experience of developing CQUIN schemes</td>
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<tr>
<td><strong>Management of improving provider performance in an NHS or commercial commissioning/contracting environment</strong></td>
<td>✓</td>
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<tr>
<td><strong>Knowledge of a range of quality improvement systems</strong></td>
<td>✓</td>
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<tr>
<td><strong>Committed to continuous learning and self-improvement</strong></td>
<td>✓</td>
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<tr>
<td><strong>Able to travel to a number of locations to deliver role</strong></td>
<td>✓</td>
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<tr>
<td><strong>Development of Quality and Performance Monitoring indicators for contracts and service specifications</strong></td>
<td>✓</td>
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<tr>
<td><strong>Operational management or service development experience in a health context</strong></td>
<td>✓</td>
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<tr>
<td><strong>Ability to work without supervision, to tight and often changing deadlines</strong></td>
<td>✓</td>
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3.0 Details regarding applying for the post

Individuals who wish to apply for the Quality Improvement Manager will be required to complete and submit an online application via NHS Jobs ([www.jobs.nhs.uk](http://www.jobs.nhs.uk)). Submissions via this route will only be considered. Those applicants submitting a CV directly to the CCG will not be considered.

Applications for this post will need to be submitted via [www.jobs.nhs.uk](http://www.jobs.nhs.uk) by Friday 20th March 2015.

Shortlisted applicants will be asked to attend an interview on Tuesday 31st March 2015.

Interested applicants wishing to know more about the Quality Improvement Manager role can contact:

Andrew Binnie – Quality and Performance Manager

[Andrew.binnie1@nhs.net](mailto:Andrew.binnie1@nhs.net)

01625 66 3378

We welcome your feedback via NHS Jobs to how we can improve our recruitment service and we hope to see you working for us soon.

*In order to improve efficiency, candidates applying via NHS Jobs will be called to interview by e-mail. Would you therefore please monitor your e-mails regularly following the closing date.*

Overseas candidates wishing to apply, who would require immigration sponsorship, can self-assess the likelihood of obtaining a Certificate of Sponsorship for the post on the UK Boarders and Immigration (UKBA) website.