JOB DESCRIPTION

'Happy to talk about flexible working'

Job title:	Head of Governance and Quality
Department:	Clinical
Hospice band:	Clinical Band 8
Reports to:	Director of Clinical Services
Responsible for:	Governance and Quality Team, Risk and Patient Safety Functions, Clinical Audit programme, Policy and Compliance, Complaints and Organisational Learning, Claims and Litigation Management
DBS required	Enhanced

Job purpose

Head of Governance and Quality is responsible for leading and developing the hospice's governance, quality assurance, patient safety, risk management, audit, claims and litigation functions to ensure the delivery of safe, effective, compassionate and responsive palliative and end-of-life care.

Reporting directly to the Director of Clinical Services, the post holder will provide strategic and operational leadership across all aspects of governance and assurance, ensuring that the hospice has robust systems and processes in place to monitor quality, manage risk, learn from incidents and feedback, and demonstrate compliance with regulatory and statutory requirements.

The post holder will work collaboratively with clinical and non-clinical teams to foster a culture of openness, learning, accountability and continuous improvement. They will support the Director of Clinical Services in providing assurance to the Executive Team, Board of Trustees and associated committees that the hospice delivers high-quality care and meets the expectations of patients, families, regulators and commissioners.

The role is central to ensuring that lessons learned from incidents, complaints, clinical audits, patient and family feedback, safeguarding reviews and external assessments are translated into meaningful improvements in care and organisational performance.

Key Relationships

Internal

- Director of Clinical Services
- Chief Executive and Executive Directors
- Charity Trust Secretary
- Medical Director and Heads of Service
- Clinical Managers and clinical/service teams
- Governance leads, including Safeguarding, Infection Prevention and Control, and Data Protection

- Senior Leadership Team and Board of Trustees

External

- Care Quality Commission (CQC)
- Integrated Care Boards (ICBs) and NHS partners
- Local Authorities and Safeguarding Partnerships
- Hospice UK and professional regulatory bodies
- External auditors, legal advisers and insurers

Main duties and responsibilities

Leadership and Governance

- Lead and develop the hospice's Clinical Governance Framework.
- Provide expert advice and support to the Director of Clinical Services on governance, patient safety, quality and assurance matters.
- Act as the organisation's lead for governance, quality, patient safety, risk and audit.
- Promote a culture of compassionate leadership, learning and continuous improvement.
- Ensure governance systems provide effective oversight of quality, safety and service performance across all hospice services.
- Support the Director of Clinical Services in presenting assurance reports to Board Committees and Trustees.
- Deputise for the Director of Clinical Services on governance and quality matters when required.
- Lead the annual review and development of governance structures and assurance systems.

Quality and Clinical Effectiveness

- Lead the development and implementation of the Hospice Quality Strategy and Quality Improvement Plan.
- Ensure systems are in place to monitor, evaluate and improve quality outcomes across inpatient, community, outpatient and wellbeing services.
- Develop quality dashboards and performance reports for senior leaders and trustees.
- Monitor clinical outcomes and service quality indicators.
- Ensure compliance with evidence-based practice, national guidance and hospice standards.
- Lead quality assurance reviews and service evaluations.
- Benchmark hospice performance against regional and national standards where appropriate.
- Coordinate the production of quality reports and annual quality accounts.

Quality Intelligence and Integrated Assurance

- Lead the development of an integrated approach to quality intelligence, triangulating information from patient safety, risk, complaints and feedback, safeguarding, clinical audit, IPC, clinical outcomes and other quality indicators to identify themes, emerging risks and priorities for improvement.

- Ensure learning and assurance from medicines management and safeguarding are incorporated into the hospice's wider clinical governance and assurance arrangements, while professional and operational accountability remains with the relevant leads.
- Ensure significant themes, gaps in assurance and emerging quality risks are escalated appropriately to the Director of Clinical Services and relevant governance committees.

Patient Safety

- Lead the hospice patient safety agenda and improvement programme.
- Ensure robust systems are in place for reporting, investigating and learning from incidents, near misses and patient safety events.
- Lead implementation and oversight of the Patient Safety Incident Response Framework (PSIRF).
- Ensure compliance with the Duty of Candour requirements.
- Monitor patient safety indicators including:
    - Falls
    - Pressure ulcers
    - Medication incidents
    - Infection prevention and control
    - Safeguarding concerns
    - Clinical deterioration
    - Documentation standards
- Review patient safety trends and identify opportunities for improvement.
- Ensure learning from incidents is disseminated across all services and embedded into practice.

Risk Management

- Lead the development, implementation and ongoing review of the hospice Risk Management Strategy.
- Maintain oversight of the organisational Risk Register.
- Ensure robust systems for identifying, assessing, managing and escalating risks.
- Support managers in completing risk assessments and developing mitigation plans.
- Monitor clinical, operational, financial and strategic risks.
- Provide expert advice regarding risk management and assurance processes.
- Ensure risks related to hospice services are effectively managed, including:
    - Medicines management
    - Community lone working
    - Safeguarding
    - Information governance
    - Workforce sustainability
    - Estates and health and safety risks
    - Volunteer services
- Produce regular risk reports for the Executive Team, Quality Committee and Audit & Assurance Committee.
- Promote a proactive approach to risk management throughout the organisation.

Audit and Assurance

- Lead the development and delivery of the annual Clinical Audit and Assurance Programme.
- Establish a hospice-wide audit framework aligned with organisational priorities and regulatory requirements.
- Coordinate and oversee clinical and non-clinical audit activity relating to:
    - Medicines management
    - Infection prevention and control
    - Record keeping
    - Consent and Mental Capacity Act compliance
    - Safeguarding
    - Patient experience
    - Clinical documentation
    - End-of-life care outcomes
- Ensure audit findings are translated into measurable improvements.
- Monitor audit action plans and ensure actions are completed within agreed timescales.
- Produce regular audit reports and assurance summaries for senior leadership and committee review.
- Support internal and external assurance reviews and inspections.

Regulatory Compliance and CQC

- Lead the hospice's approach to regulatory compliance and assurance.
- Ensure ongoing compliance with Care Quality Commission regulations and standards.
- Coordinate organisational readiness for CQC inspections.
- Lead action plans arising from inspections and external reviews.
- Ensure evidence is available to demonstrate compliance with the CQC domains:
    - Safe
    - Effective
    - Caring
    - Responsive
    - Well-Led
- Monitor compliance against statutory and regulatory requirements and report areas of risk.

Complaints, Feedback and Organisational Learning

- Lead systems for managing complaints, concerns, compliments and patient feedback.
- Ensure timely investigation and response to complaints.
- Analyse themes and trends arising from complaints and feedback.
- Ensure learning is translated into service improvements.
- Promote patient, family and carer involvement in quality improvement initiatives.
- Coordinate organisational learning from:
    - Complaints
    - Incidents
    - Audit findings
    - Coroner's reports

  - Safeguarding reviews
  - Patient and family feedback
- Produce regular reports demonstrating improvements resulting from learning activities.

Claims and Litigation

- Provide oversight of claims, litigation and inquests, ensuring matters are managed effectively, lawfully and compassionately.
- Work collaboratively with the Charity Trust Secretary to ensure appropriate governance, legal advice, record keeping and Board assurance.
- Act as the key liaison with insurers, legal advisers and HM Coroner's Office, escalating significant risks to the Director of Clinical Services.
- Coordinate investigations, evidence, disclosure and staff support relating to claims and inquests.
- Ensure open and compassionate communication with patients, families and carers, in line with Duty of Candour and legal requirements.
- Monitor claims, costs, outcomes and actions, identifying themes and learning alongside incidents, complaints, safeguarding, audit and risk.
- Provide assurance to relevant committees and the Board, ensuring learning and improvement actions are implemented across hospice services.

Policy and Information Governance

- Act as the Hospice's Caldicott Guardian, providing oversight and guidance to ensure patient information is used, shared and protected appropriately, in line with the Caldicott Principles and information governance requirements
- Lead the organisational policy management process.
- Ensure policies are evidence based, current and compliant with legislation and best practice.
- Maintain oversight of governance-related policies and standard operating procedures.
- Work collaboratively with Information Governance leads to ensure compliance with data protection and confidentiality requirements.
- Support organisational compliance with information governance standards.

Workforce Development

- Lead and manage the Governance, Quality and Patient Safety Team.
- Provide professional leadership and support to staff undertaking governance, audit and quality activities.
- Develop governance capability across the organisation through education and training.
- Deliver training programmes covering:
  - Clinical Governance
  - Patient Safety
  - Risk Management
  - Incident Reporting
  - Duty of Candour
  - Clinical Audit and Effectiveness
  - Quality Improvement

- Support managers to strengthen governance and assurance within their services.

Strategic Development

- Contribute to organisational strategy and business planning.
- Support the Director of Clinical Services in delivering the hospice strategy.
- Lead strategic quality improvement initiatives.
- Promote innovation and the sharing of best practice across hospice services.
- Develop partnerships with external organisations to improve patient outcomes and organisational learning.
- Ensure governance and assurance systems support the hospice's strategic objectives.

General duties

Confidentiality

- All employees are required to uphold the confidentiality of all information records in whatever format, encountered in the course of employment and after it.
- All employees are bound by the requirements of the General Data Protection Regulations when, in the course of their employment, they deal with information records relating to individuals.

Equality and Diversity

- The hospice is committed to promoting an environment that values diversity. All staff are responsible for ensuring that they treat individuals equally and fairly and do not discriminate on the grounds of age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, sex and sexual orientation. The hospice expects all staff to behave in a way that recognises and respects diversity in line with the appropriate standards.

- As a Disability Confident employer, we are committed to ensuring an inclusive recruitment process and will promptly consider and respond to requests for reasonable adjustments to support candidates throughout their recruitment journey.

Health and safety

- All employees have a responsibility under the terms of the Health and Safety at Work Act 1974 to protect and promote their own health and that of others in the workplace.
- All employees must comply with all hospice health and safety procedures infection control.
- The prevention and control of infection is the responsibility of everyone who is employed by the hospice. Employees must be aware of infection control policies,

procedures and the importance of protecting themselves and their clients in maintaining a clean and healthy environment.

Information governance

- All employees are responsible for ensuring they undertake any training relating to information governance, read the hospice's policies, procedures and guidance documents relating to information governance, and understanding how this affects them in their role.

Professional development

- All employees must participate in an annual appraisal and develop a personal development plan with their line manager.
- All employees are responsible for maintaining their statutory and mandatory training.

Safeguarding children, young people and vulnerable adults

- The hospice is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults. All employees and volunteers are expected to behave in such a way that supports this commitment pandemic or major incident.
- In the event of a pandemic or major incident, the post holder may be asked to undertake other duties not necessarily commensurate to the banding of this role. This could include duties in any part of the hospice. Prior to undertaking any duties, the member of staff will have full training and induction. We won't ask any member of staff to undertake duties for which they are not competent or where they feel unsafe in their environment or could put patients or themselves at risk.

The job description is not exhaustive and may be amended following appropriate consultation in the light of business needs.

PERSON SPECIFICATION

Job title:	Head of Governance
Department:	Clinical Services
Hospice band:	Clinical Band 8

Requirements	Essential	Desirable	How identified
Education and qualifications	• Degree-level qualification or equivalent experience. • Relevant professional qualification in healthcare, governance, quality, patient safety or management. • Evidence of continuing professional development. • Leadership or management qualification or equivalent experience	• Master's degree or postgraduate qualification. • Qualification in Risk Management, Clinical Governance, Patient Safety or Quality Improvement. • Investigation or Root Cause Analysis qualification. • Quality Improvement certification.	A, F C
Knowledge and experience	• Strong knowledge of clinical governance, patient safety, risk and assurance. • Comprehensive knowledge of CQC requirements, safeguarding and relevant health and care regulation. • Knowledge of clinical audit and quality improvement methodologies. • Understanding of information governance and data protection. • Knowledge of claims, litigation, coronial processes, disclosure and legal privilege • Significant senior-level experience in governance, quality and patient safety. • Experience leading risk, assurance, clinical audit and quality improvement.	• Experience within hospice, palliative care or end-of-life services. • Experience within the charity sector. • Experience supporting services rated Good or Outstanding by CQC. • Experience implementing PSIRF. • Experience developing Board Assurance Frameworks. • Good understanding of hospice and palliative care quality standards.	AF I

	• Experience of incident investigation, organisational learning and regulatory compliance, including CQC. • Experience providing assurance and reports to senior committees and Boards. • Experience managing complex claims, litigation, inquests or other medico-legal matters. • Experience leading teams and monitoring quality and performance.		
Personal skills and attributes	• Experience within hospice, palliative care or end-of-life services. • Experience within the charity sector. • Experience supporting services rated Good or Outstanding by CQC. • Experience implementing PSIRF. • Experience developing Board Assurance Frameworks. • Good understanding of hospice and palliative care quality standards. • Ability to manage competing priorities. • Strong attention to detail. • Ability to build productive relationships across multidisciplinary teams. • Ability to analyse complex case information, manage sensitive legal matters and communicate clearly with staff, patients, families, insurers and legal representatives.	• Experience of Board-level or senior committee reporting	AF I

	• Commitment to compassionate, person-centred care.		
Equality, Diversity, Inclusion and Hospice Values	• Able to provide safe, caring, and effective services • Values and behaviours that reflect the Hospices values of Kindness, Togetherness, Positivity, Openness, Respect and Innovation • Commitment to creating a diverse and inclusive workplace that is free from discrimination and where people feel they belong and their contribution is valued		AF I

A= Application form **I=Interview** **T=Test** **C=Certificate**