



Position Specification

Chief Inspector of General Practice
Care Quality Commission

June 2013 Final
Private and Confidential

#637655

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Letter from the Chief Executive

Dear Candidate,

Thank you for your interest in the role of **Chief Inspector of General Practice** for the Care Quality Commission (CQC).

We are changing the way we regulate and inspect services.

The Chief Inspector of General Practice is an important new role that will ensure robust regulation and inspection of all registered providers of primary care services across the public, private and independent sectors. The Chief Inspector will improve CQC's assessment of and make judgments about registered providers of primary care services, including the introduction of a ratings system. He or she will make sure we and our partners in the primary care system focus on the things that matter to people.

This role will work closely with the Chief Inspector of Hospitals and Chief Inspector of Adult Social Care to promote the integration of care, ensuring that individuals have a smooth transition between services.

Getting the right individual for this role is crucial. We are looking for someone who can lead and design an effective system for inspections of providers of primary care services, in both the public, private and independent sectors, and will work with other members of the Executive team and the CQC Board to ensure delivery of regulation of care in England.

We have a new Chair and Chief Executive in post and have recently launched our strategy for the next three years following extensive consultation. We are clear that our purpose is to make sure health and general practice services provide people with safe, effective, compassionate, high-quality care and we encourage care services to improve.

To deliver our strategy we need an exceptional individual who can inspire the trust and confidence of CQC staff, providers, commissioners, professionals, our strategic partners, and the public.

I would welcome a telephone call from any interested candidates.

Please do visit our website at <http://www.cqc.org.uk> for more information.

I look forward to hearing from you.



David Behan
Chief Executive

Background

About the Care Quality Commission

The Care Quality Commission is the regulator of health and adult social care in England. We were created in April 2009 by merging three predecessor commissions.

Our purpose is to make sure health and social care services provide people with safe, effective, compassionate, high quality care and we encourage care services to improve.

Our role is to monitor, inspect and regulate services to make sure they meet fundamental standards of quality and safety and we publish what we find, including performance ratings to help people choose care.

We carry out our role by:

- setting standards of quality and safety that people have a right to expect whenever they receive care;
- registering services that meet our standards;
- monitoring, inspecting and regulating care services to make sure that they continue to meet our standards;
- protecting the rights of vulnerable people, including those subject to the powers of the Mental Health Act;
- listening to and act on people's views and experiences of the care they receive;
- challenging all providers, with the worst performers getting the most attention;
- making fair and authoritative judgements, supported by the best information and evidence;
- taking appropriate action if services are failing to meet the standards;
- carrying out in-depth investigations to look at care across the system;
- reporting on the quality of care services, publishing clear and comprehensive information, including performance ratings to help people choose care; and
- involving people who use care services in our work, working with local groups, our partners in the health and social care system, and the public to make sure that people's views and experiences are at the centre of what we do.

We currently:

- have an annual budget of £179m;
- employ 2,300 staff;
- ask our 955 compliance inspectors to inspect almost 32,000 locations spread across NHS trusts, adult social care locations, independent healthcare locations, dentists and private ambulance locations.

Our Strategy for 2013-2016

People have a right to expect safe, effective, compassionate, high quality care. As regulator of health and social care in England, CQC plays a vital role in making sure that care services meet those expectations.

Our strategy for 2013 – 2016 is available at

<http://www.cqc.org.uk/public/news/our-strategy-2013-2016>

CQC will begin to make these changes in 2013 – 2014 and we are determined to make swift progress to put changes into play, setting out clearly what we will do and how we will do it.

Our inspection and regulation of all care services will address the following questions:

- are services safe?
- are they effective?
- are they caring?
- are they well-led?
- are they responsive to people's needs?

We will develop new fundamental standards that focus on these five areas. We will work with the public, people who use services, providers and professionals and our partners to do this.

The Role

Accountable to the Chief Executive, the Chief Inspector of General Practice will be a senior figure who must inspire the trust and confidence of the public, the sector, stakeholders and ministers.

As a member of the CQC's executive leadership team, the Chief Inspector will assess the performance of all primary care providers in England, including general practice, out of hours services and dental services. The Chief Inspector will deliver a crucial role in the assurance that fundamental standards of quality in safety in this sector are being met.

Furthermore, the Chief Inspector will lead teams of dedicated inspectors who will undertake targeted inspections of all primary care providers, ensuring an ongoing programme of monitoring and assessment.

The Chief Inspector will be responsible for establishing a methodology for ratings for provider inspections and ensuring the operational delivery of the inspection programme. The role will also support quality improvement through the development of quality standards for the sector and the delivery of a rating system.

The Chief Inspector, working with the Chief Inspectors of Hospitals and Social Care will also be responsible for ensuring that CQC is providing assurance that the care people receive is delivered in a co-ordinated manner. For example by;

- Looking closely at people's experiences as they move between different services.
- Determining and feeding into new measures of how to assess the provision of integrated care.
- Shaping a regulatory programme of inspections based on a model of integrated care standards.

The new Chief Inspector will be accountable for the following:

- Lead the system of primary care inspection for CQC.
- Work with CQC's Chief Inspector of Hospitals and Chief Inspector of Adult Social Care to promote the integration of care, ensuring that patients and service users have a smooth transition between services.
- Work with NHS England to ensure that an aligned approach is taken to monitoring and assessing the Primary Care Sector, that duplication is minimised and that there is an agreed approach to provider failure.
- Working with key stakeholders to develop a methodology for ratings of providers, producing an assessment of providers' performance.
- Develop CQC's risk based model, incorporating a rigorous intelligence-based approach to inspections of providers of primary care.
- Lead the involvement of specialist inspectors and experts by experience.
- Ensure CQC's quality judgements are sufficiently rigorous to trigger escalation and to take regulatory action, working closely with other national regulators.
- Build key working relationships with Department of Health, NHS England, Members of the National Collaboration for Integrated Care and Support, Local Authorities, Corporate Providers, ADASS, NICE and other key stakeholders

- Be the public face of quality for CQC, engaging the public, Secretary of State and Ministers in the work of the CQC, securing their trust in the activities and judgements of the inspections team and ensuring intelligence and information from the public is fed into inspection decisions.
- Work with NICE on the development of quality standards for primary and integrated care and champion these standards with providers and local authorities and all relevant stakeholders on their programme of sector led improvement.
- Work with the other Chief Inspectors to ensure that CQC's regulatory approach takes a system wide, integrated approach.
- Encourage a culture that values rigour and challenge.
- Contribute to the annual CQC State of Care report.

The Candidate

The successful candidate will be able to demonstrate evidence of the following core competences:

Leadership and change management

- Outstanding strategic skills with a proven track record in effective change management.
- Impeccable and unquestioned professional values, capable of creating, leading and inspiring cultural change within an organisation and the ability to do so across a sector.
- Experience in a national leadership role.
- Excellent communication skills including, ideally, media experience, demonstrating an ability to engage various health and social care professionals on complex and sensitive issues.
- Ability to gain the confidence all sectors and work with agencies at a local and national level.
- The ability to work as a team player to enable delivery of all activities of the CQC.
- A high level of integrity and the ability to give independent advice.
- Understanding of the effectiveness of quality indicators and potential approaches to measuring care quality through metrics.

Sector Specific Experience

- Expert knowledge of health and social care.
- Ideally from a GP background.

Personal Effectiveness

- Well-developed interpersonal skills, authority and judgement including the ability to communicate well with a wide range of audiences.
- Experienced in building strong relationships and delivering with and through others.
- Ability to professionally challenge and make difficult decisions.

Deliver Effectively – Sets Clear Direction and Achieves Results

- Acts in a professional manner, articulates the compelling CQC vision clearly with passion and energy which inspires others.
- Puts the public and service users at the heart of every policy.
- Ensures team members are clear on what is expected of them in their role providing constructive feedback and appropriate challenge on performance.
- Engages others when leading change.
- Devolves decision-making, delegates effectively, supporting and challenging people to achieve higher performance.
- Constantly scans the environment, anticipating and responding to changes quickly.
- Establishes good relationships inside and outside CQC.
- Delivers on the Business Plan, achieving outcomes and targets for areas of responsibility.

Demonstrate Accountability – Takes Ownership

- Shapes, drives and delivers change effectively, ensuring people understand the reasons for change and building support for it.
- Displays corporate responsibility and holds people to account for performance.
- Takes responsibility for own and team results, explaining the rationale for decisions and demonstrating continuous improvement.
- Takes difficult decisions at the right time.
- Confronts issues of behaviour, delivery and standards.
- Reflects and learns from experiences.
- Displays pace and momentum, ensuring results are achieved with the full commitment of their team.
- Highly performance driven, takes initiative to do what is needed.

Display Integrity – Creates A Climate of Trust

- Displays a high degree of self-awareness.
- Is visible, approachable and actively listens; displays respect for individuals and encourages and provides constructive feedback.
- Maintains clear respect for confidentiality.
- Celebrates success.
- Undertakes lessons learnt activity encouraging a culture of continuous learning and improvement.
- Ensures that behaviour and decisions consistently support the interests of CQC and the people within it.

Act Inclusively – Creates An Open, Collaborative Approach

- Creates a positive open environment where people are involved and engaged and can flourish; where opinions are valued.
- Welcomes challenge, encourages a culture of openness and feedback.
- Brings ideas from elsewhere, both from within CQC and external bodies and encourages others to share ideas.
- Actively demonstrates and encourages effective teamwork, taking a joined-up collaborative view across CQC.
- Creates an environment where equality, diversity and individual contributions are valued and respected.

Be Proud – Acts As An Ambassador for CQC

- Acts as a role model, demonstrating the highest professional standards, and generating understanding of and commitment to CQC Vision, Objectives and Values.
- Strives for excellence, seeking out and promoting great performance of teams and individuals
- Shares ideas, learning and successes.
- Values and uses the expertise within CQC.
- Deals fairly and transparently with everyone.
- Believes that demonstrating our Values enhances our success is viewed as an ambassador with external stakeholders.

Application and Selection Process

The Care Quality Commission has appointed Russell Reynolds Associates (RRA) to work with them on the appointment of the Chief Inspector of General Practice.

For an informal discussion about the role, please contact:

Patrick Johnson +44 (0) 20 7830 8052
fiona.birkmire@russellreynolds.com

Suzanne Morrison +44 (0)20 7198 1856
suzanne.morrison@russellreynolds.com

Clare Gumbley +44 (0)20 7198 1876
clare.gumbley@russellreynolds.com

All applications received will be acknowledged, considered by the selection panel and a shortlist of candidates will be invited to interview.

The *indicative* timetable for the process is as follows, and subject to change:

Proposed Dates	Actions
Noon, Wednesday 10 July 2013	Advertisement closes
Likely weeks commencing 8 and 15 July	Candidates: Preliminary assessment interviews and with RRA Potential informal discussions with key stakeholders
	Short List Review
w/c 22 July	Short Listed Candidates: Pre-interview informal discussions with some key stakeholders and executives Media Assessments
w/c 29 July	Final Panel Interviews

The selection panel is likely to comprise at least:

- David Behan, Chief Executive, CQC;
- David Prior, Chair, CQC.

All applications will be acknowledged. Candidates wishing to apply should submit the following information to Russell Reynolds Associates:

- A CV with educational and professional qualifications and full employment history, giving details where applicable of budgets and numbers of people managed, relevant achievements in recent posts and latest remuneration;
- A supporting statement of not more than two pages giving evidence and examples of your ability to meet each of the criteria in the candidate profile;

- A statement of conflicts of interest (if applicable): if you, your spouse, dependants, business partner or associate have any business interest or other activities which are or could be perceived as a conflict of interest with the activities of CQC, you should declare that in your application;
- A clear statement if you have a problem with any of the dates set out in the previous section. Please give details in your covering letter;
- It will be helpful to have your preferred telephone and email contact details for all correspondence, which will be used with discretion.
- A Monitoring Form is attached at Appendix 1 for your completion. This form will not be disclosed to anyone involved in assessing your application.
- Please state in your covering letter if you wish to make a Guaranteed Interview Scheme Declaration. This declaration is for people with disabilities. All monitoring data will be treated in the strictest confidence and will not affect your application in any way.
- Please indicate two possible referees. References will be taken after final interview for the successful candidate only and will be taken with the prior consent of the candidate.

All applications should quote the following reference number: 1305-041L

By Email (preferred): Responses@RussellReynolds.com
Reference 1305-041L in the subject line

By Post: Patrick Johnson
Reference No 1305-041L
Russell Reynolds Associates
Almack House
28 King Street
London SW1Y 6QW

Terms and Conditions

This appointment will be made on a 3 year fixed term basis.

Salary

A competitive salary is being offered.

Accountability

The Chief Inspector of General Practice will report to David Behan, the Chief Executive of the CQC. Regular contact with the Secretary of State and Ministerial team is anticipated; this will always be in the context that the Chief Inspector and CQC will be independent in their judgements.

Location

London with national travel.

Pension

CQC operates the NHS Pension Scheme, and all new starters are automatically placed into the scheme on starting employment.

The scheme is currently a contracted out, final salary, defined benefit arrangement and contributions are banded depending on the appointee's rate of whole time equivalent pay.

For more information, please visit the NHS Pension Scheme's official website:

<http://www.nhsbsa.nhs.uk/pensions>

Leave entitlement

There is an annual leave allowance of 27 days, plus 8 days bank holidays.

Conflict of Interest

Candidates will have to declare any interests they may have that might cause questions to be raised about their attitude to the business of the Care Quality Commission. Candidates are required to declare any relevant business interests, share holdings, positions of authority, retainers, consultancy arrangements or other connections with commercial, public or voluntary bodies, both for themselves and for their spouse/partner. The successful candidate will be required to give up any conflicting interests and other business and financial interests may be published.

Transparency

The Government has set out its clear commitment to improved transparency about how it spends public money. Greater transparency is at the heart of the Government's commitment to enable the public to hold politicians and public bodies to account. Details of the successful candidate's remuneration including pension benefits will be subject to disclosure.

Nationality

The post is open to EU nationals, members of the Commonwealth, European Economic Area (EEA), Swiss nationals and certain non-EEA family members. Candidates from the Commonwealth must be free from any restrictions to reside and take up employment in the UK.

Equal Opportunities

The Care Quality Commission aims to be a modern and equitable employer. We recognise and encourage the potential of a diverse workforce, positively welcome all applications, and appoint on merit.

Guaranteed Interview Scheme for Disabled People

The Care Quality Commission operates a guaranteed interview scheme for disabled people (as defined by the Disability Discrimination Act 1995), who meet the minimum essential criteria for this appointment as published in this leaflet.

Complaints

The CQC's recruitment processes are underpinned by the principle of selection for appointment on merit based on fair and open competition as outlined in the Civil Service Commission's Code which can be found at www.civilservicecommission.org. If you feel your application has not been treated in accordance with the Code and you wish to make a complaint, you should contact Jacqueline Hammond at Jacqueline.Hammond@cqc.org.uk in the first instance. If you are not satisfied with the response you receive, you can contact the Civil Service Commission.

This section of the application form will be detached from your application form. The information collected will only be used for monitoring purposes in an anonymised format and will help the organisation analyse the profile and make up of applicants and appointees to jobs in support of their equal opportunities policies.

NHS organisations recognise and actively promote the benefits of a diverse workforce and are committed to treating all employees with dignity and respect regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. We therefore welcome applications from all sections of the community.

* Date of Birth	
* Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> I do not wish to disclose this

Equality Act 2010

* I would describe my ethnic origin as:		
Asian or Asian British <input type="checkbox"/> Bangladeshi <input type="checkbox"/> Indian <input type="checkbox"/> Pakistani <input type="checkbox"/> Any other Asian background Black or Black British <input type="checkbox"/> African <input type="checkbox"/> Caribbean <input type="checkbox"/> Any other Black background	Mixed <input type="checkbox"/> White & Asian <input type="checkbox"/> White & Black African <input type="checkbox"/> White & Black Caribbean <input type="checkbox"/> Any other mixed background White <input type="checkbox"/> British <input type="checkbox"/> Irish <input type="checkbox"/> Any other White background	Other Ethnic Group <input type="checkbox"/> Chinese <input type="checkbox"/> Any other ethnic group <input type="checkbox"/> I do not wish to disclose this

Equality Act 2010

* Please select the option which best describes your sexual orientation		
<input type="checkbox"/> Lesbian <input type="checkbox"/> Gay <input type="checkbox"/> Bisexual	<input type="checkbox"/> Heterosexual <input type="checkbox"/> I do not wish to disclose this	
* Please indicate your religion or belief		
<input type="checkbox"/> Atheism <input type="checkbox"/> Buddhism <input type="checkbox"/> Christianity <input type="checkbox"/> Islam	<input type="checkbox"/> Jainism <input type="checkbox"/> Sikhism <input type="checkbox"/> Judaism	<input type="checkbox"/> Hinduism <input type="checkbox"/> Other <input type="checkbox"/> I do not wish to disclose this

Equality Act 2010

The Equality Act 2010 protects disabled people - including those with long term health conditions, learning disabilities and so called "hidden" disabilities such as dyslexia. If you tell us that you have a disability we can make reasonable adjustments to ensure that any selection processes - including the interview - are fair and equitable.

* Do you consider yourself to have a disability?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> I do not wish to disclose this information
Please state the type of impairment which applies to you. People may experience more than one type of impairment, in which case you may indicate more than one. If none of the categories apply, please mark 'other'.	
<input type="checkbox"/> Physical Impairment <input type="checkbox"/> Sensory Impairment <input type="checkbox"/> Mental Health Condition	<input type="checkbox"/> Learning Disability/Difficulty <input type="checkbox"/> Long-standing illness <input type="checkbox"/> Other