

Position Specification

Care Quality Commission

Chief Inspector, Hospitals

Care Quality Commission

The Care Quality Commission (CQC) is the independent regulator of health and adult social care in England. We make sure that health and social care services provide people with safe, effective, compassionate, high-quality care and we encourage services to improve.

Our role

- We register health and adult social care providers
- We monitor and inspect services to see whether they are safe, effective, caring, responsive and well-led, and we publish what we find, including quality ratings
- We use our legal powers to take action where we identify poor care
- We speak independently, publishing regional and national views of the major quality issues in health and social care, and encouraging improvement by highlighting good practice

Our strategy

We're changing how we regulate to improve care for everyone.

What we've learned from the past five years puts us in a better position for the future. Our new strategy combines this learning and experience and we've developed it with valuable contributions from the public, service providers and all our partners. It means our regulation will be more relevant to the way care is now delivered, more flexible to manage risk and uncertainty, and will enable us to respond in a quicker and more proportionate way as the health and care environment continues to evolve.

This new strategy strengthens our commitment to deliver our purpose: to ensure health and care services provide people with safe, effective, compassionate, high-quality care and to encourage those services to improve. Our strategy is purposefully ambitious, and to implement it we will need to work closely with others to make it a reality. We'll review this strategy regularly so we can adapt to changes and be prepared for what the future holds.

Our purpose and our role as a regulator won't change – but how we work will be different.

We set out our ambitions under four themes

- **People and communities:** Regulation that's driven by people's needs and experiences, focusing on what's important to people and communities when they access, use and move between services
- **Smarter regulation:** Smarter, more dynamic and flexible regulation that provides up-to-date and high-quality information and ratings, easier ways of working with us and a more proportionate response
- **Safety through learning:** Regulating for stronger safety cultures across health and care, prioritising learning and improvement and collaborating to value everyone's perspectives
- **Accelerating improvement:** Enabling health and care services and local systems to access support to help improve the quality of care where it's needed most

Running through each theme are two core ambitions:

- **Assessing local systems:** Providing independent assurance to the public of the quality of care in their area

- **Tackling inequalities in health and care:** Pushing for equality of access, experiences and outcomes from health and social care services

We'll look at how the care provided in a local system is improving outcomes for people and reducing inequalities in their care. This means looking at how services are working together within an integrated system, as well as how systems are performing as a whole.

This strategy sets out our ambition for how we can help influence change. Further information is available [here](#).

Our structure

To deliver our strategy effectively we need to change how we work. Conversations started back in March 2020 and in February 2021, the executive team set out a new way of working focused on health and social care systems and person-centred care.

This new way of working will mean changes for the whole organisation that will help us be a more effective regulator, able to make a bigger difference to driving improvements in the quality of care for people.

Our new way of working will include a change in focus for all three of our Chief Inspectors. In the new operating model, Chief Inspectors will be responsible for regulatory leadership not only across the organisation, but also outwards into the sector. Their work will give us greater external visibility and a stronger influence on quality improvement across the whole health and social care sector. They will be responsible for trialling new regulatory approaches, commissioning thematic reviews and other improvement initiatives across the sector.

The Chief Inspector of Hospitals will work alongside the Chief Inspector of Adult Social Care and the Chief Inspector of Primary Medical Services and Integrated Care, as well as our new Executive Director of Operations, who will be responsible for the operational delivery of the day to day inspection work, so that Chief Inspectors have more capacity for professional leadership across the whole of their specialist sector.

Alongside these four directorates, the Engagement Policy and Strategy Directorate develops our policy frameworks and regulatory tools, maintains our operating model, and engages with employees and all those who can influence quality to deliver improvement. The Digital and Intelligence Directorate provides all of our technology services and comprehensive insight into quality and risk in health and care. The Regulatory, Corporate and Customer Operations Directorate is led by the Chief Operating Officer and is responsible for our customer facing operations, as well as corporate services such as finance, commercial, infrastructure, HR, and legal.

The Executive Team structure is set out in Appendix I.

Our values:

- **Excellence** – being a high-performing organisation
- **Caring** – treating everyone with dignity and respect
- **Integrity** – doing the right thing
- **Teamwork** – learning from each other to be the best we can

The role

Our new strategy sets out an ambitious future that will ensure we keep delivering our purpose and our Executive team are currently seeking a new Chief Inspector of Hospitals to help support this mission.

Directly accountable to the Chief Executive and a member of the CQC Unitary Board and Executive Team, the Chief Inspector is an influential figure and will need the requisite political acumen and professional standing to be credible with the Secretary of State, clinical professions and the public.

The role is critical to CQC being able to deliver its core purpose in making sure that health and social care services provide people with safe, effective, compassionate, high-quality care and encouraging them to improve.

The Chief Inspector will be CQC's professional head for the Hospitals sector, responsible for setting regulatory policy and - together with the Chief Inspector of Adult Social Care and the Chief inspector of Primary Medical Services and Integrated Care – for leading CQC's new 'Regulatory Leadership' function.

Externally, the role of the Chief Inspector will be to look outwards to the sector, expanding CQC's influence and ensuring that the organisation can keep pace with changes across the health and social care landscape. By providing this strong external focus, the Chief Inspector will support CQC to deliver its strategic ambitions under four key themes: 'People and Communities', 'Smarter Regulation', 'Safety through Learning' and 'Accelerating Improvement'.

The Chief Inspector will:

- Work closely with executive level colleagues and CQC's board to ensure the effective regulation of care in England.
- Act as CQC's professional head for the whole hospitals sector across England, with overall responsibility for agreeing and setting regulatory policy for the sector.
- Contribute to and support the development and implementation of CQC's new Regulatory Leadership function, which will be fully established by mid-2022.
- Together with the Chief Inspectors of Adult Social Care and Primary Medical Services and Integrated Care, lead CQC's new regulatory leadership function to trial new regulatory approaches, commission thematic reviews and improvement initiatives, expanding CQC's influence across the sectors and speaking out robustly about issues across the health and social care system.
- Lead CQC through the design and cultural changes required to implement a new, more dynamic operating model, while ensuring a culture of collaboration.
- Contribute fully as a senior leader to CQC's overall strategy and direction and the effective operation of the organisation.
- Assume joint responsibility, with other senior leaders, for corporate performance, the achievement of the organisation's strategic objectives and the effective management of risk.
- Represent CQC internally and externally as an effective and independent regulator for health and social care,
- As part of the Executive team deputise for the Chief Executive when necessary.
- Be a credible authority on the current and proposed changes to the health and social care ecosystem (providers, government, NHS etc.) ensuring CQC is equipped to respond effectively.

- Build key working relationships with the Department of Health and Social Care, NHS England, hospital management, the clinical professions and other key stakeholders, whilst maintaining independence and ensuring that CQC is on the side of people who use services.
- Work closely with the medical and nursing professions, the Medical Royal Colleges, the RCN and other national organisations to build a network of clinicians and senior managers who can contribute to CQC's work.
- Encourage a culture of candour within hospitals and across the sector so that concerns are reported through the correct channels.
- Work closely with the Executive Director of Operations, who has responsibility for day-to-day operations involving monitoring, inspecting and rating, to ensure CQC's quality judgements about hospitals are sufficiently rigorous, working closely with other national regulators where required.
- Engage the public in the work of CQC by speaking credibly in the public arena and securing public trust in the activities and judgements of the organisation.
- Understand how digital services, personalised medicine, and genomics will change the face of hospital care.
- Work with other hospital regulators and other parts of CQC on regulatory issues from registration through to escalation and regulatory action.
- Promote and embed equality, diversity and human rights as a foundation for individual and team success.

Candidate profile

This is a crucial, Board level role, and requires an especially talented individual, accustomed to operating, and collaborating, at a senior level, and able to deal with both complexity and ambiguity. Candidates should be able to demonstrate the following skills and experience:

Leadership and change management:

- A credible communicator and leader capable of engaging internal and external audiences and stakeholders.
- Impeccable and unquestioned professional values, capable of creating, leading and inspiring practical cultural change across an entire sector.

Personal Effectiveness:

- Well-developed interpersonal skills, authority and judgement including the ability to communicate well with a wide range of audiences.
- Experience in building strong relationships and delivering with, and through, others.
- Ability to apply sound judgement to make difficult decisions and take responsibility for the resolution of issues at a senior and national level.

Capability and integrity as a leader in the health system to:

- Engage clinicians, ministers and members of the public on complex and sensitive issues and gain the confidence of clinicians and hospital leaders.
- Understand the effectiveness of quality indicators and potential approaches to measuring care quality.
- The post holder should be a Clinician or Board Executive with significant experience in the hospital sector, particularly the NHS.
- Although regulation experience would be desirable, it is not essential.

Terms and conditions

Location

This is a full-time role.

Flexible on location including homebased with travel as and when required across CQC offices.

Salary

Attractive package.

Pension

All new starters automatically become a member of the NHS pension scheme. This is a defined benefit scheme. Individuals are enrolled into the 2015 Section: Career Average Revalued Earnings (CARE) scheme. 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: [here](#)

Benefits

CQC offers a generous benefits package of 27 days annual leave (increasing to 29 days after 3 years, and 32.5 days after 5 years) plus bank holidays, NHS lease car scheme, cycle scheme, employee support package and an employee discount scheme. CQC also offers an excellent flexible working policy.

Declarations of Interest

We ask all candidates 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, shareholdings, 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.

Nationality

All non-UK residents must be free from any restrictions to reside and take up employment in the UK.

Equal opportunities

We aim 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.

Equality and Diversity

CQC is committed to promoting a fair and inclusive workplace where all our people can flourish and reach their full potential. We know diverse teams allow for a more creative and productive environment and therefore encourage applications from everyone regardless of age, gender, gender identity or expression, religion or belief, disability, ethnicity or sexual orientation.

For this role, we are particularly encouraging people from Black and Minority Ethnic communities to apply, who are currently under-represented at this level in the organisation.

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 outlined in this document.

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 [here](#). If you feel your application has not been treated in accordance with the Code and you wish to make a complaint, you should contact the Head of Recruitment in the first instance. If you are not satisfied with the response you receive, you can contact the Civil Service Commission.

Recruitment overview

We provide an indicative timeline below, please note this may be subject to change.

Indicative Timeline:

Closing date	15th October 2021
<i>Long list meeting</i>	w/c 18 th October
RRA interviews	w/c 25 th October - 8 th November
<i>Short list meeting</i>	w/c 15 th November
Assessments	w/c 15 th – 29 th November
Panel interviews	w/c 6 th December

How to apply

Please submit materials by email to Responses@russellreynolds.com. The closing date for applications is **midday on Friday 15th October 2021**.

Your submission should include:

- The reference number in the subject line **P2107-118L**
- A **short covering letter** of not more than three A4 sized pages explaining why this appointment interests you and giving evidence of how you meet the appointment criteria and competencies as detailed in the person specification.
- Your **current CV** with educational and professional qualifications and full employment history, explaining any gaps in your employment history, giving details where applicable, of budgets and numbers of people managed, highlighting relevant achievements in recent posts, together with reasons for any gaps within the last two years.
- Details of your current remuneration package.
- The names of two referees who may be contacted at short-list stage, i.e. before the final interview, describing in what capacity and over what period of time they have known you. Referees will not be contacted without your consent.
- Notification of any dates you are unable to accommodate within the indicative timetable set out above. Please note that shortlisted candidates will be required to undertake a number of assessments prior to the final interviews. Your co-operation in making yourself available during this time will be much appreciated.
- **Completed diversity monitoring questionnaire** available via the following link: [CQC Diversity Monitoring Questionnaire](#)

All applicants are invited to complete this form to assist the CQC in monitoring it's commitment to equality and diversity within it's recruitment processes. The questionnaire includes:

- **Diversity monitoring questionnaire:** CQC is committed to achieving a workforce that reflects the society it serves, at all levels including the most senior. Collecting this information enables us to identify whether we are recruiting from the widest possible pool of talent and check that all groups are being treated fairly throughout the process. This form will not be disclosed to anyone involved in assessing your application. If you do not wish to provide a response to a particular question, you should complete the 'prefer not to say' option.
- **Guaranteed interview scheme** for people with disabilities, if applicable. We are committed to making reasonable adjustments in order to support disabled job applicants and ensure that you are not disadvantaged in the recruitment and assessment process. All monitoring data will be treated in the strictest confidence and will not affect your application in any way.

Appendix I: CQC Executive Team

