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| **1.**  |  **JOB DESCRIPTION****Job Title**: Lead Nurse**Division:** Acute Sector  **Directorate:** South Sector – Theatre Department**Professionally Accountable To:** Chief Nurse**Managerial Accountable To:** Clinical Service Manager / General Manager**Band:** AFC 8A |

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| **2.** | **JOB PURPOSE**Provide clinical, professional and managerial leadership to ensure the objectives and quality standards of the following strands of NHS Scotland’s National Quality Strategy and National Nursing and Midwifery Quality Assurance Framework are achieved and any future national initiatives.  a) Care Assurance/Excellence in Care (CAS/EiC)b) HEI prevention and control measures, c) Scottish Patient Safety Programme (SPSP)d) Older People in Acute Hospital standards (OPAH)e) Person Centred Care Collaborative.The Lead Nurse will inspire, motivate and empower their nurses and wider health care teams when participating in four clinical sessions per week to quality assure care delivery at the bedside and continually strive to improve the patient experience (positive patient experience, effective nursing care, enhance patient safety) Provide a visible authoritative leadership presence to support the clinical teams in their implementation of all clinical standards (CAS and EiC)He /she, in partnership with the Chief Nurse, General Manager, Clinical Service Manager, finance, human resources and medical colleagues, will deliver sector department plans which drive financial efficiency and quality initiatives across the directorate simultaneously ensuring person centred care is at the forefront of all decision making. |

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| **3.** | **Organisation structure** |

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| **4.** | **SCOPE**The post holder will be the Lead and be responsible for the overall standards of clinical care across their area of responsibility in NHS Great Glasgow and Clyde (NHS GGC).The post holder is required to engage with a large and highly developed clinical workforce and is responsible for ensuring the care the workforce provides is aligned to the National Nursing and Midwifery Assurance Framework (2014) 1 and NHS GGC’s Care Assurance System/ Excellence in Care and also that the dimensions of NHS Scotland’s Quality Strategy are met to ensure safe, effective, reliable person-centred care is delivered every time.To Lead and foster a culture where nurses are engaged with the effectiveness of performance. The quality of clinical care, the care environment and where practice is underpinned by research and evidence.As well as evidence of engagement with peers to share good practice across wards and clinical departments.To adhere to all aspects of clinical, financial and staff governance.1.  |

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| **5.****5.** | **RESPONSIBILITIES in the broadest context:** **The post holders’ time:** **Clinical** **a)** Work alongside the nursing teams participating in locally agreed clinical sessions to provide direct leadership, supervision, and management support in area of responsibility.**b)** The post holders’ will work with their teams to develop quality person centred clinical care practices across their area of responsibility by supporting their teams to achieve the standards set within CAS /EiC.**c)** The post holder will be responsible for undertaking self and peer assessments to the consistent quality standards set within the framework. **Leadership** Provide advice, support and resolution of professional, managerial or system related issues on a regular basis to, SCNs and their clinical teams/ other professionals and senior managerial staff. Ensure that the workforce can deliver quality person-centred care through supporting staff to develop the relevant knowledge and skills.  **Managerial** **a)** Required to ensure efficient and effective allocation and reallocation of staff to maximise patient care. Responsibly oversee the nursing/midwifery resource, including workload and workforce planning e.g., e- roster/roster management systems, additional hours and bank monitor/ authorisation. Ensure that the organisation responds appropriately in times of unprecedented demands at a clinical and operational level to ensure standards of care are maintained.**b)** Front line complaint management. – Have a proactive role regarding responding to complaints and an overview of issues in area of responsibility. **Specifically, the post holder will:****Clinica**l* Provide clinical/ professional leadership to the nursing team and actively develop the clinical leadership skills of Senior Charge Nurse/ Midwives.
* Provide a visible accessible, authoritative and supportive presence to patients/ relatives and staff.
* Take the **lead** in reducing the risk of Hospital Acquired Infection by ensuring that National HEI, SPSP and CAS/EiC standards are achieved for a safe patient/ staff environment.
* Liaise with infection control team in monitoring the prevention and control of infection ensuring action plans are implemented and completed from infection control audits.
* The lead nurse will during clinical sessions will focus observing caring behaviours in clinical practice and identify areas of good practice, suboptimal practice and manage improvements effectively. Monitor, audit and report on compliance, in particular focusing on service improvement care bundles and CAS/EiC standards. This will form the basis as a priority during the Lead Nurse Clinical sessions.
* The post holder will seek to address deficits within clinical practice through robust implementation of evidence-based research and quality improvement processes.
* Initiate and contribute to the planning and development of services within wider organisational policies and procedures.
* Maintain professional knowledge and skills to assist in the progression of service improvement.

**Professional*** Lead and motivate the team striving for a “can do” culture of ongoing safety and improvement maintaining the ethos and focus on “Patients First Always” Act as a positive role model and display professional leadership and organisational values and behaviours.
* Reinforce personal attributes of self-awareness, self-confidence and self-reliance.
* Reinforce professional leadership attributes with Senior Charge Nurses.
* Ensure effective career succession planning processes are in place.
* Develop the support mechanisms within the clinical setting to ensure full compliance with the NMC Revalidation process for self and others. Effectively monitor/ audit as required the process within the directorate to ensure all nurse/midwives maintain fitness to practice and NMC registration.
* Provide informed, relevant and timely support and guidance to a broad range of staff.
* Deputise for Chief Nurse as required.
* Provide the Chief Nurse with regular reports on professional issues.

**Managerial*** Deal with highly complex, sensitive or contentious information, seeking and attaining understanding and engagement from a range of staff.
* Contribute (accountable for the devolved budget) to annual budget setting.
* Ensure efficiency and safety in staff rostering that staffing levels/skill mix is appropriate for safe, effective patient and staff needs
* Authorised signatory for travel expenses, endowment funds and the nursing budget start forms, SSTS/ HR change forms and termination forms for the Directorate.
* Responsibility for the monitoring and management of all ward /department budgets within remit along with Clinical Service Manager.
* Responsible for the implementation of NHS GG&C Board clinical and HR policies including monitoring compliance with staff induction and training requirements. Within area of responsibility ensure all staff have an annual EKSF and PDP.
* Ensure regular minuted 1:1 meeting occur with SCNs to monitor and support individual and team performance, discuss areas of ward/ professional good practice as well as areas for improvement with a focus of this during the SCN supervisory day.
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| **6.** | **KEY RESULT AREAS*** Ensure the Implementation of the National Nursing and Midwifery Assurance Framework.
* To lead on specific and delegated aspects of care, e.g., CAS/EiC, Safety, Patient Experience and other service improvement work.
* Professional role modelling.
* Improved patient and staff experience ensuring sustained outcomes.
* Improve record keeping and documentation.
* Ensuring staffing is appropriate to patient needs.
* Preventing hospital acquired infections.
* Ensuring patients’ nutritional needs are met.
* Resolving problems for patients and their relatives.
* Actively seek/ensure systems and processes are in place for patients and their families to provide feedback on an ongoing basis and for this feedback to be acted upon.
* Encourage a culture of continual improvement.
* Strategic planning, service developments and associated project work that improves care.
* Encouraging a shared learning/communication/support culture amongst teams.
* Responsible for Clinical Governance in his/her area – Take a proactive role with team around all aspects of clinical governance.
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| **7.** | **EQUIPMENT & MACHINERY**The post holder will have the knowledge and be responsible for the safe operation and maintenance of equipment used within wards/areas across a range of sites in NHS GG&C* Personal computer/tablet and mobile phone.
* Regular requirements to use computer software to develop or create reports, documents, drawing.
* Multi associated software packages e.g., Power Point, Excel Databases, Internet, Word Processing packages, Record Keeping, E-Library /literature search
* Multimedia systems and audio/visual equipment.
* Medical and educational devices and programme
* Information and simulation technology.
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| **8.**  | **SYSTEM**The post holder shall undertake to:* Demonstrate promotion and compliance with policies and procedures in relation to CAS/EiC, harm free care, person centeredness, public protection, Data Protection Act, Caldicott Guidelines and National and local Guidelines and policies regarding confidentiality and access to medical records, use of the intranet and internet, and email systems as they apply to self/team and work programme.
* Contribute to policy and service improvement proposals and development, interpretation, compliance, monitoring as well as be responsible for self and peer reviews in respect of clinical practices and the standards within CAS/EiC.
* Maintain accurate records and documentation in accordance with NMC and NHS GG&C guidelines and policies.
* Be familiar with and utilise systems for risk, incidents, adverse events and health & safety as well as reporting and dealing with concerns and complaints.
* Ensure departments focus working towards local resolution of patient complaints/concerns; take a lead role in supporting the complaints investigation processes and subsequent resolution for the patient and their families.
* Comply with organisational requirements for a range of systems including e.g. recruitment and selection, payroll and budgets, sickness absence/additional hours monitoring, staff learning and development and maintenance of NMC registration database.
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| **9.** | **DECISIONS AND JUDGEMENTS** The post holder: * Will self-direct within agreed annual objectives and that of their designated team noting this may vary depending on the nature of national and local priority. Making adjustments as required to reflect new or enhanced professional or organisational priority.
* Is responsible for managing and supporting the work generated in response to the National Nursing Assurance Framework, advise on the initiatives and the potential investments required and implications to appropriate personnel.
* Is frequently required to elicit information / make decision / exercise judgement in assessing / identifying complex complicated possibly sensitive staff management / policy issues / patient care needs, which require interpretation and comparisons of a range of possible options. As well as Initiate and follow through appropriate procedures when a breach of policy occurs.
* Investigates and responds to complaints from staff, patients, carers and members of the public and ensures appropriate action plans are put in place.
* Challenge any interaction (clinical or facilities) which fails to deliver a quality service to patients and drive improvement.
* Is monitored on an ongoing basis and is appraised annually.
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| **10.**  | **COMMUNICATIONS AND RELATIONSHIPS**The post holder will deliver, maintain and continually develop a range of highly effective communication and working relationships within NHS GG&C and its partner agencies.The post holder will:* Utilise excellent communication and negotiation skills in order to, engender cooperation in relation to development, improvement and the implementation and sustainability of service change and clinical improvement.
* Engage in effective communication with patients, relatives and staff in particular take a pro-active role in addressing complaints and provided information sensitively when it is contradictory to patient / carer / staff expectations and desires, particularly where there are barriers to understanding such as denial / resistance and to convey.
* Act as a patient/ staff advocate through the application of ethical, legal and professional knowledge and skills.
* Ensure effective verbal and written communication with all members of the multidisciplinary team within own department and relevant departments, which service the clinical area.
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| **11.** | **WORK FORCE PLANNING AND HUMAN RESOURCES**A primary focus of the post is to provide professional leadership, consultancy, training and support to SCNs, their clinical teams and other professional and managerial staff. This includes supporting and facilitating ﻿﻿﻿﻿﻿﻿the provision and resolution of day to day issues ﻿﻿﻿﻿﻿﻿﻿﻿﻿﻿﻿﻿﻿﻿﻿﻿﻿﻿﻿﻿ensuring the continual maintenance of clinical excellence.﻿ ﻿﻿The post holder will be responsible for:* Supervising and managing the nursing/midwifery resource budget, including e-roster/roster management, of additional/excess hours and bank authorisation. This will allow for an appropriate action from the organisation to respond appropriately, safely at both a clinical and operational level.
* Ensuring efficient and effective utilisation of staff to maximise and sustain safe effective patient care and staff experience.
* Determining the nursing/midwifery workforce required skill mix and staff to patient ratio for all areas within their remit. This will take place in consultation with the Clinical Services/General Manager(s) (operationally) and of Chief Nurse (professionally)
* Providing an integrated, Directorate wide approach to NHS Greater Glasgow & Clyde’s workforce planning and workforce development. This will include delivering and meeting the mandated recommendations of the NHS Scotland ‘s Nursing & Midwifery Workload and Workforce Planning (NMWWP) Programme (CEL 32, 2011 and update paper 2013) and the Nationally Co-ordinated Nurse Bank Arrangements (NCNBA) CEL (6) 2007. This will require close collaboration with other professional groups in order to build workforce capacity and meet the workload need.
* Supporting the SCN in the application of the National Nursing and Midwifery mandated tool applicable to their clinical specialty of nursing or midwifery.
* Ensuring the agreed NHS GG&C workload workforce governance is applied.
* Benchmarking where possible and applicable against other appropriate NMWWP standards to meet the service and person-centred care delivery requirements.
* Recruitment and retention, career development and performance through PDP, appraisal, and sickness absence control and regulation of all nursing staff in line with directorate targets set by NHS GG&C
* The allocation of nursing/midwifery staff to all areas within their sphere of responsibility
* Managing nursing staff through the process of organisational change
* Recommending the termination of employment e.g. on the grounds of ill health or as a result of disciplinary action i.e. unsafe patient safety practices.
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| **12.** | **KEY CHALLENGES:**The challenges of this post are on a day-to-day basis and are clinical, managerial and operational they are of a multi-factorial nature in relation to care and service provision for patients /relatives and staff. * Achieving a balance between responding to the change of pace of healthcare /priorities and to robustly and consistently lead and effectively manage the Nursing Team through the changes whilst comprehensively communicating and consulting with the teams.
* Creating a positive team culture by supporting HR policies where appropriate support flexible working options for staff to improve retention & recruitment and provide adequate service cover to meet clinical needs.
* Meeting set timescales when multiple competing demands are being made of you. Ensuring you have the physical and mental stamina to balance the time demands of the clinical sessions against delivering on challenging objectives from non-clinical workload.

 * Communicating effectively with all disciplines across the whole service in preventing/managing /reconciling conflicting views or intra professional difference or issues.
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| **13.** | **DEMANDS OF THE JOB**The post holder will require maintaining a strong set of emotional/ motivational skills to fulfil the role requirements.**Physical*** The post demands long periods of standing, moving and handling patient/ward equipment interspersed with long periods at office workstation and/ or clinical environment.
* Occasional Exposure to blood and body fluids, faeces, emptying bedpans/urinals, catheter bag etc.
* The post requires frequent travel on a flexible basis within different locations clinical and non-clinical across NHS GG&C and irregular travel out with the board.
* The post will require elements of out of hours working, either scheduled or as part of a rota. This may be in the evening or at weekends. This will be at the discretion of the Sector management team.

**Mental*** The post holder will be required to use a high level of concentration to undertake analyses and the communication of complex information with the ability to deal effectively with frequent interruptions as required.
* Managing expectations (patient, carer and staff), maintaining highly developed

knowledge and expertise, good organisational skills and effective time management and prioritisation skills.**Emotional*** Dealing with contentious situations which arise within areas of the post e.g.

addressing poor or/ fitness to practice issues and may also involve providing/ arranging access to effective support/counselling for staff. The post holder will organise/ support/ work with staff who are required to undergo a supported educational or developmental programme including staff who do not meet professional, academic or employment standards. |

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| **14.** | **KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB*** Essential: First Level Registered Nurse with a minimum of 5 years' experience as a Band 7 SCN / Lead CNS with a first level degree/ supplemented by specialist training or equivalent experience in area of responsibility
* Desirable: Master's Degree.
* Recognised Leadership/ Management qualification and / or equivalent experience.
* Excellent interpersonal skills are essential, to exert influence and develop constructive working relationships with a wide range of clinical and non-clinical staff and patients.
* Experience of budgetary control and implementing HR policies for example, bullying and harassment, attendance management, disability discrimination.
* Demonstrate ability to work effectively in a leadership role.
* Experience of working with service re design.
* Experience of working on service Improvement
* Ability to fulfil criteria outlined in the job description
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| **15.**  | **JOB DESCRIPTION AGREEMENT**Job Holder’s Signature:General Manager / Director Signature: | Date:Date: |