

2019 Refreshed Job Description

JOB IDENTIFICATION

Job Title: Lead Nurse/Midwife

Professional Responsible to: Chief Nurse/Midwife

Managerial Accountable to: Clinical Services Manager

Department: Nursing and Midwifery

Directorate: Clyde Sector / Surgical Specialties

2.	JOB PURPOSE
	<p>Provide clinical, professional and managerial leadership to nursing and midwifery staff within the [specify] Service ensuring 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.</p> <ul style="list-style-type: none">a) Care Assurance System (CAS), Excellence in care (EiC)b) HEI prevention and control measuresc) Scottish Patient Safety Programme (SPSP)d) Older People in Acute Hospital standards (OPAH)e) Person Centred Care <p>The Lead Nurse/Midwife will undertake four clinical sessions per week to inspire, motivate and empower nurses/midwives within the service and wider health care teams to quality assure care delivery at the bedside and continually strive to improve the patient experience (positive patient experience, effective nursing/midwifery care, enhance patient safety).</p> <p>The post-holder, will be a credible leader and have a consistent approach to supporting the clinical teams in the implementation of the quality of clinical care standards (CAS/EiC and ultimately CAS embedment). CAS is a continuous improvement approach to achieving a set of standards for the delivery of safe effective and person centred care. The post holder will also ensure services are delivered that are responsive, person centred and meet the organisations care assurance quality standards. Additionally, the post-holder will have a clear understanding of combined care assurance audit tool (CCAAT) and how this tool is utilised both locally and strategically to provide care assurance across the in-patient environment.</p> <p>He /she, in partnership with the Chief Nurse/Midwife, General Manager, Clinical Service Manager, finance, human resources and medical colleagues, will deliver Sector/ Directorate department plans which drive financial efficiency and quality initiatives across the Sector/Directorate simultaneously</p>

ensuring person centred care is at the forefront of all decision making. The Lead Nurse/midwife plays a pivotal role in the management and investigation of Serious Critical Incidents involving patients and staff and on the panels of RCA investigations. They also play a pivotal role around the timeous review and approval of local Datix incidents and ensure feedback and shared learning to staff who report the incidents. The Lead Nurse/midwife must ensure implementation of Duty of Candour legislation and utilise excellent communication skills to ensure the patient and their family are kept informed and involved.

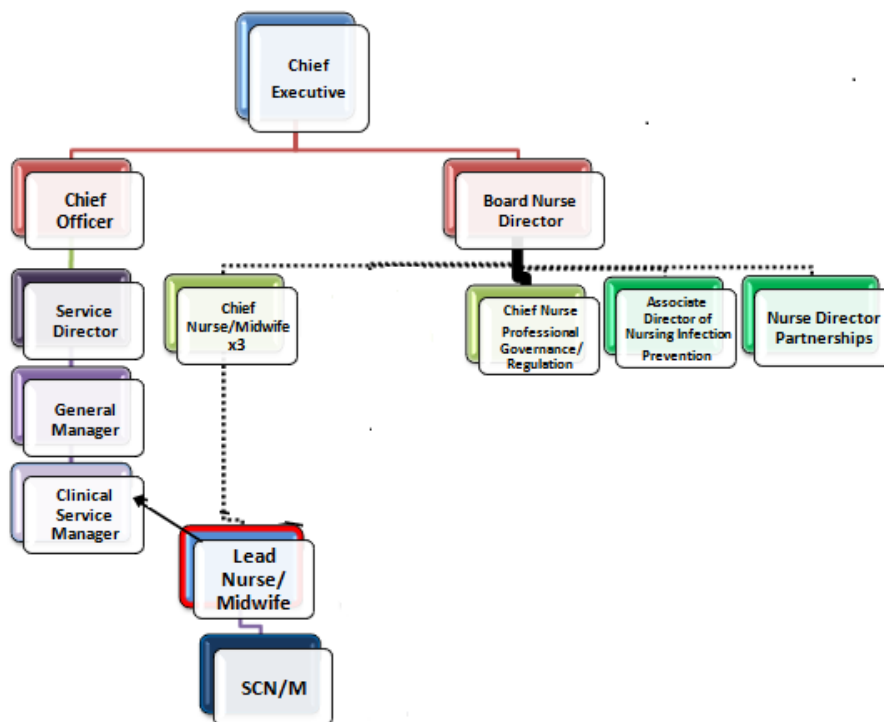
3. ROLE OF DEPARTMENT

To provide professional leadership for the Nursing and Midwifery Services of NHSGGC to ensure an optimal level of patient care is provided, and to develop effective policies and strategies so that the best professional standards which underpin excellent outcomes for patients are deployed in all services.

To provide expert professional advice to the Board on statutory and regulatory nursing and midwifery requirements and assuring the Board of their delivery.

Nursing and Midwifery Workforce planning and the inter-relationships between undergraduate education and postgraduate training to deliver a workforce that meets the needs of NHSGGC.

4. ORGANISATIONAL POSITION



5.	SCOPE AND RANGE
<p>The post holder will be the Lead Nurse/midwife 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) and NHS GGC's Care Assurance System 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.</p> <p>To lead and foster a culture where nurses and midwives are engaged with the effectiveness of performance, the quality of clinical care, the care environment and where practice is underpinned by research and evidence.</p> <p>To engage with peers to share good practice across wards and clinical departments to share learning and drive improvements</p> <p>To adhere to all aspects of clinical, financial and staff governance as outlined in the Nursing and Midwifery Professional Assurance Framework for Scotland and CAAS Standards.</p>	
6.	MAIN TASKS, DUTIES AND RESPONSIBILITIES
<p>The post holder will:</p> <p>Clinical</p> <p>a) Work alongside the nursing teams participating in locally agreed clinical sessions (4per week / 40% pro rata) to provide direct leadership, supervision, and management support in area of responsibility.</p> <p>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 in the Care Assurance Framework (CAS)</p> <p>c) The post holder will be responsible for undertaking CAS self and peer assessments to the consistent quality standards set within the framework.</p> <p>d) The post holder will encourage and support engagement of quality improvement initiatives to improve the quality of patient care.</p> <p>Leadership</p> <p>Provide advice, support and resolution of professional, managerial or system related issues on a regular basis to, SCN/M's 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.</p> <p>Managerial</p> <p>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.</p>	

- b) Front line complaint management. – Have a proactive role regarding responding to complaints and an overview of issues in area of responsibility.
- c) The Lead Nurse is managerially responsible to the Clinical Services Manager.

Specifically the post holder will:

The Lead Nurse will report regularly on all clinical and professional issues to provide assurance in relation to safe, effective, person centred care and escalate any concerns to the Chief Nurse

Clinical

- Provide clinical/ professional leadership to the nursing/ midwifery team and actively develop the clinical leadership skills of Senior Charge Nurse/ Midwives.
- Provide a visible, accessible, dependable and supportive presence to patients/ relatives and staff.
- Take the lead in reducing the risk of HAI by ensuring national HEI, SPSP and CAS standards are achieved for a safe patient and 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.
- During clinical sessions focus observing caring behaviours in clinical practice and identify areas of good practice, suboptimal practice and manage improvements effectively. The lead nurse/midwife will monitor, audit and report, in particular focusing on service improvement care bundles and CAAS standards. This will form the basis as a priority during the Lead Nurse/Midwife 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.
- Leadership role in huddle as and when required in supporting whole site safety to meet 4 hour access target and embed Daily dynamic discharge principles into the way of working.
- Apply improvement methodology to ensure safest and most efficient pathways are achieved.

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/Midwives.
- 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/Midwife as required.
- Provide the Chief Nurse/Midwife with regular reports on professional issues.
- Escalate professional quality and safety concerns that cannot be resolved locally.
- Support the development of research and development in nursing and midwifery and the

implementation of the NHSGGC Nursing and Midwifery Research Strategy.

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 compliance with statutory and mandatory training – do we also need to reference H&S compliance and risk
- Ensure regular minuted 1:1 meetings occur with SCN/M's 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/M supervisory day.
- You will be responsible for maintaining employee records online via eESS (Electronic Employee Support System). This will include approving/declining any requests submitted by employees and managing transactions in relation to changes in employment.

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, Safety, Patient Experience and other service improvement work.
- Professional role modelling.
- Improved patient and staff experience ensuring sustained outcomes.
- Improved 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 to ensure safe, effective and person centred care.

Workforce Planning and Human Resources

A primary focus of the post is to provide professional leadership, consultancy, training and support to SCN/M's, 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/Midwife (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/M 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/midwifery 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.

7 a. EQUIPMENT AND MACHINERY

The post holder will have the knowledge and be responsible for the safe operation and maintenance of a range of equipment used by nursing staff within wards/areas across the Sector/Directorate. Equipment used will include:

- Personal computer/tablet
- mobile phone

- Multimedia systems and audio/visual equipment.
- Medical and educational devices
- Information and simulation technology.

7 b. SYSTEMS

The post holder will be responsible for the effective use and operation of a range of systems (manual and electronic) within the Sector/Directorate which allow the post holder to:

- Demonstrate promotion and compliance with policies and procedures in relation to CAAS, 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 the Care Accreditation and Assurance Framework.
- Maintain accurate records and documentation in accordance with NMC and NHS GG&C guidelines and policies.
- Maintain records for risk, 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.

8. DECISIONS AND JUDGEMENTS

The post holder will:

- 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 and regional CAS, 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 non-clinical) which fails to deliver a quality service to patients and drive improvement.
- Is monitored on an ongoing basis and is appraised annually.

9. 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 proactive role in addressing complaints and Duty of Candour incidents. Provide 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.

10. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL 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.

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.

11. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

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/Midwifery 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.

12. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB

- **Essential:** First Level Registered Nurse, Nurse/ Midwife or Midwife with substantial clinical, operational and line management experience gained as a SCN/M / Lead CNS
- A first level degree/ supplemented by specialist training or equivalent experience in area of responsibility to masters level
- 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.
- Demonstrable ability to work effectively in a leadership role.
- Experience of working on service redesign.
- Experience of working on service Improvement
- Ability to fulfil criteria outlined in the job description
- Experience of budgetary control and implementing HR policies e.g. attendance management, disability discrimination, bullying and harassment.

PERSON SPECIFICATION FORM

Job Title:- Lead Nurse

Department:- Surgical

Qualifications	Essential (√)	Desirable (√)
First level Registered Nurse	yes	
BSc / BA degree	yes	
Masters degree		yes
Recognised leadership/management qualification	yes	

Experience	Essential (√)	Desirable (√)
Minimum 5 years experience at band 7 - SCN / Lead CNS	yes	
Budgetary control	yes	
Implementing HR policies	yes	
Service redesign & Service improvement		yes
Quality improvement		yes

Behavioural Competencies	Essential (√)	Desirable (√)
Excellent interpersonal / negotiation skills	yes	

Ability to influence and develop working relationships	yes	
Work effectively in a leadership role	yes	
Acts as a role model	yes	
Be able to engage in complex communications	yes	

Other	Essential (√)	Desirable (√)
Ability to fulfil criteria outlined in job description	yes	
Advanced IT skills		yes
Recruitment experience	yes	
Expereince with HR policies	yes	