

## JOB DESCRIPTION

<b>1. JOB IDENTIFICATION</b>	
Job Title:	<b>Clinical Nurse Manager Surgical</b>
Managerially responsible to:	Associate Nurse Director
Professionally responsible and accountable to:	Associate Nurse Director
Division: Service	Women's and Children's, Lothian University Hospital's
Site/Service:	Children's Services
Job Reference:	77000
No of Job Holders:	1
<b>2. JOB PURPOSE</b>	
<p>The Clinical Nurse Manager has operational responsibility for providing clinical, managerial and professional leadership in the running of the service and influencing the future service delivery and nursing strategy, accountable for the delivery and standards of care provided to patients and ensuring safe effective person-centred care. This includes promoting a culture of compliance with the infection prevention and control programme and facilitating compliance with policy, to ensure NHS Lothian achieves locally and nationally set targets for reducing HAI.</p> <p>Lead in the appraisal and setting of personal development plans for ward managers and their senior nursing staff including ensuring access to CPD and individual performance management and implementation of revalidation processes.</p> <p>Provide expert professional and clinical care advice to patients, carers and multi-disciplinary team based on national recommendations and policies interpreting and adapting them for local implementation, within relevant areas</p> <p>To provide visible and effective leadership for the nursing service within the clinical areas. Acting as a role model, the individual is expected to motivate staff to provide high standards of care.</p>	

### 3. DIMENSIONS

#### **Surgical Nursing and Associated Services**

This post covers surgical services including, Short Stay Surgical, Long Stay Surgical, Day of Surgery, Theatres & Recovery and Surgical Nurse Specialists. Services provided are a mix of local, South East Scotland and National.

Dunvegan (short stay surgery) – 14 beds.

Tantallon (long stay surgery) -15 beds.

Theatres and Recovery

Surgical Specialist Nurses

Crichton (day of surgery)

Surgical Nurse Specialists

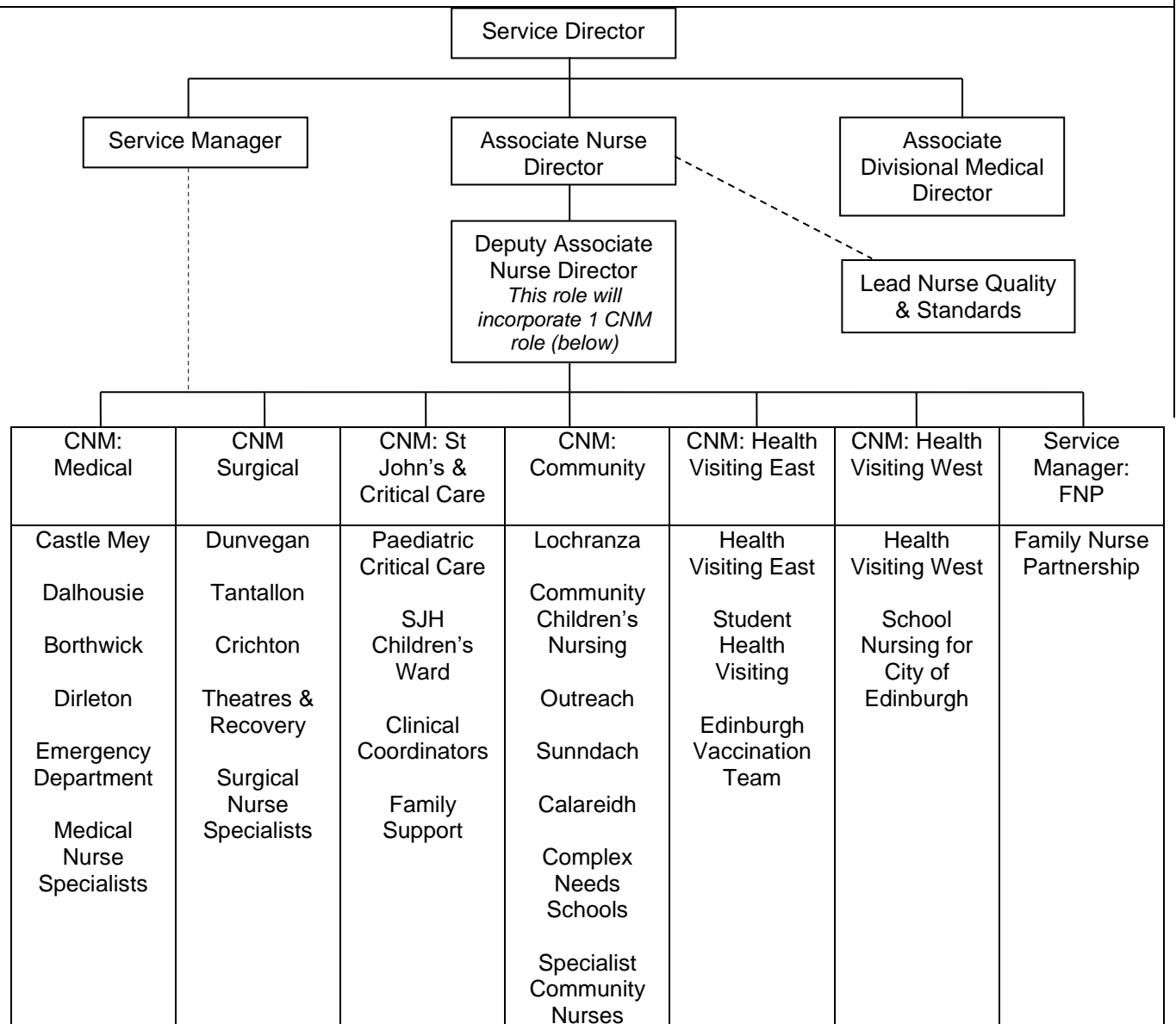
#### Staffing Responsibilities

Area	Contracted WTE
RHCYP - Dunvegan (SS Inpat)	24
RHCYP - Tantallon (LS Inpat)	31
RHCYP - Crichton (Surg Day)	14
RHCYP - Theatres	57
RHCYP -Spec Nurse - Surgical	17
	142

#### Financial Responsibilities

Area	Annual Budget
RHCYP - Dunvegan (ss Inpat)	£ 1,052,097
RHCYP - Tantallon (ls Inpat)	£ 1,412,950
RHCYP - Crichton (surg Day)	£ 645,802
RHCYP - Theatres	£ 4,287,973
RHCYP -spec Nurse - Surgical	£ 794,644
	£ 8,193,466

#### 4. ORGANISATIONAL POSITION



#### 5. ROLE OF DEPARTMENT

The role of the management team is to:

- Provide visible leadership and direction
- Deliver effective and efficient clinical services
- Manage all resources within designated clinical service
- Achieve all quality and performance targets
- Benchmark all services ensuring they provide value for money
- Ensure compliance with all governance standards

#### 6. KEY RESULT AREAS

- Responsible for leading, developing and delivering high quality patient focused services within Surgical Nursing and Associated Services ensuring the provision of safe and effective care, taking into account clinical expertise as a significant part of the decision-making process.

2. To support NHS Lothian's values of quality, teamwork, care and compassion, dignity and respect, and openness, honesty and responsibility through the application of appropriate behaviours and attitudes.
3. To manage and lead the nursing resource for the Surgical Nursing Team within the parameters of the NMC Code of Conduct and NHS Lothian's governance standards and compliance requirements, ensuring that patient needs are assessed, care planned, implemented and evaluated and documented.
4. To provide leadership and direction to the nursing resource to enable the Clinical Team to meet its performance targets, whilst ensuring all the nursing care is person centred and quality standards are met.
5. Responsible for the development and implementation of operational plans and strategies, designed to achieve local objectives in line with National targets.
6. To manage the nursing resource within the delegated budget and establishment, taking opportunities to realise efficiency gains through skill-mix and reductions in bank and agency usage, establishing and implementing a proactive monitoring system to manage performance in this area.
7. Responsibility for the interpretation, development and implementation of clinical and non-clinical policies pertaining to their area of responsibility
8. To ensure all complaints are fully investigated in accordance with NHS Lothian's policies and procedures. In addition to set up a feedback system to enable staff to learn from the complaints and patients concerns about the service.
9. To manage and review the Clinical Risk system, Datix, by investigating and taking action on clinical incidents and utilising root cause analysis where appropriate.
10. Responsible for ensuring that the clinical nursing service adheres to all clinical governance standards, specifically HAI compliance ensuring safe, efficient and effective care, compatible with professional and national clinical standards.
11. To implement and ensure compliance with Health and Safety policies, ensuring safe working practice.
12. Line management responsibility for the nursing resource including interpretation and application of all employment policies and procedures ensuring that all staff are treated fairly and consistently,
13. Ensure that a robust system for clinical supervision and professional governance and revalidation is implemented for all nursing staff, who should be properly appraised with agreed personal development plans.
14. To provide a visible, accessible and authoritative presence in ward / clinical settings to whom staff, patients and families can seek assistance, advice and support.
15. Work clinically on a regular basis to retain own competence and credibility.
16. To contribute to the corporate development and lead local implementation / improvement of 'Delivering Better Care', especially in the following areas: update as appropriate
  - a. HAI Standards
  - b. Achievement of SICP/TBPs 100% compliance
  - c. Patients nutritional needs

- d. Reduction in falls
- e. Timely accurate documentation of care
- f. Prevention of pressure ulcers and improved tissue viability
- g. Mandatory training
- h. Environmental cleanliness and comfort for patients and staff
- i. End of life care
- j. Recognition and care of the deteriorating patient
- k. Staff standards of dress/uniform
- l. Communication/involvement with patients/families and carers in line with the 5 Must Dos of Person-Centred Care

## **7a. EQUIPMENT AND MACHINERY**

The following are examples of equipment which will be used when undertaking the role  
PC/VDU

Photocopier

Telephone

Additionally, the postholder will be expected to be responsible and knowledgeable in the safe use of all clinical equipment used within the area when undertaking clinical duties, ensuring these are checked and maintained and where problems are identified these resolved so that all equipment is fit for purpose.

**Note:** New equipment may be introduced as the organisation and technology develops, however training will be provided.

## **7b. SYSTEMS**

The following are examples of systems which will be used when undertaking the role.

Record personally generated information such as training records, NMC registration data, sickness absence monitoring, additional hours monitoring and mandatory training.

Be aware of research and development linked with relevant directorate priorities.

Use computer software on a daily basis to create reports, spreadsheets and letters.

Support implementation and utilisation of eRostering and ensure realisation of its benefits locally.

Input and retrieve data for analysis from SSTS and eRostering /SafeCare.

Be responsible for ensuring that all staff are aware of and trained to meet responsibilities placed upon them under the Health and Safety at Work Act 1974, to ensure that the agreed safety procedures are carried out to maintain a safe working environment for patients, visitors and employees. Manage the Health and Safety system (e.g., control books).

Ensure that staff comply with the Data Protection Act, Caldicott Guidelines and local policies regarding confidentiality and access to medical records.

Promote the use of Information Technology to benefit personal development and patient care.

**Note:** New systems may be introduced as the organisation and technology develops, however training will be provided.

## **8. ASSIGNMENT AND REVIEW OF WORK**

The postholder is expected to operate with a degree of autonomy and professional judgement.

Annual objectives and development plan will be agreed and reviewed by the Associate Nurse Director. Performance against these will be reviewed in line with NHS Lothian PDP processes.

Work autonomously and act independently guided by national, local and professional guidelines making clinical, managerial and professional decisions.

## **9. DECISIONS AND JUDGEMENTS**

The post holder interprets and applies NHS Lothian policies define area and in the absence of policy initiates required action using professional and managerial judgement.

Manages, analyses and interprets highly complex and challenging situations/data and develops practical workable solutions to address them e.g. reviews and analysis of DATIX information and uses that to undertake, review, risk assessment and resultant action.

Decisions and judgements relating to the operational management of nursing services including skill-mix, adjusting staffing levels in response to workload required within the competing priorities of the service, staff performance issues e.g. capability, clinical and professional development, investigation into breach of policy.

Identifies, assesses and analyses risk and develops/implements action plans to eliminate or minimise the impact, e.g., Infection control risk assessments for aerosol generating procedures (AGP's).

## **10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB**

Acting as an effective change agent at operational and professional level, communicating in potentially hostile, antagonistic or highly emotive atmosphere.

Leading, developing and motivating a team in a challenging clinical environment.

Ensuring a safe patient environment and delivery of effective care within the available resources.

Managing the nursing resource to meet potentially conflicting priorities.

## 11. COMMUNICATIONS AND RELATIONSHIPS

For the effective management of staff and the service the post holder requires a very high level of interpersonal and communication skills, to provide and receive highly complex/highly sensitive /contentious information particularly where there are barriers to understanding such as denial/resistance and to convey information sensitively when it is contradictory to patient/carer/staff expectations and desires. For example, supporting staff when dealing with end of life situations.

Communicate frequently with clinical and non-clinical staff in multiple departments/sites in NHS Lothian and with colleagues in external organisations. For example, bed and staff availability, staff placement or increase in clinical demand in other areas.

Use persuasive and negotiating skills to achieve strategic objectives and to plan operational developments, including managing organisational change within the directorates.

Engage in effective communication with patients, relatives and visitors e.g., take a pro-active role in preventing and addressing complaints, communications following a serious incident/critical event.

Act as a patient/ staff advocate through the application of ethical, legal and professional knowledge and skills.

Provide support, empathy and reassurance in the delivery of patient care to staff, patients and families.

Contribute to a supportive working environment in the interest of staff morale and patient care. Develop external professional networks, which promote both the profession and the organisation.

## 12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB

### Physical

Managerial Role:

- Sitting for long periods of time inputting at keyboard and dealing with electron communication, attendances at meetings and interviews

Clinical Role: (occasional)can you check for accuracy

moving and handling of patients

moving and handling of ward equipment

preparation and administration of intra venous drugs

### Mental

Balancing conflicting demands on time on a daily basis and dealing with unpredictable Interruptions, which may result in a change of activity. For example, response to clinical emergency, fire call. The individual may also have to respond to urgent meetings (staffing, bed shortages). Individual carries a bleep and mobile phone.

Frequent, high level of concentration required for analysis of data, writing reports and attending meetings.

Performing mentally challenging tasks during periods of constant interruption e.g., monitoring budget reports/spread sheets duty rosters, investigating incidents, complaints, counselling staff, implementing HR policies

Managing stressful situations – i.e., staff sickness/conduct/competency issues within the

nursing workforce

Emotional

Frequent exposure to distressing and emotional situations involving highly sensitive, highly complex and contentious information e.g., dealing with complaints from patients/relatives.

Occasional exposure to highly distressing situations, dealing with people with severely challenging behaviour.

Dealing with /supporting staff performance/ conduct issues.

Working Conditions

Potential verbal aggression when dealing with public/patients

Working in the vicinity of uncontained body fluids, foul linen, fleas, lice

**13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB**

Registered Children's Nurse with extensive previous experience as a ward manager or specialist team leader **plus** Management/leadership qualification at masters level or equivalent demonstrable experience

Experience of budgetary control and staff management, service planning, performance monitoring.

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 within a complex clinical multi-disciplinary environment

Experience of working with service redesign.

**14. JOB DESCRIPTION AGREEMENT**

A separate job description will need to be signed off by each job holder to whom the job description applies.

Job Holder's Signature:

Date:

Head of Department Signature:

Date: