

Working together to achieve the healthiest
life possible for everyone in Ayrshire and Arran



Chief Nurse

Acute Services

Candidate Information Pack



Pack contents

To assist you with your application for the post of Chief Nurse, this pack will provide useful information about the post, about NHS Ayrshire & Arran and about Ayrshire more generally.

Message from the Director of Acute Services and Director of Nursing	2
Advert	3
Living in Ayrshire	4
About NHS Ayrshire & Arran.....	5
Ayrshire & Arran NHS Board	6
Our vision, purpose, values and objectives	7
Our strategic intent	8
Our strategic vision – Caring for Ayrshire.....	9
Delivering the vision – Quality and Reform	10
Job description	11
Personal Specification	24
NHS Scotland Core Leadership Competencies	25
Summary of terms and conditions of employment	27
How to apply and the selection process	28
Useful weblinks	29
Appendix 1.....	30

Message from the Director of Acute Services and Director of Nursing

A position has arisen within our Directorate which presents an excellent opportunity for a high calibre leader to join a high performing, forward thinking, senior leadership team that is committed to excellence for its citizens and staff and using reform to achieve this.

Thank you for your interest in the Chief Nurse, Acute Services position in NHS Ayrshire & Arran. This post provides an exciting and challenging opportunity for an exceptional professional leader who shares our vision, demonstrates our values and has the ambition, drive, and leadership skills to become a key member of the Acute Services leadership team at this critical time. As with other health and social care providers, we are delivering our services in challenging times. Demographic changes, increasing demand and wider socioeconomic factors all impact on service delivery. The COVID-19 pandemic has brought acutely into focus the challenges our communities already faced in terms of inequality. It is important that we work closely with our Community Planning Partners to tackle inequality and recognise the influence that the health and care system can have on community sustainability and wealth building.

As Chief Nurse, you will be passionate about the delivery of high quality, innovative care across Acute Services able to lead through challenging times, model your own person-centred values and our organisational values of Safe Caring Respectful at all times. We have set out our long-term strategic vision for health and care services across Ayrshire & Arran under the banner of our 10-year ambition 'Caring for Ayrshire' and we are seeking a talented, creative professional leader with outstanding credibility and leadership qualities to lead, inspire and empower our health and care teams to deliver and realise our shared ambition. Delivering high quality, safe, person-centred care to every person every time is our clear aim, and this can only be achieved when our staff feel valued, supported and fully engaged; we have a clear intent to be an exemplar employer that attracts and retains excellence by delivering on and exceeding our health and social care ambitions for the communities we serve.

NHS Ayrshire & Arran has a clear commitment in our People Strategy to retaining, developing, supporting and attracting staff with a key focus on improving staff's health, safety and wellbeing. If you believe you can fulfil these aspirations, we look forward to receiving your application. Should you require any additional information, or wish to discuss the role, please do not hesitate to contact:

Jacqueline Nicol, Site Director, University Hospital Crosshouse on 01563 825066 or alternatively by email on jacqueline.nicol@aapct.scot.nhs.uk

Jennifer Wilson, Nurse Director on 01292 513002 or alternatively by email on jennifer.wilson2@aapct.scot.nhs.uk

We hope you find this pack useful and we should like to also draw your attention to our website <https://www.nhsaaa.net> which provides further useful information about the organisation.

Yours sincerely

Joanne Edwards
Director of Acute Services

Jennifer Wilson
Director of Nursing

Chief Nurse, Acute Services - NHS Ayrshire and Arran Band 8C £75 711 - £81 416 per annum

NHS Ayrshire and Arran is an innovative, improvement focussed Board with exciting transformational change plans in place for our services of the future. Our Board purpose is: Working Together to achieve the healthiest life possible for everyone in Ayrshire and Arran, and to achieve this we are committed to continual improvement in population health, service delivery and care experience.

We are looking for someone who will be a key member of the site based triumvirate of Chief Nurse, Associate Medical Director and Site Director in providing strong clinical and visible leadership.

In the role of Chief Nurse, you will be pivotal in shaping the acute nursing workforce to deliver clinical service and transformational change across the acute services in line with our vision and values.

You will ensure nursing has strong professional leadership on a site basis within the triumvirate approach and will be instrumental in supporting changes in the delivery of acute nursing services, galvanising the nursing workforce in accelerating transformational change.

You will provide professional support and leadership, providing a focus on quality of care as part of the triumvirate. The post is essential in supporting the Nurse Director in providing strategic direction and the delivery of strategic priorities.

We are looking for candidates of considerable personal and professional stature who demonstrate highly tuned emotional intelligence, with strong credentials as clinical leaders and a proven track record of delivering clinical and service change and improvements

Hours: 37.5 per week

Informal enquiries are welcomed by contacting:

- Jacqueline Nicol, Site Director, University Hospital Crosshouse on 01563 825066 or alternatively by email on jacqueline.nicol@aapct.sccot.uk
- Jennifer Wilson, Nurse Director on 01292 513002 or alternatively by email on jennifer.wilson2@aapct.scot.nhs.uk

Closing date for applications: Sunday, 12th February 2023

Selection process: Will be held on Wednesday, 8th March 2023

Living in Ayrshire



Situated in South-west of Scotland on the Firth of Clyde, Ayrshire is a unique and exceptional place to live providing a wonderful quality of life with the best of all options – picturesque and interesting large (Ayr, Irvine and Kilmarnock) and small towns, beautiful villages and hamlets, expansive countryside, island life, rolling green hills, 80 miles of varied coastline with stunning beaches and sandy shores, history, heritage with city life within a short and easy journey when you need it, using excellent network of road, rail and bus transport links throughout Scotland.

Ayrshire offers everything - all the benefits of living in a semi-rural area, with its own UK and International Airport, Glasgow Prestwick Airport and with Glasgow city centre life only a 30 minute drive away - so why would you want to live anywhere else?

The housing market has many and varied options to choose from – old castles to modern new builds at more affordable prices than in other parts of the UK.

There is always something happening in Ayrshire whether you are interested in music, history and heritage, outdoor pursuits, events and festivals, or simply food and drink, there is something for everyone. There is a wide range of excellent recreational activities, including hill climbing, horse riding, sailing and golf - Ayrshire boasts more than 40 quality golf courses, including two Open Championship courses at Turnberry and Royal Troon.

Further information about Ayrshire is available on the VisitScotland website:

<https://www.visitscotland.com/destinations-maps/ayrshire-arran/>

Local educational standards are very high at primary and secondary level. However, private education is also available in the area. See the links below for more information on local authority services:

www.east-ayrshire.gov.uk

www.north-ayrshire.gov.uk

www.south-ayrshire.gov.uk



About NHS Ayrshire & Arran

NHS Ayrshire & Arran is one of 14 territorial NHS Boards within NHSScotland. Ayrshire & Arran NHS Board is responsible for the protection and improvement of the local population's health and for the delivery of frontline healthcare services. NHS Ayrshire & Arran has a Revenue budget of approximately £900 million and employs approximately 9,071 whole time equivalent / 11,145 headcount substantive staff.

NHS Ayrshire & Arran serves a mixed rural and urban population of approximately 370,000. We have a full range of primary and secondary clinical services, covering the mainland of Ayrshire and the islands of Arran and Cumbrae, as illustrated below. NHS Ayrshire & Arran covers three local authority areas: East, North and South Ayrshire. There are major areas of widespread deprivation and social exclusion in both rural and urban areas.



Our frontline services are provided from four operational divisions:

Acute Services

Emergency and elective hospital services which includes inpatient, outpatient and day case care. There are two district general hospitals within Ayrshire with approximately 950 inpatient beds in total: University Hospital Ayr and University Hospital Crosshouse. These hospitals provide a wide range of acute surgical, medical and diagnostic services, and University Hospital Crosshouse provides inpatient maternity and paediatric services for Ayrshire.

Health & Social Care Partnerships

Following the introduction of Health and Social Integration, the operational delivery for the range of community healthcare services and mental health and learning disabilities services is through the three Partnerships in Ayrshire which are co-terminous with our local authorities. NHS Ayrshire & Arran works collaboratively with the three Integration Joint Boards, in North, South and East Ayrshire, and three Ayrshire Councils to plan and deliver services. Our joint working arrangements are comprehensive with Children's services, Adults, Older people and Justice services all encompassed within our model of integration.

Ayrshire & Arran NHS Board

Ayrshire & Arran NHS Board's overall purpose is to ensure the efficient, effective and accountable governance of the organisation and to provide strategic leadership and direction focussed on improving health and care outcomes for the citizens of Ayrshire.

The Board is responsible for investing in healthcare services to monitor, protect and improve the health of the people of Ayrshire.

The NHS Board of Directors consists of the Chair, Executive and Non-Executive Directors and is accountable to the Cabinet Secretary for Health and Wellbeing and the Scottish Government. Non-executive Directors are publicly appointed by Scottish Ministers.

The Board governs the accountability and performance of NHS Ayrshire and Arran services. The Board Chair and each of the Non-Executive Directors are appointed by the Cabinet Secretary for Health and Wellbeing.

Non-executive Directors:

Lesley Bowie,	Board Chair
Bob Martin,	Board Vice Chair
Margaret Anderson,	Non-Executive Board Member
Michael Breen,	Non-Executive Board Member
Jean Ford,	Non-Executive Board Member
Marc Mazzucco,	Non-Executive Board Member
Linda Semple,	Non-Executive Board Member
Sheila Cowan,	Non-Executive Board Member
Sukhomoy Das,	Non-Executive Board Member
Christie Fisher,	Non-Executive Board Member,
Ewing Hope,	Employee Director
Adrian Carragher,	Chair, Area Clinical Forum
Lee Lyons,	South Ayrshire Council
Marie Burns,	North Ayrshire Council
Douglas Reid,	East Ayrshire Council

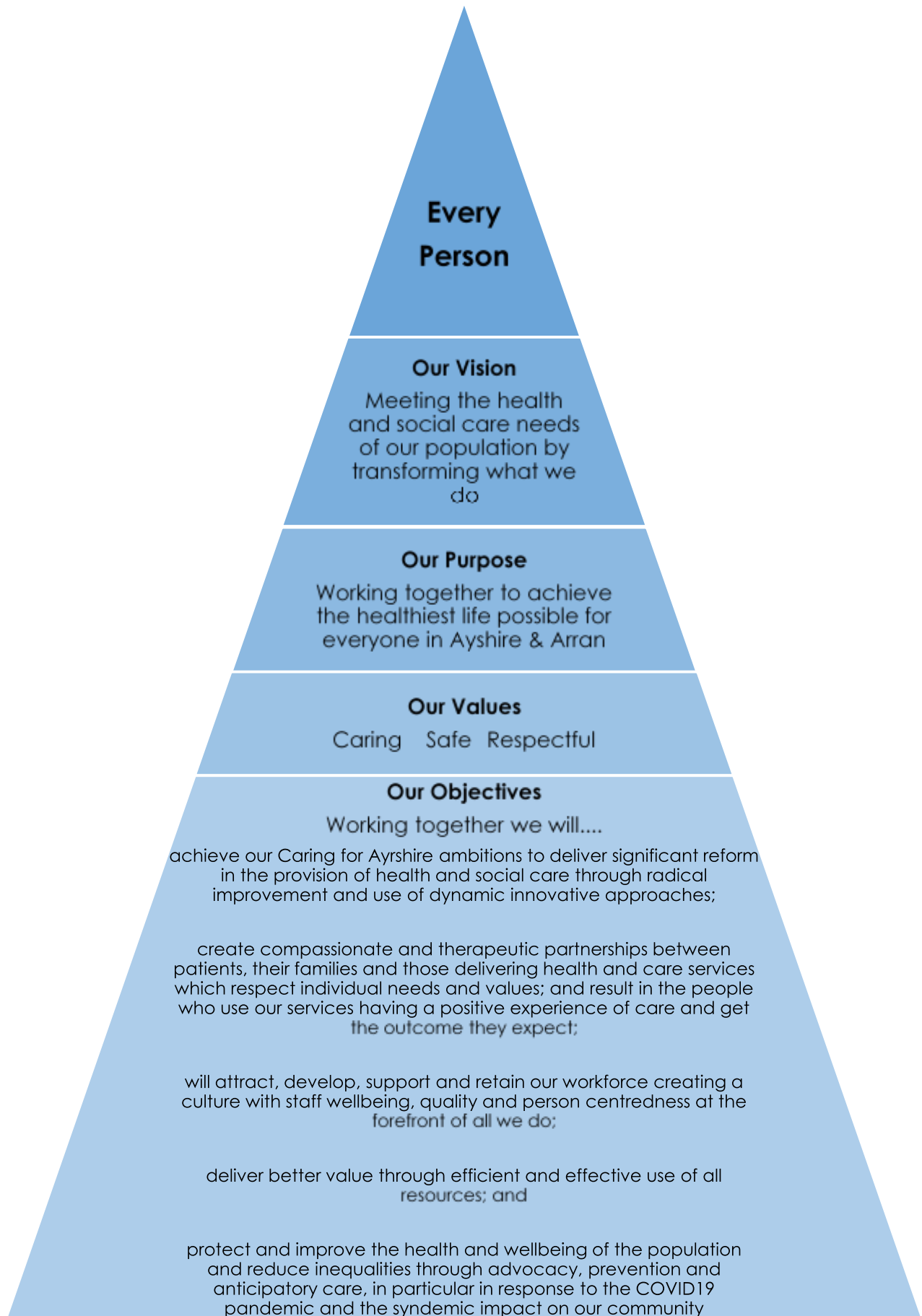
Executive Directors - Board members:

Claire Burden,	Chief Executive
Jenny Wilson,	Nurse Director
Crawford McGuffie,	Medical Director
Derek Lindsay,	Finance Director

Directors - Non-Board members:

Kirstin Dickson,	Director of Transformation and Sustainability
Joanne Edwards,	Director of Acute Services
Sarah Leslie,	HR Director
Roisin Kavanagh,	Director of Pharmacy
Vacant,	Director of Allied Health Professions
Lynne McNiven,	Director of Public Health
Nicola Graham,	Director of Infrastructure and Support Services
Tim Eltringham,	Director of Health & Social Care, South Ayrshire
Craig McArthur,	Director of Health & Social Care, East Ayrshire
Caroline Cameron,	Director of Health & Social Care, North Ayrshire

Our vision, purpose, values and objectives



Our strategic intent

At NHS Ayrshire & Arran we are passionate about delivering excellent, sustainable health and care services that enable our citizens to live the healthiest lives possible at home for longer.

It is increasingly clear for all health and care systems that the ways we have been doing things in the past no longer work. Our demographic has changed and continues to change rapidly. The context we operate in has changed, both locally and globally. Health and social care integration requires our systems to come together and work together in entirely new ways to those of the past, so that we can serve our citizens in the ways we believe are right. And like all health and care systems, we face significant challenges in many aspects of our work as we tackle these challenges – challenges that are multifaceted, complex and deep.

There is no point doing more of the same and expecting something new to happen, or expecting ourselves to deliver excellence using systems that no longer work. To deliver on our vision we need to do something different.

To deliver excellence we have to be excellent - in what we do, how we do it, how we behave, and how we stay focused on what really matters. We are committed to creating an organisation in which our leaders and teams can develop, thrive, make a difference and do their best work. We want excellence to be seen and felt everywhere no matter our role, no matter the inevitable ups and downs of organisational life, and no matter whether someone is internal or external to our health and care system.

Our commitment as a health and care system is expressed in our 10-year vision and strategy **Caring for Ayrshire** and we are committed to:

- Finding ways to invest all the resources at our disposal – people, money, time, energy, buildings and so on – in ways that create the most from what we have, and enable our vision for our staff and citizens to become a reality. Balancing the four pillars of service, people, quality and finance is mission critical to our success;
- Developing a strong 21st century leadership culture, in which our leaders are confident to flex between leading the innovation needed to reform our services, and delivering assurance and operational grip; and
- Creating a psychologically safe workplace environment that enables our teams to develop and flourish, build strong relationships grounded in our values of 'caring, safe and respectful', and makes the most of their assets, skills and experience to do their best work.

Our strategic vision – Caring for Ayrshire



The Caring for Ayrshire model acknowledges that how we currently provide health and care services in Ayrshire and Arran needs to change.

People are living longer and healthier lives. As more of us are living longer, the number of people needing care is increasing. It is vital that our health and care services evolve, to make sure we can look after more people in better, more flexible, person-centred and sustainable ways, while still providing the best quality care.

By tackling a whole system redesign we can lead the way and explore exciting and innovative ways to deliver accessible, safe and effective health and care services that are fit for the future and make best use of the significant talents and skills of our committed health and

care staff and improve the long-term health and wellbeing for our communities. The Caring for Ayrshire transformative change programme is part of a national requirement to review health and care services. It looks at all aspects of health and care from birth, to end of life, and puts the person right at the centre of care.

The proposed model takes into account the fact that 90 per cent of all health and care contacts in Ayrshire and Arran currently take place within a community setting. We will look to strengthen that local care and aim to deliver care as close to home (or homely setting) as possible, whilst also ensuring access to specialist care. We will work in partnership with our communities to support improved health and wellbeing and provide the people of Ayrshire with the right care, in the right place, at the right time.

Caring for Ayrshire will build on our effective partnership working across our communities to help make the most of our services and assets and to enable people to take more control of their own wellbeing. It incorporates care delivered within people's own homes; homely environment; primary care; health and wellbeing hubs; and acute services.

The model aims to make full use of digital solutions that can better support self-care and continued care at home, where previously this may not have been possible and will look to boost local resources through better linked-up, partnership working with third sector, voluntary and independent organisations. The vision is in line with the current development of multidisciplinary teams within GP practices who are providing better local access to pharmacists, physiotherapists, community link workers and mental health workers.

Where geography allows, stronger networks of support between groups of GP practices will be built to allow for care, such as clinics or investigations that would have traditionally been provided in hospital, to be provided closer to home. Creating roles where staff work both within a hospital and the community will also help to provide local care that is more joined up than before.

Acute hospital care will deliver emergency and planned care that focusses on specialist, complex and high risk care. It will provide 24-hour consultant led medical services, ensuring that a wide range of services are available to the local population.

Delivering the vision – Quality and Reform

NHS Ayrshire & Arran's Quality Strategy 2019-22: Excellence for Ayrshire

NHS Ayrshire & Arran has a long history of commitment, passion and achievement in quality improvement; undertaken by staff with skill and belief. NHS Ayrshire & Arran's Quality Strategy 2019-22 Excellence for Ayrshire describes our commitment to deliver quality improvement and high quality care that will enable and support delivery of our strategic objectives, and our ambition for health and care service transformation.

Our strategic change principles include a clear commitment for delivery of safe, effective and person centred care as defined in the Healthcare Quality Strategy (2010) across NHS Ayrshire & Arran including our Health and Social Care Partnerships.

We have an ambitious vision that is supported at every level of the organisation where we will enable everyone in Ayrshire and Arran to improve the quality and experience of care for our communities. This vision will be realised through a coordinated and prioritised programme of interventions aimed at improving the experience of care, the health of the population, reducing the per capita cost of health care and improving staff experience.

Daring To Succeed: Delivering Excellence Through Reform

We recognised that in order to deliver our strategic vision and our commitment to the citizens of Ayrshire and Arran, we need to find ways not only to meet our challenges, but to reach beyond them and create something different that will enable us to deliver success, and to grow and thrive into the future.

For this reason we have embarked on a pioneering, ambitious and visionary programme of reform in order to deliver high quality, safe, person-centred care to every person every time from sustainable services. This is enabling us to empower and draw on the diversity, energy and experience available at all levels throughout our health and care system, so that we can problem-solve complex challenges and co-design and deliver innovation. We are achieving this through radical changes in how we organise ourselves, and we believe that this is putting the right foundations in place for our ambition and commitments to become a reality

The power we have to transform our organisation and our services is inestimable. As leaders, every one of us plays a vital role in taking our work forward, and keeping our focus on what really matters. Everything we do, whether big or small, makes a difference.

Job description

1	Job Identification
Job Title:	Chief Nurse
Operationally accountable to:	Site Director
Professionally accountable to:	Deputy Nurse Director – Acute Services
Department:	Acute Services
Directorate:	Acute Services
Location:	University Hospital Ayr/University Hospital Crosshouse
Job Reference:	
No. of Job Holders:	2
Date of Last Update:	November 2022
2	Job Purpose
	<p>To lead and direct the Nursing workforce for our Acute Services and drive and achieve safe, effective and person-centred care for our citizens. As a Senior leader, the postholder will lead the nursing workforce across our Acute Services and lead and drive integrated care by collaborating and developing strong partnership working with our three Health and Social Care partnerships to ensure right care right place.</p> <p>The post holder is responsible for leading the implementation of local and national strategies and accountable for ensuring safe standards of nursing and midwifery practice are in place at all times within their area of remit.</p> <p>To be part of the site triumvirate and to establish a site culture of safety, delivery and quality through effective collaborative working with system partners</p> <p>To lead and model the culture of safe, caring and respectful ensuring that our nursing workforce have a voice and are enabled and supported by effective team working and excellent communication and support for all Nursing leaders.</p> <p>A key aspect of the role will be improving performance (quality and safety) and the postholder will lead nursing workforce in taking forward NHS Ayrshire and Arran corporate objectives in ensuring care is delivered in the right place and within our current performance targets.</p>

As Chief Nurse ensure nursing professional advice and influence site safety providing nursing expertise and leadership across Acute as part of the Senior Management Team.

To deliver on the nursing component of NMAHP and develop and support our diverse nursing workforce; expected to lead, plan, prioritise and deliver the Nursing, workforce and Quality agenda.

To provide clinical leadership to all nursing services and participate as a member of the Management Team contributing to the delivery of safe, timely care within the hospital site, ensuring compliance with NMC policy and guidelines in relation to the provision of patient care and standards of professional practice and conduct.

As a highly visible leader the postholder will ensure the provision of a visible, accessible and authoritative nursing presence in ward settings, providing assistance, advice and support to patients and their families and ensuring receipt of timely, safe, effective patient centred care.

Together with the Associate Medical Director and Site Director, providing leadership to the infection prevention and control programme, promoting a culture of compliance and facilitating compliance with policy, to ensure NHS Ayrshire and Arran achieves locally and nationally set targets for reducing HAI. This also includes providing assurances to the Acute Director that all departments on site are fully prepared and meet the expectations and standard of any inspections from Healthcare Environment Inspectorate and Healthcare Improvement Scotland.

3 **Dimensions**

NHS Ayrshire and Arran serves a population of approximately 376,000 people and employs 8,685 WTE staff. Approximately 1671 WTE (UHC) and 871 WTE (UHA) of staff are nursing staff within the post holder's direct professional remit.

Acute Nursing Budget

	WTE	Budget (£m)
University Hospital Ayr	817	37.428
University Hospital Crosshouse	1671	74.366

This post will operate system-wide and relationships will therefore be highly complex and span all aspects of health and social care agendas.

The postholder will engage with a highly complex array of networks, groups and individual practitioners in the course of their work. This will involve working across structures and boundaries, ensuring explicit linkages are developed around and simultaneously aligned with the personal and skills development of clinical staff.

In addition, the postholder will have influence over the wider Acute Services budget within their locality in terms of revenue planning, CRES plans and guidance and advice to Executive members on nursing workforce models, spend to save/efficiency savings – with specific responsibility for reducing Agency spend and the general overspend within Acute Services.

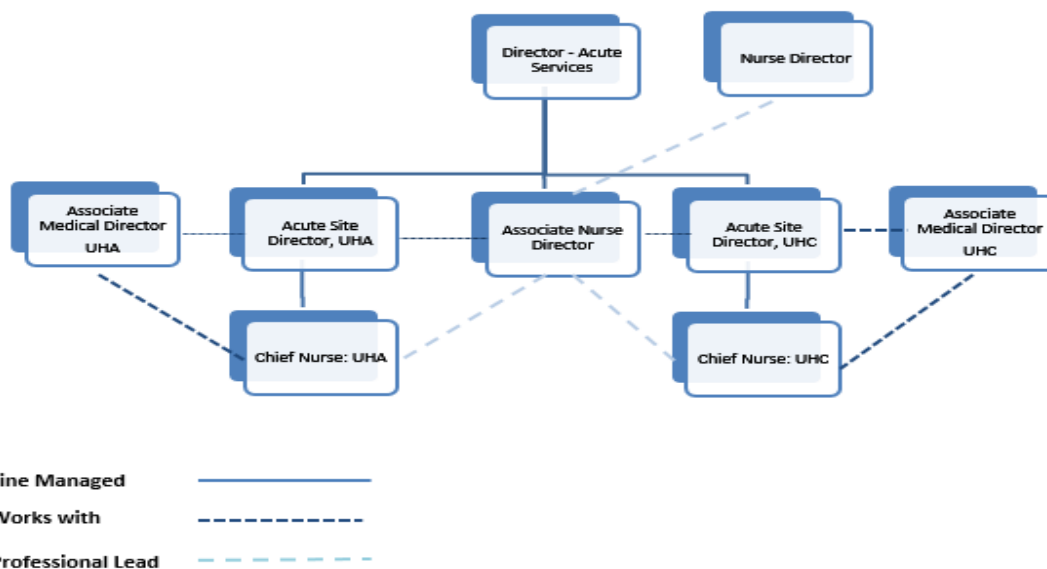
Quality and Patient Safety

The delivery of the Quality & Patient Safety agenda, which is jointly led by the Clinical Nurse Managers and Clinical Directors, requires the development, implementation and monitoring of quality and patient safety strategies, together with supporting the development of operational policies, procedures and guidelines for use in Hospitals. The role of Chief Nurse – Acute has a specific focus on Quality and Patient Safety and as such will be responsible for overseeing and ensuring effective delivery of this Agenda across our Acute sites.

This responsibility includes delivering, maintaining, and enhancing a pro-active and positive Quality and Patient Safety culture which effectively contributes to the clinical governance roles, responsibilities and plans. This encompasses specific programmes, including Care of Older People in Hospitals, Prevention and Control of Healthcare Associated Infections, Prevention and Management of Falls, Prevention and Management of Pressure Ulcers, Scottish Patient Safety Programme (SPSP), HQA Improvement Programmes and Patient Experience initiatives.

The post holder will represent the site at Adverse Event Review Group ensuring governance around all learning and subsequent completion and implementation of action plans.

4. Structure



5 Role of Department

The Acute Services Directorate is responsible for the management and delivery of all acute services and care across NHS Ayrshire and Arran.

The role of the triumvirate is to:

- Provide visible leadership and direction
- Demonstrate and deliver a collaborative approach to decision making
- Demonstrate and develop matrix working with appropriate delegated decision making with appropriate senior sponsorship
- To ensure right care right place working in partnership with our Health and Social Care Partnerships
- Deliver effective and efficient safe 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 and drive improvement in quality and outcomes

6 Key Result Areas

Clinical and Professional Leadership

1. Act as an exemplary professional role model at all times and lead, motivate and develop all nursing staff within the hospital site, to ensure that they have the necessary direction, knowledge and skills to meet work objectives on an ongoing basis. Ensuring demonstration of a leadership skill which is consistent with organisation values and the principles of staff governance.
2. Be highly visible by actively engaging with clinical teams, observing practice, engaging with patients and relatives and commitment to a minimum of 2 sessions per month working with teams in the acute clinical environment.
3. Accountable for patients and their families receiving timely patient centred safe effective care by ensuring the provision of:

Assessment, care planning and evaluation
Provision of essential care in a way which ensures dignity and privacy
Documentation in line with NMC guidelines and NHS Ayrshire and Arran Policy
Compliance with Clinical Quality Indicators
Communication with relatives and carers
Adverse Event Review Group
4. Oversee and control the development, ongoing improvement and implementation of safe, efficient and effective working practices for both patients and staff and will inform clinical decision-making regarding patients' health care through stringent monitoring and by implementing evidence-based practice.

5. To lead, establish, develop and implement a quality assurance and governance framework to achieve safe, effective and efficient care, which is patient centred.
6. Monitor and audit compliance with organisational and professional standards, taking corrective action as necessary to ensure the required quality of patient care and cleanliness are maintained within the hospital site.
7. Develop, implement and monitor effective risk management strategies to improve patient and staff safety and reduce unnecessary financial risk and other liabilities to the organisation.
8. As a member of the triumvirate, contribute to strategic and operational planning, ensuring that it delivers required performance outcomes, achieves targets and that clinical standards and positive patient experience are achieved. Working in partnership with the Integrated Health and Social Care Partnerships to improve patient flows.
9. Direct the development, implementation and monitoring of nurse recruitment and deployment to ensure an appropriate level of skill mix within the available resource, which meets the ongoing and future operational needs of within the hospital site and works in collaboration with system partners.
10. Responsible for leading the monitoring and the implementation of the Health and Care Staffing (Scotland) Act 2019 for acute services nursing staff.
11. Responsible for developing and implementing educational interventions to enable development of the capabilities of the nursing resource in order to advance nursing practice and taking opportunities to innovate new models of care to prepare for the future.
12. To regulate and ensure compliance with NMC professional standards to protect public and patient safety.
13. To manage issues in respect to professional conduct and capability which have been identified through implementation of the framework to support professional standards in nursing/midwifery, to ensure patient safety and public protection.
14. To develop and implement new nursing/midwifery roles considering financial and HR implications, taking account of the changing NHS environment and Annual
15. To lead on public protection within the site/area of responsibility , responsible for ensuring that systems are in place to ensure all staff comply with public protection policy and legislation

16. Monitor and review the use of bank and agency expenditure ensuring that the hospital site maximises the use of resources and achieves its financial targets in regard to workforce utilisation.
17. To establish a robust communication system for nursing staff that provides feedback, encourages discussion and improves staff engagement.
18. To work collaboratively as a site triumvirate with the Sire Director and Associate Medical Directors and in conjunction with the Associate Nurse Director, Acute Operational Director and Associate Medical Directors to achieve improvements in clinical standards and care provision.
19. To give professional advice to a large, highly complex and geographically dispersed workforce and management team, that is safe, effective and person centred
20. Participate in Duty Manager Rota

Risk Management

Ensures that all aspects of clinical risk are robustly and effectively managed, by:

1. Supporting the implementation of systems, control processes and risk management arrangements to support monitoring of compliance with internal/external governance and best practice requirements.
2. Ensuring effective systems are in place to investigate nursing/midwifery complaints, monitoring the timeliness and appropriateness of their resolution, and developing action plans to avoid recurrence, creating opportunities for shared learning across areas of responsibility.
3. Supporting the investigation of clinical incidents, making recommendations and devising action plans to prevent recurrence.
4. Contributing to the development of action and improvement plans to resolve HAI/HEI issues and supporting processes for ongoing monitoring.
5. Ensuring nursing/midwifery staff are implementing systems for clinical incident reporting at all levels from wards, teams and departments.

Research

1. To ensure that evidence-based practice determines the delivery of patient care. The post holder directs and facilitates clinical and nursing/midwifery research and audit, encouraging utilisation of research findings.
2. The postholder will spend, on average one day per week, undertaking formal

audit and research into clinical practice/development.

3. To promote and support research awareness and capacity within nursing/midwifery

Health & Safety

1. To have professional responsibility for the interpretation and execution of the Health and Safety Legislation that applies in the clinical areas.
2. To contribute to the site's Health & Safety Plan.

Human Resources

1. To work in partnership, within local and national guidelines for professional management of staff, in relation to performance, conduct and capability.
2. To lead, influence and motivate staff to work across traditional boundaries for the redesign of clinical services.
3. To be responsible for ensuring PDPs are developed for Senior Nurses and ensuring staff have the appropriate training and skills to provide safe effective care, reflecting service developments.
4. To share responsibility for recruitment and retention of staff, in accordance with employment legislation.
5. To support the site in the achievement of national targets i.e. attendance management.
6. To be responsible for leading the development of a range of ward nursing/midwifery models for specific service areas in line with strategic plans and local service developments.
7. To lead the nursing contribution to the elements of the site's workforce and workload plan.
8. To contribute to the NHS Ayrshire and Arrans workforce plan, advising on nursing staffing and skill mix levels and lead implementation of Health and Care staffing legislation with the acute.

Financial Management

The post holder has responsibility for reviewing and monitoring the use of the nursing/midwifery resources and managing costs in relation to additional hours in conjunction with the Site Director.

This includes:

1. Developing control systems

2. Introducing more innovative ways of working
3. Negotiating adjustments in skill mix
4. Budget-setting
5. Variance analysis

7a. Machinery and Equipment

- Personal computer for production of relevant documentation and use of email
- Multimedia Presentation Equipment (laptop and LCD projector for presentations)
- Car for transportation between sites
- Mobile phone
- Clinical equipment, for example, for the administration of IV drugs.

7b. Systems

The post holder:

- Uses computer software to provide reports, acquire information, receive activity and finance data, and to optimise communication via e-mail.
- Complies with the Data Protection Act, GDPR, Freedom of Information, CNORIS, Caldecott Guidelines and local policies regarding confidentiality and access to records.

8. Assignment and Review of Work

Operates with a high degree of autonomy with substantial professional scope.

The post holder is professionally accountable to the Assistant Nurse Director (Acute) and operationally accountable to the Site Director. As a member of the Triumvirate, the post holder will work collaboratively with their Site Director and Associate Medical Director in ensuring high levels of safety, governance and performance within the site triumvirate. As a senior leader, the post holder will work under broad direction within the parameters of corporate and clinical governance, professional standards and Board/national policy.

Objectives and development plan will be agreed and reviewed by the Site Director in collaboration with the Assistant Nurse Director (acute) senior triumvirate to manage performance and delivery in the role. Performance against these will be reviewed in line with NHS A&A PDP processes.

9. Decisions and Judgements

To anticipate, identify and provide innovative solutions to a variety of highly complex and multi-faceted nursing and patient care issues, which will include liaison and

negotiation with other Chief Nurses, senior clinicians, families/carers, other agencies and Integrated Health and Social Care Partnerships.

Specifically:

Risk Management

- Identifies, assesses and analyses risks, develops and implements action plans to eliminate or minimise the impact of known risks.

Management of Workload

- Assesses and determines staffing requirements, establishment and skill mix, utilising national Workforce tools professional judgements and benchmarking against appropriate standards to meet service delivery needs. Monitors and controls agency and bank use.

Management of Staff

- Is professionally accountable for staff performance, conduct and capability issues, departmental workload, recruitment and retention, clinical and professional development.
- Initiates the disciplinary processes according to policy, where there has been a potential breach in professional conduct.

Policy development and review

- Is responsible for the development, review and implementation of professional nursing/midwifery policies, and long-term strategic plans. Participates in the development of policies that have influences across NHS Ayrshire and Arran , and fulfils the objectives of the Annual Operating Plan

10. Most Challenging/Difficult Parts of the Job

Providing assurance through effective professional leadership and robust systems and processes that the patient safety and quality agendas are being delivered at every level of the organisation by competent nursing staff.

Working as part of a matrix team and ensuring professional and operational accountability in a professional and line managerial reporting structure; this will require effective team working and high levels of interaction and collaboration to ensure the best outcomes for the triumvirate within the current operational climate

Leading change in a form that promotes proactive visioning rather than reactive and delivers co-operative working towards innovative solutions that ensure the provision of safe effective and person-centred care and treatment by the nursing staff.

Leading on highly complex agendas with competing and conflicting priorities in terms of resources and timescales for delivery whilst gaining the co-operation and agreement of stakeholders to deliver both local priorities and corporate goals.

11. Communication and Relationships

The postholder communicates on a regular basis with patients, relatives and carers on the delivery of patient care. The postholder also liaises with the multi-disciplinary team on service needs and requirements on a daily basis. The postholder is required to develop working relationships and communicate on a regular basis with a wide range of people both internal and external to NHS A&A. These include:

Internal Communication

Members of hospital and clinical management teams, Senior Clinical and Nursing Staff in both primary and secondary care, other Clinical Management Teams, HSCP Management Teams, Multi-Disciplinary Leads, Corporate Support Functions, Workforce Solutions Manager, Trades Union and Professional Organisations.

External Communication

Professional links locally and nationally, other NHS Boards, Scottish Government Health Department, Scottish Ambulance Service, Local Authority Partners, and Integrated Health and Social Care Partnerships Patients, Carers, General Public, Educational Institutes, families and carers.

12. Physical, Mental, Emotional and Environmental Demands of the Job

Physical

- Frequently attending meetings and interviews, involving sitting for prolonged periods.
- Occasionally the post demands long periods of standing, moving and handling patient/ward equipment.
- Frequently travelling between sites.
- Car Driver essential

Mental

- The post holder will frequently require long periods of concentration to produce reports and documents in relation to highly complex issues and to interrogate sensitive data and interpret complex regulations
- Negotiation skills are necessary as is the need for diplomacy in relation to all aspects of the post

- Frequent interruptions which may not be predictable or scheduled, resulting in post holder having to rearrange work schedule.
- Able to work under extreme pressure and be able to meet tight deadlines
- Competing demands and strict deadlines are part of the daily work as are frequently dealing with highly complex, sensitive and contentious issues e.g., disciplinary hearings, complaints.

Emotional

- Regularly dealing with distressing and emotional situations involving sensitive, highly complex and contentious information, which requires empathy and reassurance e.g. meeting with families in relation to complaints and concerns in an attempt to seek resolution
- Investigating critical incidents/serious adverse events and support staff following such incidents and in situations where they require professional/personal support.
- Exposure to difficult and sometimes confrontational situations
- Giving difficult feedback to staff where performance issues have arisen and / or where the result of an investigation has a direct impact on a staff member.

Working Conditions

- Occasional exposure to body fluids, blood, faeces, urine when undertaking clinical duties within a clinical setting.
- Potential risk to hazards such as verbal and physical aggression.

13. Knowledge, Training and Experience Required to do the Job

Registered nurse on the NMC register, educated to masters level **plus** significant experience in a Senior Nurse management/leadership role with extensive operational experience.

A track record of delivery on improvements to safety, professional standards and maximising resources to deliver on outcomes.

Experience of successfully leading the planning, development and implementation of strategic plans

Extensive and recent experience of leading improvement work using QI methodology

Highly developed interpersonal skills and effective communication and influencing skills

Extensive experience leading the development and implementation of system wide patient experience projects and other large-scale projects.

Extensive knowledge and understanding of clinical governance and quality improvements

Demonstrable experience of managing risk, complaints, governance processes and quality standards

Highly effective line management with experience of staff management, resource delivery including performance management, education and financial monitoring

Person Specification

Selection Factors (Person Specification)		Criteria
QUALIFICATIONS & TRAINING	Essential	<ul style="list-style-type: none"> • Current and revalidated nursing registration with NMC • Educated to Masters level or equivalent e.g. Degree and professional qualification,
	Desirable	<ul style="list-style-type: none"> • Leadership • Post graduate professional study
EXPERIENCE	Essential	<ul style="list-style-type: none"> • Significant senior management experience preferably within the NHS • Experience of working and successfully contributing within a senior management team • Experienced in staff management/development and multi-disciplinary working at peer level • Demonstrable track record of success in the <ul style="list-style-type: none"> ○ management of service improvement, ○ delivery and monitoring of high quality standards of care
	Desirable	<ul style="list-style-type: none"> • Demonstrable experience of managing organisational change
KNOWLEDGE	Essential	<ul style="list-style-type: none"> • Detailed understanding of clinical best practice and underpinning professional policies • Detailed understanding of current and future nursing workforce challenges both professionally and operationally for workforce development and service delivery • Demonstrate in-depth understanding of clinical governance principles and the development of systems and frameworks to establish clear accountabilities based on professional codes of practice/conduct
	Desirable	
COMPETENCIES & SKILLS	Essential	<ul style="list-style-type: none"> • A high level of performance in leadership behaviours such as working in partnership, learning and development, caring for staff, improving performance through team working, communicating effectively, improving quality and achieving results • Proven people and financial management capabilities • Effective prioritising skills and capacity to work under pressure to meet competing demands and priorities.

		<ul style="list-style-type: none"> • Well rounded analysis, judgement and decision making skills • Ability to develop and maintain constructive relationships across all professional disciplines and organisations. • Well rounded communication skills - able to communicate clearly and confidently on complex subjects to professional and public audiences • Skilled in the development of and contribution to, policy, planning and service delivery of acute health services
	Desirable	
PERSONAL CHARACTERISTICS AND OTHER	Essential	<ul style="list-style-type: none"> • Personal integrity and credibility delivering a culture of openness and accountability. • Open, supportive and visible leadership style. • Positive, professional leadership approach, leading by example. • Strong persuasive, influencing, negotiation and interpersonal skills. • Resilience and stamina to deliver in a demanding and high profile role
	Desirable	

NHS Scotland Core Leadership Competencies

Core Competency	Examples of performance criteria / related behaviours
1. Strategic Focus	<ul style="list-style-type: none"> • Understands the vision of the organisation and their role in achieving this. • Sets longer terms plans and develops contingencies. • Understands external environment and its potential impact. • Is aware of relevant National and Local initiatives, imperatives and factors influencing local health service provision. • Translates broad strategies into specific objectives and action plans. • Aligns resources, processes and systems to support strategic priorities.
2. Collaborative / Partnership Approach	<ul style="list-style-type: none"> • Promotes collaboration and teamwork across organisational boundaries. • Creates an open, team environment where differences can be discussed constructively. • A balanced view of conflicting perspectives is established. • Cultivates an active network of relationships inside and outside the organisation. • Understands current power and political relationships. • Recognises and responds to the concerns of others and takes a systematic approach to the development and maintenance of effective partnership working. • Has a sound understanding of multi-agency influencing and decision making protocols.
3. Achieving results and making decisions	<ul style="list-style-type: none"> • Key accountabilities, judgement and decisions are accepted and acted upon. • Sets and pursues appropriate goals for self and service. • Is committed to achieving results and demonstrates a strong commitment to organisation success. • Manages stakeholder expectations to achieve results. • Reviews key indicators and uses management systems to monitor progress. • Demonstrates a creative approach to problem solving. • Able to work effectively under pressure. • Important issues in a complex situation and their implications are identified.
4. Managing resources	<ul style="list-style-type: none"> • Recognises and capitalises on staff strengths and abilities. • Engages staff in understanding all decisions affecting them. • Establishes clear objectives and results for all staff. • Develops staff to achieve. • Assigns clear authority and accountability. • Aware of employee issues and responds appropriately. • Aligns available resources to agreed service priorities. • Delivers financial responsibilities and develops contingencies.
5. Interpersonal approach	<ul style="list-style-type: none"> • Promotes ideas and proposals persuasively; provides compelling rationales. • Shapes stakeholder opinions and negotiates win/win solutions. • Builds a broad base of support among key decision makers and influencers. • A balanced approach which demonstrates both empathy and a focus on facts, problems and solutions is maintained when handling emotional situations.

6. Change and improvement	<ul style="list-style-type: none"> • Champions new initiatives and service redesign. • Stimulates and develops innovative ideas and improvements based on accurate data. • Challenges status quo and resistance. • Prepares others to understand and accept change. • Is proactive, utilising intelligence to support proposals. • Is recognised as an enabler of change. • Demonstrates resilience to continuous/ concurrent change. • Able to make hard decisions when implementing change. • Works well with ambiguity or impartial data. • Is flexible and adaptable.
7. Professional development	<ul style="list-style-type: none"> • Areas for development are identified through reflection and appropriate strategies pursued to improve performance. • Area of strength are recognised and consistently applied. • Constructive feedback is sought and acted upon to improve professional performance.
8. Respects diversity	<ul style="list-style-type: none"> • Supports and enables fair treatment and equal opportunity for all. • Establishes an environment where staff are comfortable raising issues or concerns. • Challenges inappropriate behaviour and prejudice effectively. • Managing people on an individual basis. • Fostering relationships with people who have different views. • Actively mentors and coaches staff and colleagues. • Recruits and develops talent from all backgrounds. • Actively seeks and applies diverse views and perspectives • Applies employee policies in a constructive way for all staff. • Uses inclusive language. • Applies inequalities sensitive approach to service delivery.
9. Governance	<ul style="list-style-type: none"> • Maintains focus on strategic issues and priorities to ensure required organisational performance is achieved. • Monitors organisational performance and exercises accountability for results. • Makes and supports decisions that support effective financial, clinical and employee results. • Ensures organisation fulfils its financial, clinical and staff responsibilities. • Examines and defines factors that could adversely affect performance or delivery of committed activities. • Ensures compliance with statutory or policy obligations. • Quantified and assigns probabilities to risks and opportunities (level and likelihood).

Summary of terms and conditions of employment

General

The terms and conditions of service for this post are contained within the Agenda for Change handbook.

Remuneration

Agenda for Change Band 8C ranging from £75 711 to 81 426 per annum. Entry point on the salary scale will take account of previous NHS service/experience.

Hours of work

This post is full-time i.e. 37.5 hours per week.

Annual leave

Annual leave entitlement is 27 days per year on commencement, rising to 29 days after 5 years' service, and 33 days after 10 years' service. There are also eight fixed public holidays each year. The annual leave year runs from 1 April to 31 March.

Pension scheme

The appointment is superannuable under the NHS (Scotland) Superannuable Scheme, unless you opt out in favour of some other scheme or are ineligible to join. Your remuneration will be subject to deduction of superannuable contributions in accordance with the scheme. Costs and contributions as well as benefits are available on the SPPA website: www.sppa.gov.uk

Sick pay

Sickness allowance depends on the length of continuous service and is on a scale ranging from one month's full pay plus two months' half pay during the first year of service, up to six months' full pay plus six months' half pay after completing five years of service.

Relocation

Relocation expenses will be payable to the successful candidate in accordance with the Board's policy. NHS Ayrshire and Arran will pay up to £12,000 towards all expenses incurred, however, any amount in excess of £8,000 is subject to Income Tax, payable by the employee at source.

Motor Vehicle Provision

There may be provision for a leased car.

How to apply and the selection process

The Job Description and Person Specification are designed to inform applicants of the essential and desirable criteria – qualifications, experience, skills and personal attributes - which are sought in the appointment of the Chief Nurse Acute Services.

Assessment against these criteria, as well as the NHS Core Leadership Competencies will inform the recruitment and selection process for the appointment.

The selection process will include:

- **Application:** Completion of on-line application together with completion of Record of Achievement.
- **Record of Achievement:** You are asked to submit 2 achievement statements to demonstrate evidence of strategic leadership and delivery of change. For each achievement statement you should complete a separate form detailing the following aspects:
 - Describe the context and content of the achievement.
 - What was your role?
 - What was the outcome?
 - What did you learn from your experience and what would you do differently next time?

Please note the template for the Record of Achievement is included as an appendix to the job pack for information. Both statements should be submitted to Caroline McCluskey, Recruitment Services Manager at:

caroline.mccluskey@aapct.scot.nhs.uk

- **Assessment Centre:** shortlisted candidates will be asked to participate in a behavioural assessment exercise prior to interview, which will be used to inform the selection process.
- **Stakeholder Event:** this will involve candidates engaging with a number of Director and professional colleagues.
- **Formal Interview:** Values Based Competency Interview.

The recruitment timeline is as follows:

- Closing date for applications is Sunday, 12th February 2023.
- Shortlisted candidates will be notified by Tuesday, 21st February 2023 and invited to participate in the behavioural assessment exercise during week beginning 27th February 2023
- Candidates will also be invited to attend the stakeholder event and attend for interview on Wednesday, 8th March 2023.

Interview panel members are:

- Jacqueline Nicol, Site Director, University Hospital Crosshouse
- Jennifer Wilson, Nurse Director
- Calum Morrison, Deputy Medical Director
- External Assessor – to be confirmed
- Brian Lorimer, HR Manager

Useful web links

NHS Ayrshire & Arran



NHS Ayrshire & Arran website: <https://www.nhsaaa.net/>

Finance

- Revenue Plan 2021/22 – <https://www.nhsaaa.net/media/10483/2021-03-29-bm-p23-revenue-plan.pdf>
- Capital plan 2021/22 <https://www.nhsaaa.net/media/10462/2021-03-29-bm-p24-capital-investment-plan-2021-22.pdf>

Quality Strategy

- <https://www.nhsaaa.net/media/8286/20191217nhs-ayrshire-arran-quality-strategy-v070.pdf>

Health & Social Care Partnership (H&SCP) Websites

East Ayrshire H&SCP



<https://www.east-ayrshire.gov.uk/SocialCareAndHealth/East-Ayrshire-Health-and-Social-Care-Partnership/Health-and-Social-Care-Partnership.aspx>

North Ayrshire H&SCP



<http://nahscp.org>

South Ayrshire H&SCP



<https://www.south-ayrshire.gov.uk/health-social-care-partnership>

NHSScotland



Scotland's Health on the Web (SHOW) - <https://www.scot.nhs.uk/>

Record of Achievement

Guidance: You are asked to submit two achievement statements to demonstrate evidence of your strategic leadership and delivery of change.

Achievement:

Describe the achievement and the content/content.
What role did you play in this work?
What was the outcome?
What did you learn from this and what would you do differently next time?