NHS Grampian

**Job Description**

# SECTION 1

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| JOB IDENTIFICATION | Must be completed |
| **Job Title:** | Lead Nurse Excellence & Innovation (Nurse Accrediation)  |
| **Department(s):** | NHS Grampian |
| **Location:** | NHS Grampian – base Summerfield House, Aberdeen |
| **Grade and Salary:** | Band 8B £67,285 - £71,978 per annum pro rata |
| **Contract:** | Permanent |

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|  | **Job Purpose**  The Lead Nurse for Nurse Accreditation programmes eg: Magnet / Pathway designation will function in the role of clinical leader and Programme Director to support the organisation to achieve programmes including magnet / Pathway designation promote and develop a culture that fosters excellence an innovation in Nursing and Midwifery practice throughout the organisation which achieve improved patient and staff satisfaction contribution to improved nursing recruitment and retention.The post will provide strategic leadership under the direction of the Nurse Director and executive lead to enable the delivery of strategic programmes of improvement and excellence which will continue to evolve but includes the implementation of Magnet/Pathway manual, the coordination and management of the implementation of strategy & NMAHP framework and preparing the organisation to move towards designation.To provide strategic leadership and operational delivery for NHS Grampian Nurse Accreditation programme journey to designation. This unique role will improve the quality and safety of care for people, in all care settings within NHS Grampian (NHSG), by developing a quality management approach within nursing and midwifery at national, health board/ IJB and team level. The post holder will work collaboratively with a range of professional nursing and midwifery and wider stakeholders locally nationally & Internationally expertise, assurance and research experts securing appropriate strategic, clinical and operational skills and experience to deliver the programme.  |
|  | **Organisational Chart**  |

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| **1** | **Communication and relationship skills**The ability to receive and then convey comprehensive often highly complex information (e.g. interpretation of implementation manuals, effectively at every level of the organisation in a manner which ensures understanding and translation into clinical excellence and collaboration with ANCC). This will require a highly developed range of interpersonal skills including verbal, non-verbal, written and presentation skills and an ability to identify and modify the most appropriate communication methods for each situation.The post holder will have well developed leadership ability to negotiate, influence, motivate, persuade and deliver results through others and in partnership using highly developed interpersonal skills, which encourage ownership and commitment. This includes the need for a proven ability to remain composed and influential during challenging times e.g. when interacting with staff who possess historically entrenched cultures or opposing views.They will need to persuade others who may be confrontational and question approaches and evidence being presented and formulate approaches to overcome such obstacles e.g. speaking to public groups, patient involvement, senior managers at portfolio and corporate service level, clinical leads and professionals, professional advisory bodies, committees and working groups, staff within all servicesThey will be a catalyst to enable the communication and facilitation of learning and good practice amongst a variety of stakeholders e.g. Executive and non-executive NHS Grampian Directors, colleagues in other boards, HSCP, Higher Education Institutions, external organisations, ANCC.  Ability to analyse information from a range of sources and interpret this for application with staff and service groups e.g. this involves chairing/co-chairing/facilitate groups, committees etc. and a proven ability to frequently deliver highly specialist complex presentations to large staff groups from 5-50 staff e.g. multi professional teams, external professional peers and groups and the public. It also includes the ability to interpret and communicate components of large scale programmes e.g., Magnet/Pathway accreditation programmes, culture surveys, care assurance and supervision, to a variety of staff in order to motivate to achieve key milestones & requirements of the programme. Act as a lead change agent to enable the successful development of implementation, improvement, assurance interventions within Nursing and Midwifery ensuring sustainability.The post holder will communicate and meet with senior staff in multidisciplinary forums on a regular basis to discuss and advise regarding progress against the key organisational wide objectives and initiatives e.g. Nurse Accreditation Programme progress. This will involve balancing and influencing unit, portfolio and corporate priorities and sensitivities. The post holder has to communicate closely with local, national and international organisations related to international designation and raise the profile of NHSG with e.g. Other Health Boards, Scottish Government, NHS England, ANCC, National networks. Develop and maintain communication networks within the NHS and social care and external organisations, such as Scottish Government Chief Nursing Officer Directorate, HIS, Higher Education Institutes, ANCC |
| **2** | Knowledge, training and experienceEducated to Master’s degree Clinical qualification or equivalent professional experienceEvidence of Project ManagementSignificant expertise to facilitate, support, inform and guide the application of change management, project management and practice development, as well as significant experience of application of improvement practices and evidence of success and sustainability. The post holder will recognise where existing change expertise lies within the system and work in a collaborative, compassionate leadership style to deliver sustainable change that will lead to improved outcomes and experiences for people and positive staff experience, recruitment and retention.Able to demonstrate expert knowledge of the changing NHS environment and be able to influence change and adapt practice to a changing world e.g. integrated health and social care. Significant experience of working in partnership with external bodies e.g. universities, local authorities, national & international organisations etc. This will include experience of developing education programmes and presenting to groups. Able to develop effective relationships in order to influence others, mobilise teams to participate in programmes to achieve objectives and deal with conflict or confrontation. Experience of operating with and communicating effectively with Directors and Clinical Directors at Board level.Evidence of leading sector, portfolio or corporate wide policies, procedures or projects with evidence of project management and leading large scale programmes.Evidence of strong leadership skills in order to lead staff and influence others to achieve key results and objectives.Valid driving licence and access to a car, valid passport. |
| **3** | Analytical and judgemental skillsMonitor progress the delivery of all components related to achieving Magnet / Pathway designation to ensure the key measures/indicators and aims of the programme are met, and to make recommendations to address issues/challenges to implementation. The post holder as an expert in their field and in the area of negotiation, influencing and coaching will need to make demanding and highly complex judgements, which carefully resolve conflict between significant risks and opportunities for change that might improve services. This will inevitably involve stakeholders with differing views necessitating a politically sensitive approach particularly when relating to eg: culture surveys or patient / staff feedback.Required to interpret and implement organisational and national strategies/ frameworks/ policies or legislation in relation to their relevance and impact on the Executive Nurse Director, in order to contribute to the setting of goals for the Directorate. The post holder will represent the Nurse Director and wider organisation at a senior management level in a variety of situations. This involves making decisions on behalf of the Director and judgements, interpretation and analysis of highly complex information. Responsible for implementation of policy direction by interpretation and analysis of highly complex information and working with external partners such as ANCC magnet/pathway manual, territorial and special NHS boards.Provide expert advice and leadership to NHSG staff across health and social care relating Nursing and Midwifery excellence and NMAHP Framework and Plan for the Future strategy, and to senior external stakeholders.Judgement will be required, analysis and interpretation and also the ability to manage conflict. Coaching skills will be critical to support colleagues, team members and managers in new systems, processes and cultural issues. There will be barriers to change and the post holder will be required to use many skills including facilitation, managing negativity, team development and ensuring inclusion etc. to successful move projects and initiatives forward. This may include complex discussion with staff at all levels of NHSG including senior and executive level.The post holder has an expert oversight of sector and portfolio working and reports relevant information to area management and governance structures in a format that enables informed highly complex decisions to be made whilst remaining aware of the strategic picture and advising on how change may impact on local services, staff, patients e.g. culture data, shared governance outputs, education data, capacity and capability of staff to deliver person-centred care.They will select and apply appropriate methodologies based on rigorous evidence based principles and make decisions regarding the optimum strategy which may include combining a range of clinical and cost effectiveness evidence. These evidence sources may be highly complex and frequently conflicting e.g. best practise, evidence based literature, research, national standards, and will require development of novel solutions to ensure activities are successfully implemented.Judgement calls relating to the identification and interpretation of manual, national and international reports and recommendations, establishing the key implications for NHSG, developing proactive guidance, standard operating procedures and disseminating the information across the board in the most effective way Responsible for identifying and actively managing potential risks to delivery of the work, mitigating risk and escalating appropriately through relevant structures and processes. Where there may be an impact on successful delivery of the programme, the post holder is expected to actively identify and implement solutions to ensure successful delivery, reporting and escalating appropriately though governance structures.  |
| **4** | Planning and organisational skillsFormulate long term strategic planning and development for the Magnet /Pathway journey, strategy, policy and guidelines framework.To organise, lead and manage the implementation of the multiple components of Nurse Accreditation Programme board wide including a range of specialisms, acknowledging differently stages areas are at and different challenges therefore supporting a solution focused approach to progress and inclusion. Lead the highly complex planning and project management to developing and monitoring the implementation of Nurse Accreditation programme journeys and other programmes of work as designated by Nurse Director.Profoundly involved with long-term strategic planning and development of the NMAHP Framework and NHSG strategy, to support (provide assurance to) NHSG Executive team, Board and relevant councils to ensure that key deliverables are met.To assist in shaping a strategic direction for assuring nursing and midwifery NMAHP Framework within NHSG contributing to strategic planning and long terms goals and plans across the organisation. Will lead the implementation of action plans resulting from internal and external reviews against programme requirements in order to gather evidence for submission prior to review visits. Post holder will constantly ensure that objectives and work plans meet national, organisational priorities and international time lines through contribution of a national and regional perspective to organisational discussions, plans and objectives.Takes forward large scale programmes of work eg; Nurse accreditation, shared governance programmes adverse event reviews, and provide support to staff. This will include working with a range of others, across services and NHSG as a whole and teams such as health intelligence, Dept of People and Culture, external stakeholders. It will also include the development of communication, measurement and reporting systems for each of the Programme related work streams.Formulate a work plan for the support team agreeing objectives and priorities and implement actions to meet the needs of the organisation and the aligned sector.  |
| **5** | **Physical Skills**Standard keyboard skills required for writing corporate papers, writing reports etc. good standard of IT skills for e.g. Teams, Word, Excel, PowerPoint, Acrobat, Microsoft office, e-mail and diary facilities, social media etc.Will frequently use presentation and MS Teams and equipment.Will be a driver as frequently required to drive throughout NHSG. |
| **6** | **Responsibilities for patient/client care**The post holder will be clinically and professionally credible and have contact with clinical staff and patients e.g. when undertaking reward and recognition, shared governance cultural. In addition, working with patents & staff to ensure we capture their opinion on any new innovative work e.g. patient experience.The post holder will provide highly specialised expert advice to services and staff to actively promote the continuing development of an person-centred and improvement culture throughout the organisation.High quality patient care and subsequent improved patient outcomes will also be the aim of the programme that the post holder will be leading. This will be achieved by working with staff and strategic senior leads to implement distinct components of implementation manual and best practice and to assist in the design of the strategic direction required to achieve high quality care and staff recruitment and retention.  |
| **7** | Responsibility for policy/service developmentThe post holder will provide clinical strategic development and operational delivery, monitoring and sustainability of all aspects of Nurse Accreditation Programme Will have a central role in ensuring that all aspects of the related workplans are robust and current, and priorities ensuring timelines are met, risks identified, mitigated and escalated . The post holder will encourage, guide and offer invaluable information to the senior NMAHP team to develop and form a person-centred culture within the organisation to ensure that learning opportunities are created and optimised from incidents, complaints, patient feedback and encouraging use of best practice and using outcomes of audits to form the basis of further educational initiatives. The post holder will ensure that the specialist associated programmes are based on latest policy, best practice and guidance. Continually work with all areas across NHSG to ensure data eg: patient, staff survey, shared governance outputs and improvement information is readily available to all Departments, portfolios etc .Develop communication, measurement and reporting systems for each of the Magnet work streams. Support staff to interpret information and apply to practice, improvement work and policy. The approach to the role will be shaped by the appreciation of the wider service context within which quality, safety and risk must operate and lessons drawn from the national and international safety / quality scene. Will be required to attend national and international events and learning sets on a regular basis representing NHS Grampian and sharing learning and plans with staff. The post holder is part of wider system leadership and supports system leaders to ensure implementation of all components of strategy, framework and programme components. |
| **8** | Responsibilities for financial and physical resourcesThe post holder manages staff and holds a budget for staff and associated spend e.g. staffing budget and also signs off travel and time sheets for the team.Responsible for coordinating and supporting specific additional staff employed to implement Programmes who may be managed by others.  |
| **9** | Responsibilities for human resourcesThe post holder will line manage the programme team including recruiting staff as required, being an appointing officer, developing job profiles and person specifications, arranging interviews, induction, orientation appraisal and training of new staff. Implement staff performance measures as required adhering to the NHSG Policies for the staff they line manage which may involve standard setting within their team. The post holder ensures that a learning plan is collated for their team using individual team member’s appraisals and Personal Development Plans. The post holder is responsible for appraisal of staff in their team. They will ensure development of team in line with training needs identified during the appraisal process and also offers training and development to staff within NHSG. The post holder will share own expertise and support as appropriate coaching staff in their role to support succession planning. Ensures staff fulfil professional regulation as required. They will be responsible for the continuing development and coaching of the other staff involved in the journey within NHSG eg: Magnateers and will be required to influence the work plan and objectives of this cohort of staff in order to ensure achievement of overall programme aims and objectives staff are working on. The post holder will be responsible for full engagement of teams to achieve success in accreditation journey. This will involve workshop development and facilitation, delivering to diverse and varying sized groups of staff and working with a range of stakeholders and experts. |
| **10** | Responsibilities for information resourcesRegularly (weekly-monthly as required) develops reports, spreadsheets and documents for Programme timeline and performance meetings.Responsible for ensuring the input of comprehensive data to the external and internal systems for NHSG on a monthly or regular basis.This involves regularly storing, safeguarding and transferring clinical governance data in line with national and local guidance.Contributes to the development and maintenance of data collection systems and a range of project planning systems and processes. Formulates and contributes, with teams at all levels, to information systems including the use of data to support clinical and non-clinical decision-making whilst ensuring assurance is sought via the relevant sector and NHSG-wide committees. This includes reporting the NHSG position against attainment of relevant standards and objectives. |
| **11** | Responsibilities for research and developmentUndertakes application of surveys, research, audits and relevant data; designing methodologies and implementing approaches with staff including collection of findings and data and presentation and analysis of data. Through a high level of numeric understanding and literacy the post holder will analyse available information and act accordingly to the benefit of NHS Grampian. This will involve the analysis of often complex information such as audits, investigations and incident data, interpreting any implications and taking action as appropriate to achieve programme outcomes.Work with areas to lead and work in collaboration with data analyst to the development, analyse and report findings to board and teams. Ensures application of best practice and latest evidence and guidance using such outputs to contribute to improvement practices and improvements in patient care. Implements improvement approaches to practice involving identification of best practice, application of improvement methods and data / information gathering approaches including audit but a wide range of other processes to support measurement for improvement. |
| **12** | **Freedom to act**The post holder will be expected to work autonomously, within the parameters of established priorities, policies and procedures, by setting their own work agenda and providing expert advice and leadership to NHSG staff relating to national improvement priorities. They report directly to the Nurse Director seeking permission from the Director where necessary to proceed with any matters out with the scope of the post holder’s delegated authority. The post holder is expected to identify and implement achievable solutions to problems as they arise or are anticipated reporting through assurance channels and associated meetings.The post holder will ensure competing demands are met through robust planning and diary management.The role will involve interpreting national and international guidance and programme components and then constructing appropriate application to NHSG and in line with NMAHP Framework. The post holder monitors progress with the Nurse Director through appraisal and regular work plan reporting arrangements. Whilst some objectives are likely to be annual in nature with regular reviews there is a strong emphasis on a creative “can do” attitude and a problem solving proactive approach to maintaining progress and effecting change through influencing others. To seek advice from the Nurse Director and as required and requested. The post holder will be an organisational expert for Nurse Accreditation Programme and so will take the lead for progressing strategy within NHSG by developing, testing and leading on initiatives and improvements. The post holder is accountable for ensuring that national and local objectives/priorities in their work plans are met within agreed timescales and will work autonomously to take the agenda forward. They will lead, plan and direct their specialist work taking cognisance of the directorate work plan and requirements of NHSG. Effectively planning and prioritising own workload whilst continually balancing the need for progression of the strategy and Magnet programme as it rolls out to achieve target dates set by NHSG and ANCC. The post holder operates within the organisation’s strategic framework to which they contribute as a member of the Senior Management Team and deputises for the Director as and when required at internal and external meetings.They have the autonomy to act on information, that may be confidential and sensitive, that has been brought to the attention of the post holder and which has implications for the sector and/or the organisation. In these circumstances the post holder may have to diagnose a problem, gather information and having understood the complexities of the situation, formulate a solution and make recommendations /decisions as to the best course of action. This may include highly complex discussions with staff at all levels of NHSG including senior level.The post holder deputises for the Nurse Director as required and undertakes duties as delegated by them. |
| **13** | Physical effortThe physical ability and agility to part take in any activity relevant to Programmes e.g. training, demonstrations and conferences. |
| **14** | Mental effortThe post holder will be required to make prompt, concise, competent and sometimes controversial decisions in immediate circumstances (e.g. project / data).They will need to frequently concentrate for producing e.g. corporate papers, reports, responses to e-mail requests etc. They will be adaptable and able to respond to queries promptly (by e-mail or telephone) and if necessary alter their planned workload for the day in order to deal with a specific problem or request. Involvement in challenging situations to find quick and innovative solutions to immediate problems which may be controversial.The post holder prepares reports for NHSG Board & senior management meetings (includes the Board, Executive, system leadership team). |
|  | Emotional effortExposure to highly distressing and highly emotional circumstances of both patients and staff through feedback, survey results or occurrence recording data and support of patient quality improvement practices. This also involves imparting complex information to managers, staff, patients and the public. Occasional exposure to emotional difficult and challenging conversations and interactions in line with line managing staff e.g. dealing with disciplinary, grievances, adverse events etc.The post holder has frequent involvement in face to face activities with senior managers, clinicians, staff and/or patients, requiring emotional effort around negotiation and influencing skills to ensure the situation is dealt with effectively and sensitively. Must have the ability to manage these difficult/stressful situations and conversations.  |
|  | Working conditionsRequired to spend significant periods of time at workstation using a computer and VDU on a daily basis.  |

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| SECTION 4Agreement section to the contents of the Job Description |
| All Employee(s) names in block capitals - (For regrading purposes only)Line Manager name (in block capitals): | **Signatures:****Signature:** | **Date:****Date:** |

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| **PERSON SPECIFICATION** |
| **POST/GRADE**: Band 8B Lead Nurse Excellence & Innovation (Nurse Acceditation)**LOCATION:** Base Summerfield House - NHS Grampian remit |
| The Person Specification should meet the demands of the job and comply with current legislation. Setting unnecessary standards may, for example, unfairly discriminate against one sex, the disabled or minority racial groups. Applicants should be assessed in relation to their ability to meet the real requirements of the job as laid down in the job description. With the exceptions relating to displaced and disabled candidates noted in Sections 5.3 and 5.4 of this policy, shortlisted candidates must possess all the essential components as detailed below. |
| **GENERAL REQUIREMENTS** |
| **Factor** | Essential | Desirable |
| **Education and Professional Qualifications** | Registered Nurse/Midwife registration UK on the NMCMasters Degree in relevant health related subject Post Graduate Teaching certificate / recognised educational qualification at SCQF level 11 or 12. Evidence of post graduate study eg: QI, Project Management qualification Significant evidence of continued professional development  | Recognised management qualification or equivalent demonstrable experience  |
| **Experience and Knowledge** | Professional knowledge, in clinical practice, practice education and practice development acquired through recent extensive experience in a learning/ practice education role.Knowledge and understanding of current policy and issues in professional practice, compliance, standards and the wider NHS Evidence of ongoing involvement in education development facilitation and evaluationExperience of working at corporate level in taking forward larger complex initiatives.Evidence of partnership working locally, national with a wide range of stakeholders  | Experience of working / leading national work streams Experience of involvement or leading adverse events Evidence of partnership working locally, national and internationally |
| **Skills/Abilities** | Evidence of excellent leadership skills and experience of line managementEnthusiastic in the pursuit of clinical excellenceProven ability to function and to support and lead others within the context of rapid changing learning environments Evidence of strategic influencing and leadershipEvidence of continuing professional development such as coaching, advanced facilitation skills, change management and project management.Evidence of involvement/participation in leading change management.Ability to work autonomously and as part of a team working to tight deadlines and managing competing prioritiesForward thinking, proactive, solution focused and innovative individualAbility to facilitate groups and individuals to improve practice Car driver – requirement to travel across NHS Grampian |  |
| Communication  | Articulate with advanced written and verbal communication skills Proven ability to negotiate, influence, motivate and deliver results through others and in partnership with key stakeholders using highly developed interpersonal skills excellent skills in diplomacyIT literate (Including proficiency with Microsoft Office Packages and accurate, fast typing skills)  |  |
| Level of Disclosure check required | PVG clearance |  |