

JOB DESCRIPTION

1. JOB IDENTIFICATION	
Job Title:	Clinical Nurse Manager – Primary Care
Managerially responsible to :	Primary Care Manager
Division:	East Lothian HSCP
Site/Service:	Primary Care
Job Reference	014088
No of Job Holders:	1
2. JOB PURPOSE	
<p>The Clinical Nurse Manager has responsibility for providing operational clinical, managerial and professional leadership for Nurses working within Primary Care teams and is accountable for the delivery and standards of care provided to patients, ensuring safe, effective, person centred care.</p>	
3. DIMENSIONS	
<p>The post holder will support the Primary Care Manager and the Primary Care team to implement the Primary Care Improvement Plan and work within the HSCP expenditure and workforce.</p> <p>The post holder is employed under NHS terms and conditions. There may be a requirement to work flexibly across the EHSCP to meet service demands.</p>	

4. ORGANISATIONAL POSITION

5. ROLE OF DEPARTMENT

East Lothian HSCP is responsible for delivery of health and social care services to the population of East Lothian. The HSCP brings together those who plan, manage and provide community services for the population of East Lothian with delegated authority to deliver integrated health and social care services in East Lothian. It fulfils the role for HSCP and Integration Authority as set out in the Scottish Government Public Bodies Act 2014.

The East Lothian Primary Care team works with a range of partners to support the implementation of the new GP contract. A key part of the new GP contract is transforming the delivery of General Practice Care by introducing multi disciplinary teams into Practices and Practice clusters. One of the major disciplines within this transformation will be Nursing teams.

Primary Care nursing teams include specialist practitioner nurses, advanced nurse practitioners, Practice Mental Health Nurses, Practice Nurses, staff nurses, Phlebotomists and non registered nurses.

6. KEY RESULT AREAS

1. The post holder will be responsible for leading, developing and delivering high quality patient focused nursing services within areas of responsibility, ensuring the provision of safe and effective care, taking into account clinical expertise as a significant part of the decision-making process.
2. Lead in the appraisal and setting of personal development plans for team managers and senior nursing staff including ensuring access to CPD and individual performance management and implementation of revalidation processes
3. Provide nursing professional advice in the implementation of the Primary Care Improvement Plan. Work in collaboration with Primary Care Team, locality management teams, GP Practices, Cluster Quality leads in the development and delivery of integrated services

4. 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.
5. To manage and lead the nursing resource in the primary care 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.
6. 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.
7. Responsible for the development and implementation of operational plans and strategies, designed to achieve local objectives in line with National targets and objectives.
8. 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.
9. Responsibility for the interpretation, development and implementation of clinical and non-clinical policies pertaining to areas of responsibility liaising with other agencies as appropriate.
10. 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.
11. To manage and review the Clinical Risk system, Datix, by investigating and taking action on clinical incidents and utilising root cause analysis where appropriate.
12. Responsible for ensuring that the clinical nursing service adheres to all clinical governance standards, ensuring safe, efficient and effective care, compatible with professional and national clinical standards.
13. To implement and ensure compliance with Health and Safety policies, ensuring safe working practice.
14. Line management responsibility for the nursing resource including application of all employment policies and procedures ensuring that all staff are treated fairly and consistently.
15. 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.
16. To provide a visible, accessible and authoritative presence in clinical settings to who staff, patients and families can seek assistance, advice and support.

17. To contribute to the corporate development and lead local implementation / improvement especially in the following areas:

- a. Transformation of nursing roles particularly within Primary Care/GP services
- b. Timely accurate documentation of care
- c. Advanced Nurse roles in GP Practices
- d. Mandatory training
- e. Staff standards of dress / uniform
- f. Communication / involvement with patients / families and carers in line with Person Centred Care
- g. Public Protection

7a. EQUIPMENT AND MACHINERY

The following are examples of equipment which will be used when undertaking the role: -

- Personal computer – used to communicate through email/internet/intranet.
Telephone – to communicate with internal and external contacts.
Mobile telephone – to provide instant access for staff contacts.
- Printer – to print out documents, presentations etc.

Additionally, the post holder 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 are 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.

Use Microsoft Outlook to communicate with internal and external sources.

Use the intranet / internet to research information.

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

Input and retrieve data for analysis from SSTS and eRostering / Safe Care.

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 complies with the Data Protection Legislation, 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

Annual objectives and development plan will be agreed and reviewed by the Primary Care Manager with professional input from Chief Nurse. 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 within areas of responsibility and in the absence of policy initiates required action using professional and managerial judgement. E.g. workforce redesign in line with new GP contract which may mean TUPE of existing staff

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. e.g. looking for trends in complaints or medication errors as new roles evolve within Primary Care

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.

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 and changing 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.

Ensuring Nursing staff working in a number of locations across a whole county population have sufficient professional support

Managing the expectations of GP colleagues to ensure Nurses within Practices are practising in a safe manner e.g. length of appointment time

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.

Communicate frequently with HSCP clinical and non-clinical staff in multiple departments / sites in NHS Lothian and with colleagues in external organisations.

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

Engage in effective communication with partners, 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.

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.

To work in collaboration with key stakeholders within Health and Social Care Partnership (H&SCP), NHS Lothian, General Practice, Primary Care, Voluntary and Third Sector providers to ensure efficient, safe and effective services are provided to meet the needs of the population of Edinburgh

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

Physical Managerial Role:

Sitting for long periods of time inputting at key board and dealing with Electronic communication, attendances at meetings and interviews.

Mental:

Balancing conflicting demands on time on a daily basis and dealing with unpredictable Interruptions, which may result in a change of activity.

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.

Travelling on a regular daily basis.

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

Degree in Nursing

Management/leadership qualification at Masters level or equivalent demonstrable experience.

Experience of working within Primary Care

Experience of budgetary and staff management.

Excellent interpersonal skills to exert influence and develop constructive working relationships with a wide range of clinical and non-clinical staff and patients.

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: