

JOB DESCRIPTION

1. JOB IDENTIFICATION

Job Title:	Deputy Chief Nurse REAS
Responsible to:	REAS Chief Nurse
Department(s):	Nursing Administration / REAS Management Team
Directorate:	
Operating Division:	REAS
Job Reference:	L-REAS-DCN
No of Job Holders:	1

2. JOB PURPOSE

The post holder will provide visible professional nursing leadership, care governance and assurance, and nursing workforce planning, for all nursing staff across the full range of Royal Edinburgh Hospital and Associated Services (REAS), ensuring the delivery of high standards of professional and clinical nursing practice.

Accountable to the Chief Nurse REAS for maintaining and further developing high standards of nursing care provided to patients, ensuring compliance with best practice and national and local policies and guidelines, developing improvements in nursing practice and influencing future service delivery and nursing strategy.

Responsible for managing a small team of Nurse Consultants, Lead Nurses and Senior nurses including all aspects of staff governance, recruitment and selection, appraisal and personal development planning and individual performance management as appropriate within remit.

Present themselves as a visible accessible and authoritative nursing presence in ward and department settings, from whom staff, students, patients, and their families can seek advice and support. This role will include the authority to instigate changes which ensures patient, and their families receive timely patient centred, safe and effective care.

Actively participate as a key member of the REAS senior management team to support delivery of the strategic, clinical, and operational performance and quality outcomes. This post will have a delegated responsibility to provide an overarching role representing REAS nursing at a range of committees and forums across Lothian and in National Working Groups creating a corporate and cohesive response to actions required on a REAS wide basis e.g., HAI, clinical documentation, workforce planning.

This post will play a pivotal role in the governance and assurance of Excellence in Care and Safe and Effective Staffing Legislation on behalf of the Chief Nurse and the delivery of the NHS Lothian Nursing and Midwifery Strategic Plan.

3. DIMENSIONS

This post covers delegated responsibility for professional nursing matters across REAS, NHS Lothian. Acute services are provided at the Royal Edinburgh Hospital in Edinburgh and at St John's Hospital, West Lothian.

REAS provides a range of tertiary, regional and national specialist services as well as secondary care services.

Staffing Responsibility:

Management responsibility for small team of senior nursing staff: 6-7 wte

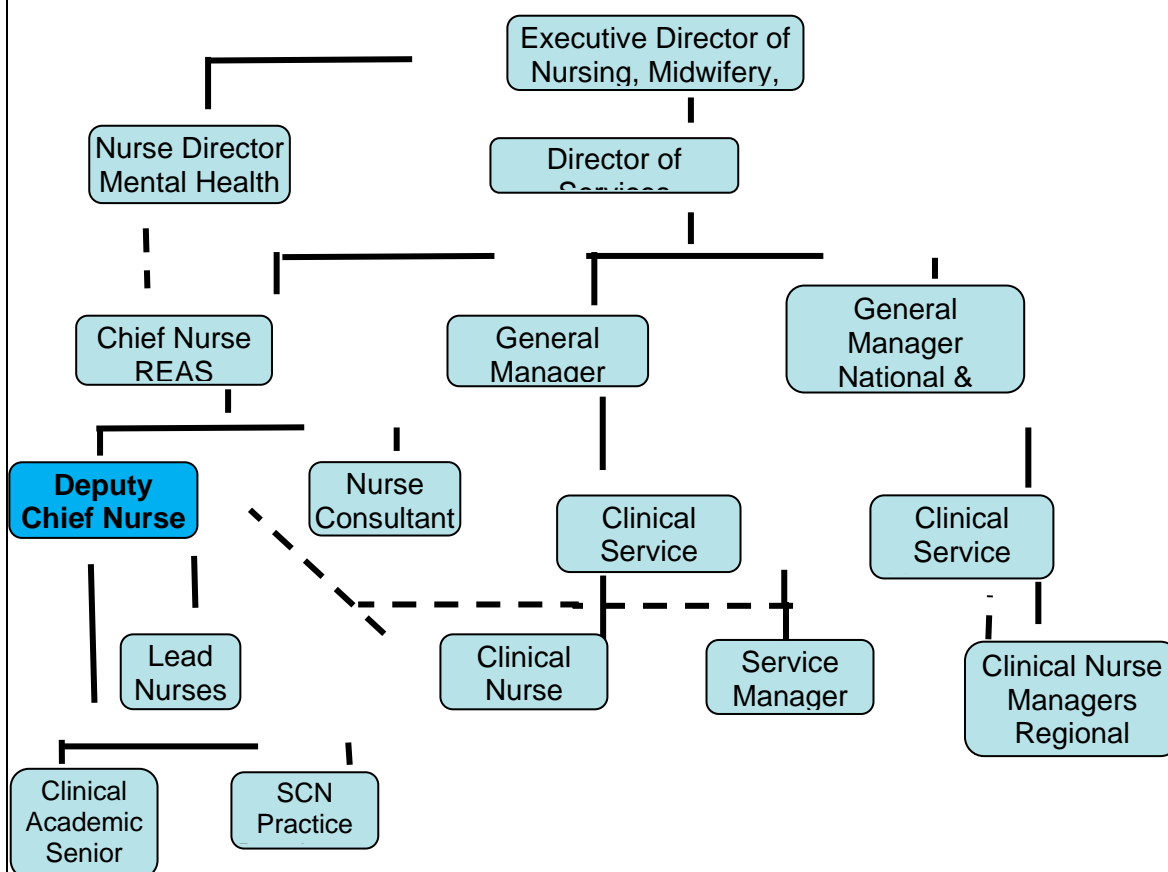
Professional Governance delegated responsibility: Approximately 1200 Nurses

Financial Responsibility:

Manage delegated budget of approx. £0.6m

The postholder will be a key member of the REAS Clinical Management Team. There will be requirement to work flexibly across REAS sites to meet service demands (services are predominately based in Edinburgh City and West Lothian).

4. ORGANISATIONAL POSITION



KEY

Line Management

Professional Supervision and Accountability

5. ROLE OF DEPARTMENT

Royal Edinburgh and Associated Services provides a range of local, regional and national mental health, intellectual disability, addictions and custody care services on behalf of NHS Lothian, Health and Social Care Partnerships, and other NHS Boards in Scotland.

Critical to the success of these services are close working relationships with external partners such as Scottish Ambulance Service, Unscheduled Care Services, NHS24, Acute Hospitals, Primary and Community Care, Police Scotland, Scottish Prison Service and the four local Health and Social Care Partnerships.

The nursing service within the REAS management team creates the conditions for the effective attraction, recruitment, development, and retention of a capable and confident nursing workforce, including the creation of rewarding career pathways; the undertaking of clinically relevant research and practice development; the creation of transformational nursing and midwifery roles and a supportive infrastructure and culture for good staff health and wellbeing; and critically:

- Provides visible professional leadership and direction for the nurses within REAS services.
- Ensures the delivery of safe, effective, person-centered, trauma informed and efficient high-quality nursing care and treatment.
- Supports the achievement of quality and performance indicators and targets as relevant to nursing.
- Contributes to the benchmarking of services ensuring they provide value for money.
- Contributes to the deployment and management of all resources within the designated clinical service.
- Is accountable for the clinical governance of service delivery.

REAS Nursing services employs circa 1200 wte nurses and healthcare support workers who work within all Mental Health, Intellectual Disability and Forensic Nursing clinical specialties and services as listed below:

Addiction and Recovery Services	Intellectual Disability Hospital Liaison Service
Adult Acute Mental Health Services	Intellectual Disability Mental Health Service
Adult Mental Health Rehabilitation Services	Mental Health Deaf Service
Child and Adolescent Mental Health Services	Older Peoples' Mental Health Service
Crisis Response & Intensive Home Treatment Services	Perinatal Mental Health Service and Regional Mother and Baby unit
Eating Disorders Services	Police Custody and Court Liaison Service
Forensic Medium Secure Care	Prison Healthcare
Forensic Examination Service	Psychological Therapies
Intellectual Disability Complex Needs Service	
Intellectual Disability Forensic Service	

Leadership

1. On behalf of the Nurse Director Mental Health & Intellectual Disability and the Chief Nurse REAS, contribute to the strategic development of services through influencing clinical strategy and integrating professional nursing leadership with the corporate aims and objectives of NHS Lothian to provide and deliver high quality, safe, person centered, effective and efficient care, treatment, and support.

2. Lead the development of clinical nursing practice at local level and develop robust systems to evidence improvements in quality-of-care delivery and patient experience. Undertake reviews, and plan developments for nursing practice and role development across the service areas in partnership with relevant stakeholders.
3. On behalf of the Chief Nurse REAS, responsible locally for leading and championing implementation of the NHS Lothian Nursing and Midwifery Strategic Plan and professional and care governance frameworks as they apply to nursing in REAS services, including nursing workforce priorities to support the delivery of the strategic and service objectives.
4. Provide clinical and professional expertise in relation to quality nursing care and clinical performance of the nursing workforce within REAS and work closely with the Clinical Directors, Heads of Profession and Clinical Service Managers to ensure robust and effective systems are in place to secure sound clinical governance, safety and risk management and use of learning from quality improvement, patient stories, patient experience, complaints, events and incidents reviews to work proactively towards mitigating risk or taking measured risks, to drive up quality practice and patient experience.
5. Ensure arrangements are in place locally to maintain and improve professional standards, practice and conduct, including clinical supervision uptake and escalation processes and HR policies are followed as appropriate for any concerns of professional practice or governance.

Service Development and Delivery

6. Undertake line management responsibilities for direct reports, ensuring HR and staff governance processes and policies are adhered to, appraisals and PDPs are developed and reviewed and staff attendance and performance are managed as appropriate, demonstrating flexible and effective leadership approaches and skills, and compliance with standing financial instructions and highly effective financial management.
7. Articulate the implications of national and local nursing policy and support local implementation in collaboration with Clinical Service Managers and multi-disciplinary teams. Provide professional nursing advice to strategic planners, managers and others, specifically around clinical models, service design, evidence-based quality care and service improvements.
8. Support the Chief Nurse and General Managers in partnership with operational service managers to develop nursing workforce plans, providing professional advice on workforce tools, skill mixing, rostering, skills, and competencies etc. to support safe, efficient, and effective staffing arrangements and minimizing dependency on supplementary staffing.
9. Promote and support single system and integrated working in conjunction with all parts of the local health and care system, inspectorates, and other partnerships to reduce waste, variation and harm, and actively engage in dialogue with service users and carers on a regular and frequent basis to gain their views and observations on service developments and delivery.
10. Ensure through the Patient's Council, Carers Associations, Advocacy services that Clinical Nurse Managers, SCNs and clinical teams actively encourage and enable patient and relative feedback, and that feedback is shared and used to drive up quality in patient care and experience and future service delivery.

Clinical

11. Comply with Nursing and Midwifery Council Code of Professional Standards of Practice and Behaviour and ensure professional guidelines are adhered to, acting as a professional role model to others. Ensure the implementation and monitoring processes for NMC re-validation for all REAS nurses is effective and ensuring robust systems are in place to provide staff with clinical supervision and reflective practice.
12. Actively work within scope of professional practice in the clinical areas 2 days per month. Provide visible leadership and advice, role model and assure high standards of nursing clinical practice, positive culture, values, and behaviours are demonstrated towards patients, carers and colleagues by the clinical teams.
13. Contribute to practice reviews, investigations, and disciplinary processes in accordance with agreed NHS Lothian policies.
14. Work closely with the Chief Nurse and REAS Executive Leadership Team / Senior Management Team, Clinical Directors, Clinical Nurse Managers, AHP and Psychology Heads of Profession to identify, implement, maintain, and review clinical standards and clinical policies and standard operating procedures.
15. Employ relevant frameworks and dashboards to articulate, communicate, monitor, and assure professional standards of practice ensuring agreed standards and quality are fully embedded in practice and service, escalating any areas of concern and taking corrective action where standards fall below those expected - the Deputy Chief Nurse is responsible for ensuring the Excellence in Care assurance system is used to drive improvements in quality and effectiveness of nursing care in REAS.
16. Ensure through the Clinical Nurse Managers the highest standards of record keeping and documentation - including documenting of patient assessments, formulations, care planning, risk management planning, chronologies of care, decision making and reports/ letters, ensuring care is person centred and outcomes focused as appropriate to individual needs and circumstances of the patient.
17. Ensure highest possible compliance with national standards and work closely with the Clinical Service Managers and Clinical Directors in the co-ordination of local visits as part of any national inspection or assurance process e.g., the Healthcare Improvement Scotland environmental standards and IPC standards; the Mental Welfare Commission; Quality Standards Accreditation Schemes; NMC Student Placement Approval visits.

Research, Learning, Education, Training and Development

18. Responsible for building nursing research capacity through a range of initiatives including Clinical Academic Senior Nurses and the identification of areas of practice that require to be researched, improved and developed and establishing research collaboratives with Higher Education Institutions and Clinical Academics in other service areas to actively identify and inform the evidence base for nursing practice in REAS.
19. Lead the development of education, learning and development strategies and plans for the nursing workforce and students, ensuring implementation of these locally to support a fit-for-purpose, fit to practice workforce that is competent, confident, and capable to deliver high quality care and treatment, ensuring the clinical learning environments are compliant with NMC and NES national standards. This includes supervising and monitoring a program within REAS for international recruitment.

20. Lead educational forums to support developments, reviews, and evaluations of undergraduate and post graduate education and learning, establishing good working relationships with universities to ensure collaborative approaches to education, research and development.

21. Assist the Chief Nurse in identifying opportunities for staff development through rotation, new role developments and take lead responsibility for a programme of succession planning at all levels of nursing roles, using data and analytics to inform future nursing workforce plans.

7a. EQUIPMENT AND MACHINERY

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

PC/laptop/ projector
Mobile devices
Telephone
Photocopier
PinPoint Personal Alarms
Moving and Handling Equipment
Clinical equipment

7b. SYSTEMS

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

Datix for adverse event reporting and clinical risk assessment
TRAK for patient records
HEPMA
HealthRoster }
TURAS }
eEES } for staff management and monitoring of additional hours etc
eExpenses }
Timesheets }
Staff Bank system }
SafeCare

Tableau Dashboard for performance monitoring including sickness absence.

PECOS for ordering supplies and equipment

Other clinical records

Training records

NMC registration data

Internet, intranet, Microsoft Office software

Health and Safety system (e.g., control books, risk assessments)

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

8. ASSIGNMENT AND REVIEW OF WORK

The postholder is expected to operate with a high degree of autonomy and their professional scope will be substantial. Works under broad direction within the parameters of organizational and REAS objectives, corporate and clinical governance, professional standards, and Board/national policy. Organises own workload to meet service demands.

Annual objectives and personal development plans will be agreed and reviewed by the Chief Nurse. Performance against these will be reviewed in line with NHS Lothian PDP processes at least annually. The Chief Nurse will provide annual appraisal.

9. DECISIONS AND JUDGEMENTS

The post holder will work with a high degree of autonomy to anticipate, identify, and provide innovative solutions to a variety of complex and multi-faceted nursing and patient care issues, which will include the need to liaise and negotiate with senior clinicians, families/carers, other agencies, and other external bodies.

Determining and recommending the most appropriate approach to workforce planning and other service changes to support the Chief Nurse and REAS Services Director.

Responsible for supporting the assessment and escalation if/as appropriate any professional and/or quality issues, from the perspective of patient safety and public confidence in the service and wider system impact, in the absence of REAS SMT members.

To interpret and apply NHS Lothian policies within areas of responsibility.

Investigate and responds to complaints from staff, patients, carers and member of the public initiating corrective action as required.

Advise and supports Clinical Service Managers and Clinical Nurse Managers in ensuring safe staffing in response to workload required within the competing priorities of the service, deciding on numbers / skill mix required and deployments of staff based on risk assessment and necessary mitigations,

Providing professional advice to support management decision making relating to staff management responsibilities including staff performance, conduct and capability issues, department workload and the acuity / dependency of patients including patient placement, recruitment and retention,

Responsible for supporting the Chief Nurse in the clinical and professional development of the nursing workforce.

Deputises and makes decisions on behalf of the Chief Nurse in their absence.

10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

Providing assurance through effective communication, professional leadership and implementing robust systems and processes that the patient safety, person centred and quality agendas are being delivered to a high standard.

Supporting change in a form that promotes proactive visioning and delivers co-operative working towards innovative solutions that ensure the provision of safe, effective and person-centred care and treatment by nursing staff and compassionate leadership of staff.

Communicating / supporting patients / relatives / staff following a serious incident/critical event.

Communicating with and supporting distressed/anxious/worried relatives /patients/colleagues.
Dealing with verbally abusive patients/members of the public.

Leading on complex agenda's whilst managing the nursing resource to meet competing and conflicting priorities in terms of resources for timescales for delivery.

Providing professional nursing leadership and advice for nursing staff / regarding nursing practice across the full diverse range of nursing and service delivery specialties in REAS including perinatal mental health, eating disorders, prison nursing, forensic nursing, substance misuse nursing, older adult mental health, CAMHS, psychological therapies, acute, rehabilitation and mental health crisis care nursing.

11. COMMUNICATIONS AND RELATIONSHIPS

The post holder communicates on a regular basis with patients, relatives, and carers on the delivery of patient care and experience of service provision. Takes a pro-active role in preventing and addressing complaints and may act as a patient/ staff advocate through the application of ethical, legal and professional knowledge and skills.

The postholder also liaises with clinical and non-clinical colleagues across the multidisciplinary team regarding service needs daily, and with external organisations as required.

For the effective management of staff and the service the postholder 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.

Highly effective communication skills in interpreting and analysing a range of information from various sources and translating the information to understandable formats for a range of audiences. This includes written reporting writing, verbal and electronic presentation of data etc.

Internal communication:

Members of clinical and hospital management teams

Senior clinical and nursing staff

Multidisciplinary leads

Other clinical /Integrated Joint Board management teams

Corporate support functions including Facilities, Estates, Procurement, Health and Safety, Risk Management, Finance, HR

Staff Bank management

Trade unions and professional organisations

External communication:

Regulatory bodies

Colleagues in other NHS Boards/agencies/ partnerships

Scottish Government

Local authorities

3rd Sector Organisations
Higher Educational institutions
National Professional networks
National working groups and forums

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

Physical

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

Occasional requirement for light effort, e.g., transportation of relevant documents

The job requires the post holder to be trained and competent to undertake high level control and restraint of patients (the post holder will undertake the full range of nursing duties in the inpatient wards 2 days per month)

Occasional:

moving and handling of patients

moving and handling of ward equipment

Mental

Concentration required to undertaking managerial and clinical components of role including requirement to balance conflicting demands on time and dealing with unpredictable interruptions which may result in a change of activity.

Frequent high level of prolonged concentration required for analysis of data, complaints and incident investigation, writing reports, counselling staff and attending meetings.

Emotional

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

Frequent exposure to highly distressing situations through the complex nature of the patient population served by REAS.

Managing staffing issues including counselling staff with performance/ conduct issues, staff sickness / conduct / competency issues within the nursing workforce

Working Conditions

Travelling between hospital sites / meetings on a regular basis.

Occasional exposure to unpleasant working conditions, temperature variations e.g. working in the vicinity of uncontained body fluids, foul linen, infestation and noxious smells.

Exposure to verbal or physical aggression

The job requires occasional participation in high level control and restraint of patients when working in the clinical areas (min 2 days per month)

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

- First level Registered Mental Health Nurse or Registered Learning Disability Nurse.
- Educated to Masters degree demonstrating a wide level of clinical understanding and evidence-based practice and evidencing appropriate skill sets required for change management.
- Significant experience in a senior nurse management role or senior professional leadership role

- Experience of managing complex and competing demands and situations.
- Sound knowledge of national policy, strategy, and legislation of relevance to professional nursing, care delivery and service provision
- Experience of successfully supporting the planning, development, and implementation of strategic plans.
- Experience of managing risk, complaints, governance processes, and quality standards and an understanding of good financial management.
- Highly developed interpersonal skills
- Training in high level management of violence and aggression

14. JOB DESCRIPTION AGREEMENT

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

Date:

Job Holder's Signature:

Date:

Head of Department Signature: