NHS TAYSIDE – AGENDA FOR CHANGE

JOB DESCRIPTION

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| **1** **JOB IDENTIFICATION** | Job Title | Clinical Nurse Manager/Peripatetic Nurse Specialist |
|  | Department(s)/Location | Continuing Care Frail ElderlyRoyal Victoria/Ashludie Hospital |
|  | Number of Job Holders | 1 |
| JOB PURPOSEProvide leadership, management and operational support to the multi-professional team within an agreed area to ensure a high standard of service provision is maintained. |
| ORGANISATIONAL POSITIONSee attached organisational chart |
| SCOPE AND RANGEClinical Nurse ManagerResponsible for operational management of agreed In-patient services within Continuing Care of Frail Elderly (Dundee).Royal Victoria and Ashludie Hospitals are an integral part of NHS Tayside Primary Care Division. Inpatient services have five Continuing Care wards specialising in care of the frail elderly person.Demonstrates a high level of management knowledge and clinical expertise above that required for Senior Charge Nurse.Operationally manage a team of senior professionals.Has an overall view of a designated area.Contribute to the strategic development of Continuing Care services within Dundee.Contribute to any forum relevant to the health needs of older people within NHS Tayside as delegated by Specialty Manager.Develop and evaluate services within Continuing Care to ensure a high quality service is provided within resource provision.Practice as an RGN with specialist knowledge of Older People services.Manage budgets as delegated by Specialty Manager, e.g. equipment, training.Act as authorised signatory for travel claims, endowment funds, cashier cheques, annual leave, payroll, equipment and training applications.Peripatetic Nurse SpecialistThe main purpose of the Peripatetic Nurse Specialist is to receive referrals and assess patients referred from various community settings, e.g. Local Authority/Private Care Homes, within Dundee City who present with complex problems pertinent to elderly care and liaise with the MDT in their management.Post holder is the lead specialist and is responsible for providing advice/ liaising regarding patients experiencing complex problems. Provision of highly specialist training/education to community based health professionals.This aspect of the post is continually transforming to meet the need of patients and staff it encounters.Manage and develop a flexible and responsive service which will assist to maintain people in their (if appropriate) current care setting and prevent inappropriate admissions to hospital. This would include addressing the revolving door aspect of recurring admissions. |

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| MAIN DUTIES/RESPONSIBILITIESClinical* Provide expert/specialist nursing support and supervision to Senior Charge Nurses and members of nursing team within Continuing Care Service.
* Provide guidance information, support and clinical advice to professionals and other carers within designated community settings who offer care to older people with complex illness, which is highly developed specialist knowledge and is underpinned by specialist training and experience.
* As delegated by the specialty manager lead and manage the change process within the in-patient service for the benefit of patient care
* Promote best practice and encourage innovation
* Facilitate the acquisition of advanced clinical skills to support the delivery of patient care and treatment
* Facilitate the use of best practice and evidence based care ensuring monitoring and review of the this care and advising the Specialty Manager of any deficiencies or service developments required
* Through example, mentorship and applied management, develop staff within the scope of their grade
* Provide advice and guidance on health promotion, health management and prevention strategies to patients, carers and significant others.
* Develop and maintain good relationships with service users, carers, relatives and fellow health, social and welfare professionals who are involved in care delivery to effect the highest standards attainable in continuing care which is evidence based and contemporary to national standards and guidelines for care of older people.
* Promotes health education within area of responsibility.
* Ensures a holistic approach to patient care is fostered within the clinical area.
* Acquires advanced clinical skills to support the delivery of patient care and treatment.
* Understands complex drug regimes and common side effects and follows Nursing and Midwifery Council (UK NMC) Drug Administration Guidelines.

DocumentationEnsure systems within area of responsibility lead to:* The maintenance of accurate records in accordance with Professional Standards, NHS Tayside Primary Care Division and local standards
* Compliance with relevant national legislation, e.g. Freedom of Information Act, Data Protection Act
* Compile reports of a complex nature including minutes, assessments, complaints response, action plans, risk assessments, adverse significant incidents etc.

**Professional Ethics*** Comply with the UK NMC Professional Code of Conduct, and local and national policies and procedures
* Ensure that all senior professional staff within a defined area comply with relevant codes of conduct and local and national policies and procedures and report on non-compliance
* Respect the individuality, values, cultural and religious diversity of patients and staff and contribute to a service which is sensitive to these needs
* Ensure that all senior professional staff are familiar with all relevant legislation i.e. Adults with Incapacity Act, Human Rights Act.

Leadership, Supervision and Appraisal* Lead specific developments in agreement with Specialty Manager
* Identify training needs relating to service delivery and within a defined area, which address scope of practice issues and competencies
* Establish and maintain professional performance appraisal system for senior clinical staff
* Conducts appraisals with senior clinical staff, identifying gaps in personal development and formulating training plans to address these
* Facilitate an environment where learning needs are identified and met
* Review and reflect on own practice and performance through effective use of professional and operational supervision and appraisal
* Supervise and manage carer support and education groups.

Training staff and students* Manage the induction and orientation of senior clinical staff
* Ensure that learning programmes are in place for senior staff
* Manage the service to ensure that mandatory/clinical training needs are met
* Work in partnership with universities and further educational establishments and ensure the development of learning programmes for pre and post registration.
* Initiates, plans and implements training and education of staff within community settings as required to meet patient need, staff and service development.
* Preparation of training programmes which are specific to the audience group while ensuring that the information provided is current, contemporary and matched to the needs of the audience always ensuring the presentation material is well researched and referenced.

Service Development and Delivery* Ensure that national and local policies are understood by senior clinical staff and are implemented and evaluated.
* Act on information from senior clinical staff re deficiencies in service provision, lead the clinical team to formulate remedial measures, prioritise workload and when appropriate, pass to Specialty Manager
* Propose and contribute to the formation of NHS Tayside Policies and Protocols as requested/delegated by line manager where appropriate.
* Assist in the operational planning and implementation of policy and service development.
* Effectively implement and evaluate agreed strategies and service plans
* Lead on delegated projects using change management techniques e.g. information gathering/benchmarking, communication to all relevant parties, evaluation etc.
* Develop the service to reflect current and predicted needs of an ageing population
* Deliver a range of services within the budget maximizing the use of resources ensuring value for money.
* Promote current (NHS Scotland/Tayside – older people) Partnership working to the benefit of patients and staff
* Develop and maintain good relationships with service users, carers, relatives and fellow health, social and welfare professionals who are involved in care delivery to effect the highest standards attainable in good mental health care.
* Agree objectives with Specialty Manager and translate these into clinical practice which is research or evidence based
* Develop systems whereby users opinions are actively sought, e.g. focus groups and these are incorporated into all aspects of service delivery.
* Develop expertise in the role, and through role modelling and mentorship create a culture whereby staff can develop their full potential and thereby impact on service delivery
* Responsible for sharing best practice with all relevant nursing staff.
* In a modern health care structure within the complexity and diversity of the role manage the impact of servicechange on the interface with other agencies.
* Takes appropriate pro-active measures to minimise adverse events within a Risk Management Structure.
* Manages the impact of service change on groups of staff, other agencies, patients and their significant others*.*

Professional Development* Maintain portfolio in line with requirement for Professional Registration
* Develop expertise in the role and be responsible for sharing information and best practice with all relevant parties
* Maximise skills and ensure development of staff to meet the changing needs of patients and therefore the service.

Clinical Governance, Quality and Standards* Manage area of responsibility, based on NHS Tayside staff governance standards in order to ensure best practice in staff management
* Work in partnership with Clinical Governance colleagues to provide appropriate information to evaluate service, and identify areas for development.
* Encourages and participates in audit and research, to monitor, evaluate and improve services
* Complies with, and ensures all staff comply with, all relevant NHS Tayside and local policies and procedures including those relating to Health and Safety, Risk Management, Confidentiality of Information, Infection Control, Safe and Secure handling of medicines, Moving and Handling and Fire Orders.
* Follows NHS Tayside Policy when handling and learning from complaints. Leads investigation and provides a written response to complaints. Learning points shared with ward/department/team.
* Adapting existing NHS Tayside Policies to meet local requirements.

Management Skills* Participate in workforce planning within designated area, e.g. selection, recruitment and retention. i.e. Develop accurate Job Descriptions, Person Specifications, Request to Fill a Vacancy, Job Adverts.
* Gather information to analyse skill-mix and staffing levels and make recommendations to line manager regarding use of resources for the promotion of best service delivery.
* Directly manage sickness absence following Trust Policy including delegation to staff their roles and responsibilities working in partnership with HR and Staff Organisations to promote attendance at work.
* Directly manage poor performance following Trust Policy including delegation to staff their roles and responsibilities working in partnership with HR and Staff Organisations to improve individual and team performance.
* Lead on investigations i.e. poor performance, professional misconduct, harassment at work, fraud, grievances etc. and presenting management case if necessary at Disciplinary Hearing and lead on remedial action plan.
* Provide support and leadership to senior clinical members of the multidisciplinary team
* Ensure appropriate systems are in place within each discipline to maximise the effects of multidisciplinary working.
* Prioritise workload to meet objectives agreed with Specialty Manager
* Deputise for the Specialty Manager as necessary and represent Continuing Care at relevant forums.
* Apply knowledge of Human Resources Management, e.g. Pin Guidelines, Employment Law, contractual arrangements, partnership working etc
* As delegated lead in the complaint reporting procedure, involving investigation, interview techniques, diplomacy, sensitivity, complex issues and report writing with recommendations/action plan
* Responsible for devolved budgets, Training and Equipment budgets.
* Act as Specialist for own area e.g. participate/lead on groups within health and local authority and other partnership organisations.
* Has a responsibility for ensuring management of patient funds and leading multidisciplinary Incapax meetings as per NHS Tayside Policy.
* Regularly meet with Senior Nursing Staff to discuss relevant issues regarding service provision.
* Lead Health & Safety implementation within the specialty.
* Develop protocols for peripatetic service, which impact on multi-disciplinary team.

Emotional Effort* Adopt a professional approach in different situations using diplomacy, tact and sensitivity.
* Manage the effects of unpredicted service change and convey this information to the affected groups of staff, supporting them through the change process when this may mean displacement, re-grading, dissemination of teams, change of location, site and service retraction.

Research and Practice Development* Encourage staff to undertake research and/or audit projects in order to develop themselves professionally.
* Review evidence base as new research becomes available
* Disseminate, implement relevant research findings to optimise patient care and treatment delivery thereby reducing the theory-practice gap.
* Undertake surveys, audits and various research and development studies as appropriate to the needs and continued development of the service.
* Initiate and develop initiatives, which are sound and evidence based to improve the care of older people with complex illness within community settings.
* Continuous development of the peripatetic service by leading focus groups and using evidence-based practice to develop a system which improves patient care and delivery of service by being adaptable to change and flexible enough to meet the changing needs of the older population with complex needs
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|  COMMUNICATIONS AND RELATIONSHIPS* Establish and maintain effective communication channels and provide a focal point for the dissemination of information thereby providing exemplary leadership and ensuring staff have all relevant information to maximise their job potential
* Liaise with health and social work staff at a level relevant to post to ensure that service delivery is planned, implemented and reviewed in line with best practice
* Convey complex and contentious service development information to large groups eg staff, staff organisations, senior managers, carers etc
* Liaise with staff and their staff organisation regarding contentious or sensitive issues utilising negotiating and persuasion skills to achieve the best outcome
* Chair formal meetings as required and attend other senior staff meetings. Many ad hoc meetings are convened as required and will occasionally be chaired by the post holder
* Provide professional advice and opinions where appropriate
* Demonstrate excellent communication skills at a senior level – both written and verbal
* Develop and maintain good communications and working relationships with community-based agencies involved in care provision in order that an effective service can be provided for people with complex needs.
* Develop and maintain good communications and working relationships with community based agencies to ensure earliest possible referral for intervention, advice, education and care for people experiencing complex symptoms of illness.
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| KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB* Clinical Qualification in Nursing, RGN / Adult.
* Registration with professional body e.g. Nursing and Midwifery Council
* Specialist clinical knowledge achieved extensive underpinned by theory.
* Extensive experience of management within a clinical setting
* A high level of understanding on national guidelines/legislation relating to care of older people
* The ability to inspire groups of staff / teams of professionals
* Evidence of post registration clinical/managerial education relevant to the post
* Excellent communication and inter personal skills
* Team working skills
* Time management skills
* Presentation skills
* Experience of successfully managing change and service development
* Computer skills
* Have proven ability to produce reports/information within dead-lines
* Have proven ability to communicate/liaise at a high level
* Have proven staff management skills and experience of HR issues
* Highly specialised clinical skills in care of the older person in residential and institutional settings to the ultimate aim of appropriate care provision for all of the needs of the patient, e.g.
	+ Dementia/challenging behaviour
	+ Wound care
	+ Tissue viability
	+ Phlebotomy
	+ Catheterisation
	+ Palliative care
	+ Syringe driver care
	+ Nutrition/hydration
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| ESSENTIAL ADDITIONAL INFORMATIONSYSTEMS AND EQUIPMENT* Access and utilise IT systems on a daily basis to maintain records, provide reports and develop documents
* Is a designated signatory for travel claims***,*** endowment funds***,*** annual leave***,*** payroll equipment, training applicationsand act as designated signatory for Specialty Manager.
* Ensure continuous supply of equipment is available for clinical use.
* Identify gaps in equipment provision and prepare documents/bids to secure funding for equipment for new systems e.g. ECG (high level complex).
* Liaise with Estates and Site Management re maintenance programme.
* Maintain Asset Register for area of responsibility.
* Interpretation of MELs/HDLs, Scottish Executive and other literature incorporating the directives into patient records and therefore standardised practice directing staff through facilitation of training and education.
* Assist in development accurate patient records, which reflect care incorporating audit mechanisms to produce information relevant to the development of practice/care.
* Contribute to development of performance management systems and ensure adherence by all staff.

**Responsibility for Records Management**All records created in the course of the business of NHS Tayside are corporate records and are public records under the terms of the Public Records (Scotland) Act 2011. This includes email messages and other electronic records. It is your responsibility to ensure that you keep appropriate records of your work in NHS Tayside and manage those records in keeping with the NHS Tayside Records Management Policy and with any guidance produced by NHS Tayside specific to your employment. |
| PHYSICAL DEMANDS OF THE JOBPhysical* Geographical diversity of unit/care settings involves regular travel.
* Be prepared to respond to emergency i.e. fire.
* Sitting in confined position for long periods of time, i.e. meetings
* Occasional exposure to verbal aggression

Mental Effort* Concentration required for meetings, report writing, analysis and lengthy spells using IT equipment (1-2 hours)
* Concentrate while trying to analyse complex situations i.e. Investigatory Hearings.
* Responding to unexpected changes in schedule i.e. emergencies.
* Prioritising workload demands throughout the day.
* Retention and communication of knowledge and information.
* Dealing with complaints using tact and sensitivity.
* Dealing with staff performance issues e.g. motivation, encouragement and persuasion.
* Responding to unexpected changes in staffing levels as a priority.

Emotional Effort* Discuss sensitive issues with staff/carers who may be distressed, anxious, worried.
* Face to face breaking bad news and dealing with consequences.
* Support multidisciplinary professional staff within service as requested by them.

Working Environment* Sitting at VDU for prolonged periods of time, (1-2 hours)
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| DECISIONS AND JUDGEMENTS* Makes decisions on a daily basis, which ensure safe and effective service delivery.
* Provide immediate information/answers at the behest of the situation or the enquirer.
* Practices autonomously as detailed within Professional Codes of Practice and begin immediate investigations into alleged breaches reporting to appropriate senior staff.
* Within the Risk Management System complete and process red risk alerts ensuring appropriate remedial action and information shared with all the relevant parties.
* Follow agreed policy on Emergency Situations.
* In the absence of the Specialty Manager perform all agreed delegated decision making duties.
* Operates with autonomy within the agreed management structure.
* Accountable for decisions and actions taken.
* Leads and contributes to service developments and is delegated roles as per the needs of the service and own personal skills and knowledge.
* As Registered General Nurse practice clinical judgement and responsibility within Continuing Care Service.
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| MOST CHALLENGING /DIFFICULT PARTS OF THE JOB* Prioritising demands e.g. organisational, managerial and operational.
* Managing the complexity of communication with a team of clinical professionals
* On a daily basis manage range and complexity of demands from varying grades of staff, disciplines, agencies, statutory and non-statutory bodies.
* Maximising fixed resources to meet increasing demands of demographic change e.g. increasing elderly population and decreasing workforce.
* Gathering and processing information within short timeframe to meet deadlines set by senior management
* Be available for staff who need immediate support and advice on personal /clinical/managerial issues.
* Managing non-performing staff.
* Assisting and working with other practitioners, i.e. within community settings to manage the change required in some areas of practice as well as develop new approaches to accommodate the possible ways care for older people with complex needs can be offered in line with the evidence base available from a variety of sources
* Being a clinical expert within the area and having an overview of the staff/skill mix required ensuring delivery of best practice.
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| JOB DESCRIPTION AGREEMENTThis job description will need to be signed off using the attached sheet by each post holder to whom the job description applies. |

JOB DESCRIPTION AND ESSENTIAL ADDITIONAL INFORMATION FORM – SIGNATURE OF AGREEMENT

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| **Post Title** | Clinical Nurse Manager/Peripatetic Nurse Specialist |
| **Reference Number** |  |

The attached job description and essential additional information will be used as part of the Agenda for Change assimilation exercise and therefore the job matching panel may wish to seek further clarification on any issues contained within the documents. Should this be necessary please identify an appropriate Manager and Staff representative who can be contacted.

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| **Responsible Manager** | Marion Burnett |
| **Contact No.** | 24187 |
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| **Staff Representative** |  |
| **Contact No.** |  |

Changed post from 04/01/10

ORGANISATIONAL POSITION – CLINICAL NURSE MANAGER

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|  |  | Specialty ManagerPsychiatry of Old Age & Continuing Care Frail ElderlyIn-patient Services |  | Admin & Clerical Staff |
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|  | Clinical Nurse ManagerPsychiatry of Old Age & Continuing Care Frail Elderly |  | Clinical Nurse Manager / Peripatetic Nurse SpecialistContinuing Care Fail Elderly |
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| 7 Wards(POA & Cont Care)Senior Charge Nurses | Senior Nurse(POA) | AHP DepartmentsHead III Occupational Therapist & Lead Physiotherapist | Practice Development/Clinical Governance Link Nurse(Cont Care) | 2 Wards(Cont Care)Senior Charge Nurses | Clinical Link with Care Homes within Dundee City |