NHS Grampian

**Job Description**

# SECTION 1

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| JOB IDENTIFICATION |  |
| **Job Title:** | Chief Nurse for MUSC Portfolio |
| **Department(s):** | MUSC Portfolio |
| **Location:** | ARI |
| **Hours:** | 37 hours per week |
| **Grade and Salary:** | Band 8C £79,466 - £85,181 per annum |
| **Contract:** | Permanent |

###### SECTION 2

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|  | **Job Purpose**  The Chief Nurse will work with the Portfolio Executive Lead (PEL) and Portfolio Medical Director (PCD) in delivering high level, effective and visible leadership across the entire MUSC Portfolio.  They will have professional and managerial responsibility for their Portfolio that includes workforce planning, quality of care and clinical and professional governance. They will require to develop positive and professional relationships and networks to enhance strategic planning across the Health and Social Care Partnerships and the Foresterhill Health Campus.  The post holder will be required to engage, negotiate and collaborate in a wide range of professional groups, stakeholders and organisations across NHS Scotland and in doing so provide highly specialist professional advice to ensure the development of high quality, innovative, cost effective and safe patient centered care.  The post holder, is required to provide, professional expertise, leadership and advice across NHSG.  The Chief Nurse will work as a highly expert clinician exercising the highest degree of personal and professional autonomy, making frequent highly complex and critical judgements utilising the highest level of decision making skills to satisfy all the demands of the role. In applying their expert knowledge, skills and experience the post holder will take a strategic view of the service and in doing so provide advice, guidance, training and leadership to clinical staff, senior management teams and as required members of the Chief Executive Board.  The post holder will also provide personal team leadership and facilitate partnership working to achieve the best possible healthcare outcomes for the Portfolio. This will include clinical leadership in relation to redesign of services in order to deliver the specialist needs of the service.  The post holder will work in collaboration with the PEL and PMD to ensure the implementation, development and delivery of effective systems to enable maximum operational efficiency both within the Portfolio and beyond.  As a member of the Portfolio Senior Leadership Team the Chief Nurse will participate fully in the clinical, professional, strategic governance of the Portfolio and will ensure that the quality of services and care provided to patients is optimised.  The post holder may on occasion be required to deputise for the PEL and the Nurse Director.  There will be a requirement to undertake a degree of on-call duties with this post. |
|  | **Organisational Chart** (Please identify this post clearly in the structure – as a minimum show 2 levels above and 2 levels below (where relevant)  Acute Medical Director  Portfolio Exec Lead  Nurse Director  Portfolio Chief Nurse  **(This post)**  Strategic Interface Lead  Portfolio Medical Director  Operations & Performance Lead  Lead Nurses  Nurse Managers |

###### Please refer to appendix B(i) for definitions

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| **1** | **Communication and relationship skills**  The postholder is required to display exemplary and highly developed interpersonal skills to effectively communicate highly complex, contentious and sensitive issues to groups and individuals of differing professional backgrounds. This requires the use of negotiation, motivation, influencing and persuading skills and work with groups who may not always hold similar views and where proposals may have direct consequences on current service provision.  Evidence:   * Responsible for building relationships with clinical teams (in particular medical staff) and partner agencies to develop a climate where challenging practices and working patterns create effective and sustainable solutions - requiring sensitivity and strong relationships. * Manage highly sensitive, contentious and emotional situations to include complaints handling, dealing with critical incidents, meeting with distressed relatives and hearing disciplinary and grievance cases including appeals. * Ability to defuse situations, which means having a measure of diplomacy control and influencing skills. Required to be clinically competent in dealing with the emotional impact of people who present with behaviours that challenge services. Sensible negotiator with practical expectation of what can be achieved * Demonstrate the highest level of interpersonal and communications skills given the need to communicate regularly with staff and other colleagues in the Local Authority, Police and Voluntary Organisations. * Ability to communicate clearly local and national strategy into achievable & measurable activities /objectives for services to motivate teams and encourage team working. * Ensure effective interpretation and communication of complex strategic and operational data, producing and organising information in a way that allows all staff to understand local priorities in the context of the wider organisational and national agenda. * Receive and interpret health information, statistics and research data and communicate at both national and regional events. This information may be contentious and could produce negative responses that require sensitivity and skill in handling and resolving. * Significant personal and interpersonal strengths achieved through charisma, good communication and team approach. The ability to form relationships with others, be a good listener, have verbal fluency and empathy. * Competent in negotiating / motivating and persuading a wide variety of personnel at all levels of the organisation and beyond. * A psychological ability to thrive in a stressful and challenging environment. This will require the ability to self motivate and be able to cope during periods of isolation. * Meeting frequently with senior leaders within NHS Grampian: 3 HSCPs and Consultant colleagues to update, negotiate and plan strategy implementation. Responsible for developing and maintaining partnership working relationships with colleagues in local authorities and the third sector to ensure effective and integrated delivery of services. * Meeting regularly with colleagues within NES, Scottish Government and NHS Scotland to discuss, identify and plan and implement changes to plans/policies, to ensure ongoing implementation of national nursing strategy / health improvement strategies. * Develop and sustain communication networks across NHS Grampian and nationally. e.g. the Royal College of Nursing to support the development of strategy and policy and the development and implementation of evidence base practice.   **Contacts:**  Diverse range of communication methods are used - face to face meetings, workshops, video conferencing, e-mail, telephone etc  **Internal:** NHS Grampian Leaders, PELs, Operational Managers, Clinical/Medical Directors, Board members, senior clinicians and other professional Staff Groups e.g. HR, Finance, Clinical Governance Team  **External:** NES, Scottish Government (Health Improvement Scotland), Other Scottish Boards, Social Services, Police Scotland and Third Sector |
| **2** | Knowledge, training and experience The postholder is required to demonstrate knowledge and skills at Masters level and actively undertake research.  **Qualifications and education**   * Registered nurse and a member of Nursing and Midwifery Council * First degree in nursing or related discipline * Master’s degree in nursing or related discipline ( or working towards)   **Knowledge**   * Highest level of knowledge of methods of developing clinical quality assurance, quality improvement and evidence based clinical practice * Exemplary understanding of the NHS, Local authorities and cultural, social and political environments * Evidence of continuing professional development * Knowledge of NHS environment.   **Experience**   * Minimum of five years working at a senior nurse management level. * Evidence of learning and experience comparable with higher specialist training. * Minimum of five years’ experience of practice development and innovation at organisational level, people management, performance and budget management. * A minimum of five years’ experience as a qualified nurse or relevant post basic qualification in a related field. * Proven effective change/project management and leadership skills and the ability to direct change at a clinical and strategic level. * Demonstrable experience of working in a multi-agency arena, in partnership with other agencies and particularly academic institutions, voluntary organisations and local authorities.   **Personal qualities**   * Strong commitment to principles of equality. * Commitment to team-working and respect and consideration for the skills of others * Self-motivated, pro-active and innovative (able to act autonomously) |
| **3** | Analytical and judgemental skills **Evidence:**   * Highest level of interpersonal, negotiating and influencing skills, with practical expectations of what can be achieved * Highly developed analytical skills, including critical appraisal skills * Workload involves interpretation and analysis of national policy, interpretation and reflection on local application and interpreting local actions for implementation and implications of decisions. * Is responsible for the analysis of highly complex information and makes judgments/selects options that will direct, influence and improve clinical practice. * Is responsible for the development of proposals and where there might be conflicting expert opinions/options, is expected to lead the decision making process based on the best available evidence at that time. * Provides leadership by implementing and delivering strategic plans by contributing to and interpreting Scottish government policy, guidance and research evidence and initiating and supporting local action by identifying and developing standards of care that supports implementation to improve health outcomes. * Provides clinical leadership and demonstrates highly specialist knowledge and expert judgement when working within clinical areas. * Utilise highly specialist knowledge and skills in independent decision making when assessing, planning, reviewing care and working with, vulnerable adults or Adults with Incapacity, to ensure their safety, welfare and address complex healthcare needs within a multiagency arena. * Demonstrates highly specialist knowledge and skills when dealing with sensitive and potentially contentious information at an individual patient, clinical team and policy and strategic level. * Substantially numerate, with highly developed analytical skills using qualitative and quantitative data. |
| **4** | Planning and organisational skills **Evidence:**   * Take the lead role in planning, organising and reviewing complex, systematic operational audits across all services within the Portfolio, working closely with Specialty Services clinical teams. This requires the ability to work cross-Portfolios and across other agencies and voluntary organisations. * Plan potential services across the Portfolio which will involve the formulation of long term plans and may impact across the whole organisation e.g have Portfolio direction for the workforce plan for nursing, having evaluated the needs ot services and the organisation that provides essential support to nursing reducing barriers to delivery. * The long term operational planning regarding anticipation of change and influencing the design of revised and new workforce models. Supporting management and assuring the implementation of delivery of the new models into real teams. * Clinically lead on new developments and redesigns to ensure the delivery of effective clinical services. Proactively promote and lead continuous service improvement processes to ensure highest possible service quality levels and optimum use of resources. * Ability to respond appropriately in unplanned and unforeseen circumstances * To ensure that plans and services are integrated with those of the other partners and stakeholders within NHS Grampian, Local Authorities, Third Sector agencies and others external to NHS Grampian. * Ensure all service planning and redesign processes which may impact across the whole organisation are inclusive and involve all key stakeholders (all partner agencies, consultants, senior clinicians, all staff, staff partnership reps, patients/service user and carer groups). * As part of senior management within Portfolio, support and motivate medical colleagues to ensure effective team and partnership working to deliver effective services and to achieve strategic and operational objectives. * Contribute to service innovation and change management within the Portfolio, and ensure effective outcomes for staff and patients in conjunction with the Management Team. * Be required to interpret overall health policy and strategy to identify goals and standards relating to healthcare that impacts across Scotland and beyond, using the information from Managed Clinical Networks as appropriate. |
| **5** | Physical Skills **Evidence:**   * The post holder will be expected to produce reports and other documentation on a regular basis, and will require to posses advanced keyboard skills with a specific requirement for speed and accuracy. (e.g Word, Access and Excel, SSTS, Boxi, Datix. * As a registered nurse use of clinical equipment e.g IV pumps, monitors etc. These are used as part of the clinical component of the job e.g back to the floor. * Audio visual equipment when training, such as overhead projectors, PC, laptop, slide projector, Power Point projector, Movi, video conferencing, Web CT and TVs and video. * Telephone, answer machine and mobile telephone on a daily basis * Driving skills travelling between sites i.e. Aberdeen & Elgin and to attend regional and national meetings. |
| **6** | Responsibilities for patient/client care **Evidence:**   * As Chief Nurse lead the Clinical Governance programme for the Portfolio with the Portfolio Clinic Director in conjunction with the Management Team. * Provide clinical leadership for the delivery of a range of specialist clinical services offered by the Portfolio and ensuring equity of provision to all patients. * Ensure the safe delivery of effective and responsive clinical services in both hospital and community settings on pan-Grampian / North of Scotland basis and also visiting specialist services to Orkney and Shetland. * Provide highly specialist advice on matters relating to the development of standards of clinical performance, providing professional leadership, advice, training and support for Nurse Managers, Senior Charge Nurses and frontline nursing staff e.g. workforce plans /new roles / changes to professional boundaries, using 2020 vision and other ideas which strive to influence the profile and competencies of the future workforce. * The post holder will advise on professional issues which relate services across Grampian. This includes the use of highly developed analytical thinking/decision making, leadership, influencing and other specialist skills. * Provide highly specialist expert clinical advice on nursing topics at both Regional and National level. * On a daily basis make critical clinical, organisational and micro political judgements which frequently require the analysis and interpretation of conflicting opinions on the implementation of policy, targets and evidence to practice. * Provide highly specialist expert clinical advice as part of a team reviewing incidents that cross health and social care. |
| **7** | Responsibilities for policy and service development implementation **Evidence:**   * The post holder is the clinical expert for nursing across the Portfolio. * Accountable for the implementation of national and corporate strategies. * Provide highly expert nursing advice and leadership when representing the Portfolio, on NHS Grampian working groups, engaging with colleagues from other professions and proposing changes to policy which may impact across the entire organisation. * Work in North of Scotland and national planning groups, developing policy and implementing across the Portfolio and ensuring information is shared across the region. * Expected to represent the Portfolio, FHC and beyond on appropriate NHS Grampian groups/ working parties for the relevant workstream, engaging with colleagues in other professions in proposing changes to policy which may impact across the organisation. |
| **8** | Responsibilities for financial and physical resources **Evidence:**     * Financial management and budgetary management skills required. * Responsibility as the direct budget holder for the Nursing Budgets across the Portfolio which includes several services. * The post holder is required to negotiate and secure financial resources and have the ability to identify possible changes to the budget to improve service delivery. * The postholder is required to negotiate and influence others, manage expectations and outcomes of decisions on expenditure. * The post holder will be an authorised signatory for these budgets. * Responsible for the achievement of efficiency savings targets and financial balance through strong leadership. * Oversee effective and optimum use of staffing resources and ensure continuous improvement / redesign of staffing skill mix. * Oversee effective and optimum use of all equipment and materials used by Nursing staff. * Ensure NHSG financial efficiency & good practice protocols are implemented. |
| **9** | Responsibilities for human resources **Evidence:**   * The post holder will undertake direct line management responsibilities for nursing staff across the Portfolio. These responsibilities include: recruitment & selection, induction, appraisal and discipline/grievance. Ensuring CPD takes place. * Contribute to the production and ongoing development of all service Workforce Plans to facilitate service redesign and development to meet local and national staffing priorities. * Operationally accountable for services and staff across the Portfolio. * Take the lead in developing and delivering specialist training programmes to ensure nursing staff across the Portfolio have an awareness of corporate objectives and their contribution required to obtain best practice and exceptional service provision. Formulates supports and influences training and educational initiatives to increase knowledge and experience of staff within the Portfolio. * Leads on the identification of nursing continuing practice education and development needs at an undergraduate, post registration and post graduate level by developing training and education programmes that support and promote evidence base practice thereby improving health. * Provides highly specialist advice to national working groups by contributing to education and practice development initiatives to enhance education development thereby improving health outcomes ie. NHS Education for Scotland. * Build and develop leadership capability and capacity by ensuring effective contribution to local educational planning and development. Provide opportunities for shared learning and development and to explore funding sources. |
| **10** | Responsibilities for information resources **Evidence:**   * Prepares reports and reviews of service, education and research needs on a regular basis. * The postholder will regularly produce reports and information regarding professional nursing and workforce matters within their Portfolio as required. This may include a requirement to generate and/or co-ordinate responses to formal and informal requests for information on a local and national basis. * Ability to manipulate electronic data, extract key information and produce reports and to use established systems (eg Patient Management System, DATIX etc.) * Analysis of reports, performance data (service activity, financial, clinical governance and manpower) and policies for long periods, 2-4 hours. |
| **11** | Responsibilities for research and development **Evidence:**   * Plans, organises, participates and reviews regular formal clinical nursing practice audits across the Portfolio. * Lead responsibility for embedding the necessary systems and processes to ensure that regular clinical practice audits are undertaken in order to monitor the implementation of specific quality initiatives and to provide information and feedback of service standards. * Undertake research to guarantee practice is in keeping with national trends and if required shared across the region. |
| **12** | **Freedom to act**  **Evidence:**   * The Chief Nurse works independently on their agreed portfolio and through the use of analysis, interpretation and evaluative judgements will determine personal priorities to meet their objectives. * Work with the highest degree of autonomy, workload being largely self-generated, with substantial freedom to act and think which demands highly developed analytical, interpretation, self-direction, problem solving, self-motivational and innovative skills. * Is a lead nursing specialist for the Portfolio, and is empowered to prioritise workload according to the strategic objectives delivered by the Chief Executive Team and in line with the quality agenda. * Be responsible for the implementation of the national quality agenda, NHS Grampian corporate objectives, relevant national standards and HEAT targets, ensuring that individual objectives are in keeping with both Regional and NHS Grampian’s strategic objectives. * Frequently developing new roles / challenging current work practices identifying areas of redesign and ensuring implementation is carried out appropriately. |
| **13** | Physical effort **Evidence:**   * Frequent travel/car driving to other sites within NHS Grampian and beyond (travel to areas within Scotland out with NHS Grampian) * Daily walking between wards and departments on the ARI campus. * May be a requirement to exert light physical effort e.g. lifting training materials, laptop, etc.. |
| **14** | Mental effort **Evidence:**   * Prolonged use of a computer, advanced data management skills. * Ability to concentrate for long periods (e.g. report writing, analysis) * Striving to manage, lead, maintain and develop quality controlled services within resource and financial constraints * Intense mental effort when interpreting and communicating specialist and complex policy, strategy, research information within complex and unpredictable situations. * Dealing with frequent interruptions in response to bleep e.g. providing advice, dealing with crisis management and attending to complaints and feedback. * Ability to quickly switch focus from strategic approach to individual clinical approach depending on demand and urgent clinical priorities. |
| **15** | Emotional effort **Evidence:**   * Requirement to support and as required lead staff through investigations of sudden and unexplained deaths within the Portfolio. * Complaints and Critical incidents e.g. includes meeting and dealing with vulnerable families, distressed relatives, distressed colleagues and staff across NHS Grampian services. * Requirement to handle highly sensitive patient / case information. * Lead specific incident, case and full service reviews including Root Cause Analysis reviews. * Lead service change and staff reductions to reassure affected / disaffected staff including the ongoing effective staff partnership working approach. * Ability to make immediate decisions in response to crisis situations. * Ability to cope with stressful situations on a frequent basis. * Determination and persistence in achieving successful team working where there may be competing priorities. While dealing with excessive and stressful workloads in a calm manner, ensuring that controlled and effective leadership skills are demonstrated at all times. * Dealing with contentious, negative or hostile situations and responses that require sensitive and skilled handling. * Dealing with distressing and emotional situations both directly and indirectly and counselling students, patients and carers. * Assuming the role of Chair on disciplinary or grievance panels. * On a daily basis the post holder will be faced with situations where there are conflicting views on the best way to achieve set objectives and will be required to negotiate, influence and persuade to achieve a consensus. |
| **16** | Working conditions  * The postholder will spend a proportion of their time within the clinical environment and will be expected to take a ‘hands on’ approach when undertaking ‘back to the floor’ days. This means the postholder will be exposed to body fluids, faeces and foul linen. * Travel across Grampian and North of Scotland * Daily requirement to operate PC/VDU, mobile smart phone & telephone. |

**Person Specification**

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| **Post Title and Banding: Chief Nurse Band 8C**  **Location/Hospital: Ashgrove House**  **MUSC Portfolio** | | |
|  | ESSENTIAL | DESIRABLE |
| Qualifications: | Registered Nurse and a member of Nursing and Midwifery Council.  First degree in Nursing or related discipline.  (or evidence of related experience)  Master’s degree in nursing or related discipline (or working towards).  Demonstrate evidence of relevant CPD. |  |
| Experience: | The post holder must have extensive experience of working at a senior nurse management level.  Evidence of developing innovative and creative nursing solutions to achieve improvement in patient experience and organisational objectives.  Evidence of ability to serve as an expert advisor for nursing.  Financial acumen.  Ability to implement national strategy at a local level.  Experience of leading, developing and managing high performing teams. A proven track record of developing, interpreting and implementing strategy.  Knowledge of methods of developing clinical quality assurance, quality improvement and evidence based clinical practice.  Understanding of the NHS, Local authorities and Health and Social Care partnerships.  Knowledge of NHS cultural, social and political environment.  Proven effective transformational change/project management and leadership skills and the ability to direct change at a clinical level.  Demonstrable experience of working in a multi-agency arena, in partnership with other agencies and particularly academic institutions and voluntary organisations. | Knowledge and understanding of Integration agenda.  Knowledge and understanding of community and public health.  A proven track record of developing, interpreting and implementing strategy at a senior level. |
| Professional Skills: | Knowledge and understanding of nursing at a strategic level and able to demonstrate sound knowledge of professional issues.  Experience of workforce planning.  Ability to coach and mentor peers and colleagues.  Comprehensive understanding of transformational change management and service redesign and its impact on individuals, teams, services and service users.  Ability to lead, develop and motivate nursing teams through periods of continual change.  Sound understanding of governance and evidence of promotion of clinical governance and evidence based practice. | Experience of working at a national level. |
| Other Requirements | Ability to establish credibility with senior colleagues  Ability to lead and take forward projects delegated by NMAHP Director on a cross Grampian basis.  Ability to demonstrate integrity, understanding and empathy with staff and patients.    Understanding of the National NHS system, the challenges it faces and how this impacts on the strategic direction of NHS Grampian. | Experience of working with external agencies, the public, higher education institutes, MSPs etc. |
| What skills/behaviours might differentiate between ‘Average’ and ‘Good’ performance in the job?  The ability to develop and maintain effective, positive relationships with key partners and partner organisations, providing a positive role model for partnership working within NHS Grampian.  The ability to demonstrate that “caring, listening, improving” is embedded in personal behaviour. | | |