



# Head of Nursing

## Fife Health and Social Care Partnership

Application reference number:



Make a **difference**  
in **Fife**



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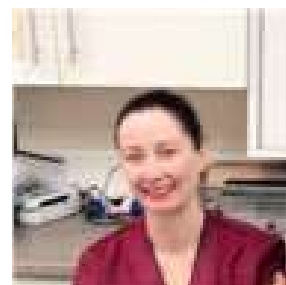
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## Message from Director of Nursing Health and Social Care



### Welcome

FHSCP is a forward-thinking organisation responsible for the delivery of high-quality care whilst ensuring that the outcomes of integration are met whilst retaining a focus on high quality, person-centred, effective care within sustainable services. If you relish a challenge and have a passion for nursing care, then the Nursing Directorate Team within Fife HSCP provides a great opportunity for you to realise your potential. The Heads of Nursing posts are newly re-focused roles and offer an exciting opportunity to be part of a team which ensures that safe, effective and person-centred care is provided to the citizens of Fife. We work closely with the Nursing, Midwifery and Allied Health Professional teams within the Health and Social Care Partnership, Acute Services and Corporate Teams supporting the delivery of NHS Fife Executive Director of Nursing's Professional Assurance Framework.

Fife is amongst the larger Health and Social Care Partnerships in Scotland delivering a significant range of delegated services including 'adult health and care', 'primary care', 'mental health' and children's services' for a population of around 370,000 across the Kingdom of Fife. We are rooted in the communities and localities that we serve and are driven by our vision to improve the health of our population by developing integrated health and social services which are delivered through our highly talented and committed workforce with close collaborative working alongside our partners in the Independent and Voluntary Sector. Being co-terminus with both NHS Fife and Fife Council, being part of Fife Health and Social Care Partnership offers an excellent opportunity to deliver a whole system "Team Fife" approach.

The FHSCP Service Delivery Portfolio model consists of three delivery units:

- 1) Primary and Preventative Care Services
- 2) Community Care Services
- 3) Complex and Critical Services

The Heads of Nursing will provide senior nursing leadership & professional management to FHSCP's nursing population, ensuring the use of professional and healthcare standards and quality assurance systems.

The Head of Nursing post will be affiliated to a Service Delivery Portfolio however each post will have cross cutting portfolio of work which spans across the three service areas.

You will be knowledgeable and experienced in the application of quality improvement methodology to drive continuous improvement and you will have a thorough understanding of risk management strategies which are employed to detect, monitor, assess and mitigate risks and to support organisational learning. We are realistic in respect of the challenges we face, like recruitment and retention of the workforce and ensuring we have the workforce to deliver the on national priorities i.e. COVID 19 vaccination programme, redesign of Urgent Care and we are highly ambitious for our partnership, culture, staff and our communities. You will have a proven track record in professional leadership, professional assurance and maintaining and setting high standards of care

In joining us as a Head of Nursing, you will have the opportunity to inform the strategic vision and direction and make a career defining impact within Health and Social Care, driving cultural and transformational change within the nursing workforce and enabling our profession to thrive and perform at its fullest potential leading to sustainable, safe and effective person centred care.

**Lynn Barker**  
**Director of Nursing**  
**Fife Health & Social Care Partnership**

# Post Advert

## Head of Nursing

A fantastic opportunity has arisen for a Head of Nursing to join the Nursing Directorate within Fife Health and Social Care Partnership to provide senior nursing leadership and the professional development of nursing practice to a range of services: -

Fife Health and Social Care Partnership is one of the larger Health and Social Care Partnerships in Scotland, serving the stunning and diverse Kingdom of Fife on Scotland's East coast. We provide health and social care to a population of more than 370,000 people and lead a workforce of around 6,000 staff. We champion a "Team Fife" approach with NHS Fife, Fife Council and the Independent and Voluntary Sector. Within Fife's Health and Social Care Partnership there are 3 operational service delivery units detailed below:

1. **Community Care Services** – including community hospitals, care homes, home care, and community health services.
2. **Complex and Critical Services** –including mental health; psychology, Learning Disability and Adult Social Work.
3. **Primary and Preventative Care Services** – including Primary Care, Urgent Care, Dental, Health Promotion & Improvement, Children's Services, Sexual Health, local care co-ordination and Allied Health Professions

It is an exciting time to join the Senior Nursing Team; the HSCP is commencing a significant programme of change and transformation whilst we are recovering from the COVID 19 pandemic, and nursing is on a platform like no other. The Head of Nursing will have responsibility for ensuring standards of care and nursing practice are met. The role will provide leadership for safe, effective, person centered practice and the development of a highly skilled, effective nursing workforce to meet the needs of people in Fife, aligned to the H&SC Strategic Plan and NHS Fife's Clinical Strategy.

Within this role you will provide clinical leadership, professional nursing advice, develop nursing practice, provide leadership for clinical and care governance, embed quality and support transformational change.

We are looking to appoint a driven and inspiring individual who has the ability to lead wide ranging and sustainable service developments. In applying for this role, you will be registered with the Nursing and Midwifery Council and have evidence of post graduate education. You will offer significant leadership and management experience.

This post requires an individual with a proven track record of success in leading service improvement,

delivering and monitoring high quality standards of care and someone with a proactive approach to partnership working.

As a team player you will be committed to collaborative, multi-disciplinary and partnership working, whilst ensuring the highest standards of care and operational management. You can find out more about this exciting and challenging role and how to apply, by visiting <https://apply.jobs.scot.nhs.uk/vacancies>

If you believe you have the skills, values, knowledge, attributes and experience to provide senior nursing professional leadership as described above, then we would welcome your application.

For an informal discussion with Lynn Barker, Director of Nursing contact: [kirsty.chater@nhs.scot](mailto:kirsty.chater@nhs.scot)

# Job description

## Job Title

Head of Nursing, Fife Health and Social Care Partnership (1 post)

## Reports to

Director of Nursing, Fife Health and Social Care Partnership

## Accountable to

Director of Nursing, Fife Health and Social Care Partnership

## Post Status

Permanent

## Grade

- NHS AFC Band 8B Salary up to £68,525 per annum

## Last Update

July 2024

## Job purpose

The key objective of the post holder is to provide professional development of nursing practice via a continuous quality improvement approach to support the delivery of high-quality nursing services across the range of services.

The post holder will report to the Director of Nursing and be closely aligned to the other Heads of Nursing, Heads of Service, Lead Nurses and wider MDT to support the delivery of high-quality person-centred care.

**Development of Nursing Practice:** The Head of Nursing has responsibility for the professional development of nursing practice via a continuous quality improvement approach to support the delivery of high-quality nursing services across the range of services.

**Clinical Leadership:** Provide dynamic and transformational leadership to support the direction and vision for nursing. Work closely with the Clinical Director to provide clinical leadership within services. Will evidence delivery against the national clinical and practice standards, the Health and Social Care Partnership national outcomes, interagency strategic plans and the Fife Clinical strategy.

**Professional Nurse Advisor:** As a member of the Nursing Directorate, you will provide clinical nursing leadership, advice and support to the Heads of Service/s, Clinical Director/s and Senior Manager/s. Lead nurses within your area of will be professionally responsible to you.

**Clinical and Care Governance:** In conjunction with the Head of Service/s and Clinical Director/s, you will provide joint accountability to ensure that effective Clinical Governance and Quality Improvement arrangements are in place within your portfolio responsibility.

**Quality of Care and Performance:** Working in partnership where and when appropriate with Head of Service/s and Clinical Director/s, you will provide joint accountability for the quality of care, quality improvement and performance.

**Operational Delivery:** As Head of Nursing, you will lead on significant pieces of work which will influence changes in practice and care at the point of care delivery to improve outcomes e.g. falls, medications; workforce planning. In addition, the post holder may/will have delegated accountability for the operational management of agreed named services including responsibility for the performance, resources and activity reporting directly to the Director of Nursing.

**Collaborative Working & Delivery of Operational Objectives:** You will work collaboratively to support an integrated approach to the planning and delivery of nursing services in Fife and contribute to local, regional and national planning. Contribute to the development and delivery of the Delivery Plan and wider professional objectives as directed. Will deputise for the Director of Nursing and represent as requested on multi-agency strategic groups.

## Role of Department

To drive and support the professional development of Nursing and support staff across HSCP ensuring standards of care are assured and constantly improved and that Nursing staff are able to meet the healthcare needs and improve the health of the people and communities in Fife.

### **Health and Social Care Partnership**

- The Integration Joint Board is fully responsible and accountable for the planning and delivery of all services.
- Priorities will be in line with national legislation, Health and Social Care Strategic Plan and the NHS Fife Clinical Strategy.
- The Health and Social Care Partnership is responsible for the planning and delivery of adult health and social care services across Fife. This includes direct management responsibility for services for older peoples' and adult social work services, care and support services provided by the Housing Service, community health services and elements of acute elderly medicine. This also includes community based children's health services.
- The Director of Health Social Care has responsibility for the partnership; services devolved to the partnership are managed and hosted within one of three Service areas: Primary Care & Preventative Services, Community Care Services and Complex & Critical Care Services.
- Each Service is managed by a Head of Service who is supported in this role by a Clinical Director, Head of Nursing and Senior Managers for both Health and Social Care services.

## **Professional Nursing Directorate**

- The Director of Nursing has statutory responsibility for nurses employed by NHS Fife and sets the priorities for nursing within the organisation.
- This role is supported through three Associate Directors of Nursing (Acute, Health and Social Care Partnership and Corporate Nursing Services)
- The Heads of Nursing within the Health and Social Care Partnership report to the Director of Nursing (HSCP) to support professional and care assurance and support delivery of the professional nursing agenda/priorities as well as the outcomes and priorities for integration and the Fife Clinical Strategy.

## **Dimensions**

This role will support services in achieving the outcomes of integration in line with the Health and Social Care Strategic Plan and Clinical Strategy. This may cover other clinical services and clinical governance priorities beyond only nursing. The role will also have a key role in supporting the development of the professional nursing agenda within the Partnership.

In Fife we also work with around 300 organisations across the Third and Independent sectors and they are a vital part of the Partnership in delivering services.

### **Fife Health and Social Care Partnership Dimensions**

**Population of Fife:** 370,000

**Fife HSCP Budget:** £525m

**Staff:** circa 6,000

There are approximately 1,500 (1,300WTE) Registered and 600 (470 WTE) Non-Registered nursing staff deployed within the Health and Social Care Partnership. This covers inpatient, community and specialist nursing services as below.

<b>Integrated Community Care Services</b>	<b>Integrated Complex &amp; Critical Care Services</b>	<b>Integrated Primary Care &amp; Preventative Services</b>
<ul style="list-style-type: none"><li>• Home Care (incl Telecare/link)</li><li>• Community Hospitals</li><li>• Residential care Homes</li><li>• Day Care</li><li>• Palliative Care</li><li>• District Nursing</li><li>• Integrated Discharge Hub</li><li>• ICASS</li><li>• Hospital at Home</li><li>• Specialist Long Term Conditions Management</li><li>• Rehabilitation &amp; Re-ablement</li></ul>	<ul style="list-style-type: none"><li>• Mental Health</li><li>• Addictions</li><li>• CAMHS</li><li>• Learning Disability Services</li><li>• Psychology</li><li>• Adult Protection</li><li>• Adult &amp; Older Adult Social Work</li><li>• Adult Commissioning &amp; Resources</li><li>• Mental Health Officers</li></ul>	<ul style="list-style-type: none"><li>• Children's Services</li><li>• Urgent Care</li><li>• Sexual Health/Rheumatology</li><li>• SALT</li><li>• Primary Care (GPs, Comm Pharmacy, Comm Dental and Comm Ophthalmology)</li><li>• Podiatry</li><li>• Physiotherapy</li><li>• Dietetics</li><li>• Occupational Therapy</li><li>• Dental</li><li>• Health Improvement/Promotion</li><li>• Locality Workers</li><li>• Local Area Coordinators</li></ul>

***\*Please note the detail listed may be subject to some change.***

In addition, the 'HON' role will support services in achieving the National Health and Wellbeing Outcomes and the Principles of integration in line with the Health and Social Care Strategic Plan and the Clinical Strategy. This may cover other clinical services and clinical governance priorities beyond only nursing. The role will also have a key role in supporting the development of the professional nursing agenda within the partnership.

## Key Result Areas

### Clinical Leadership:

- **Professional Supervision/Oversight:** Provide professional supervision to all Lead Nurses/Nurse Consultants (or equivalent); this will include having an overview of professional nursing issues within the portfolio of services the post is aligned to; advising and supporting change and escalating to the Director of Nursing as appropriate.
- **Leadership for Quality:** Provide credible transformational leadership to support the development of professional nursing practice and quality care delivery. This will include visible leadership, observations of care and supporting Excellence in Care/professional assurance. Work closely with the Clinical Director/s to provide a joined-up approach to clinical leadership.
- **Ambassador for Health and Social Care:** As a visible nursing role model and ambassador for health and social care, promote positive 'culture and practice' to support the personal and professional development of registered and non-registered nursing staff and also support new models of care in order to enhance performance, maximise skill utilisation and encourage flexibility, with the aims of improving service quality across health and social care.
- **Professional Regulation and Standards:** Lead the delivery of high standards of professional practice within the portfolio you are aligned to in line with the Nursing and Midwifery Council Code and Professional Guidelines and Standards for nurse Education and Revalidation.
- **Evidence Based Practice:** Ensure nursing care provided across the diverse range of services managed/ hosted within the portfolio you are aligned to is consistent with local and national evidence based policies/guidance and the organisation's agreed nursing priorities to improve and/or enhance clinical practice.
- **Learning and Development Needs:** In conjunction with lead nurses, ensure a Learning and Development Plan is in place for nursing, ensuring that training needs are identified and that resources are allocated to ensure maintenance of key clinical skills and competencies.
- **Deputise for the Director of Nursing** as required.

### Operational Delivery and Service Management:

- **Operational Delivery:** The Head of Nursing will lead on significant pieces of work which will influence change in practice and the operational delivery of quality of care e.g. falls, medications, workforce planning.
- **Service Management:** The post holder will have delegated accountability for the strategic and operational management of agreed named services including responsibility for the performance, resources and activity reporting directly to the Director of Nursing.
- **Service Development:** Assist the Head of Service/s in the delivery of complex strategic and service development agendas. Implement relevant aspects of the organisational and corporate objectives as they relate to areas of responsibility covered by the post holder. Lead on priority areas which contribute to the effective and efficient performance of clinical and care priorities.
- **Member of Management Team:** As a core member of the service management team/s the post holder will provide advice on nursing issues, and in partnership with the management team, will share the corporate responsibility for clinical, financial, and staff governance and for meeting the operational objectives of Services.
- **Senior Nursing Staff Development:** In conjunction with service managers, the post holder will review senior nursing staff performance including annual appraisal, personal development planning and revalidation. The Head of Nursing will agree and review the professional nursing objectives of Lead Nurses.

- **Professional Nurse Advisor:** Provide professional nursing support to the Head of Service, Clinical Director and senior service managers. This will involve supporting identifying solutions to problems, carrying forward changes and supporting and encouraging appropriate innovation to transform clinical models of care within the portfolio you are aligned to. The Head of Nursing will also advise on fitness to practice matters.
- **Disciplinary Processes:** The Head of Nursing will be the professional nurse advisor at conduct hearings being chaired by Head of Service/s, senior managers or Service Managers.
- **Workforce Development:** In conjunction with the Service Managers, take responsibility for the recruitment, development and retention of senior clinical staff. The Head of Nursing will advise on nursing roles, changing skill mix and be present on the recruitment panels for lead nurses/nurse consultants (or equivalent).
- **On-call:** To participate in on-call rotas as determined by and according to the organisations and services needs.

### Clinical and Care Governance:

- **Health, Safety, Governance and Risk:** As a member of the Clinical & Care Governance Assurance Framework, work closely with the Clinical Director/s to lead and support delivery of the key clinical governance areas of health and safety, risk management, clinical effectiveness, e-health, policies and procedures to promote safe, effective and person centred practice to support service improvement and delivery of high quality services.
- **Promoting positive learning culture:** Promote a culture and practice that supports personal and professional development to enhance performance, maximise skill utilisation and encourage flexibility, and with the aims of improving service quality enabling effective service change. Horizon scanning to ensure continuous learning, understanding national agenda and learning and applying locally.
- **Reducing Harm:** Lead on clinical governance priority areas to support change improvements in practice (e.g. falls, medications, pressure ulcers etc).
- **Adverse Events:** Lead on 'Significant Adverse Event Reviews' and providing clinical oversight
- **Support professional assurance** to enable the delivery of safe and consistent evidenced based care. Ensure delivery of recommendations and actions are achieved following inspections in conjunction with the Heads of Service,
- **Infection Prevention:** Provide leadership and champion the prevention of health care acquired infection and promote high standards of safe practice.
- **Person Centred Care:** In partnership with lead nurses promote and enable the meaningful involvement of service users, their carers and their representatives in order to shape the development and direction of nursing services and to identify areas for improvement that maintain a strong person centred focus.
- **Research and Audit:** Champion nursing research and audit and promote evidence based practice
- **Registration and Regulation:** Ensures that systems in place within services to monitor NMC registrations, revalidation processes, fitness to practice concerns and provide assurance to the Director of Nursing.
- **Standards, Policies, Procedures, Guidelines** - develop, review and adhere to
- **Quality Improvement** – use of methodology to drive improvement, collaborative working and improved quality of care and practice

### Quality of Care and Performance:

- **Workforce Planning:** There will be a requirement to oversee staffing and workforce pressures within nursing in line with the Health and Care (Staffing) (Scotland) Act 2019 and common staffing methods to ensure that the Nursing and Midwifery Workforce Tools are applied and that each service has a current workforce plan for nursing services which is updated annually.
- **Quality Improvement:** Drive the continuous quality improvement agenda, by establishing and co-ordinating the use of care assessment tools and clinical guidance to ensure robust impact evaluation leading to high quality services. Ensure that evidence-based processes are embedded to achieve positive outcomes.

- **Sharing Learning:** Lead initiatives that support evidence-based practice and clinical effectiveness, demonstrating practice/service development, sharing and disseminating best practice within and out with the organisation. (learning from incidents etc. national learning, inspections, ombudsman reports etc etc)
- **Quality Indicators:** Support the Director of Nursing in establishing key quality indicators for nursing services and ensure implementation across the division with a focus on improving clinical and care outcomes.
- **Learning Environments:** Work with the Head of Practice Development to ensure clinical learning environments meet the required standards for student placements and appropriate mentorship support which fulfils NMC standards.
- **Clinical Supervision:** Lead on development of strategies and supervision support creating a safe and secure environment for service users and staff.

### Collaborative Working:

- **Clinical Engagement:** Foster strong clinical engagement and create positive working relationships and an effective climate of team working. Work closely with the Clinical Director/s to provide clinical leadership.
- **Partnership working:** Strengthen partnership working arrangements with multi-agency colleagues and provide leadership and direction to the development of integrated Services across organisational and partnership boundaries to facilitate the changes required in line with national strategies and clinical standards.
- **Support delivery of strategic objectives:** Provide clinical leadership to support a coherent, joint approach to service developments and redesign to ensure that services meet the needs of people in Fife in line with statutory requirements, within financial and human resource limits, and to achieve national and local strategic objectives.

## Equipment & Machinery

Essential user of Personal Computer(s) and networked systems across NHS Fife.

Use of office equipment: PC, photocopier, printer, telephone.

## Systems

The post-holder will be trained and required to maintain expertise in the use of the following systems:

- Maintain accurate records in accordance to NMC and the organisations policies
  - Work to NHS Fife policies, procedures and protocols.
  - Use systems for risk identification, reporting and management, and for dealing with complaints.
  - Policies and procedures for child protection and the protection of vulnerable adults.
  - Patient information system.
  - Use of Internet for information and research purposes
  - Good knowledge of MS Office suite of software including Office 365, Outlook, Teams, Excel, Word and PowerPoint.
  - Familiarity with NHS and Council systems and formats to access and interpret required information.
- 
- Use, maintenance and storage of equipment and systems.
  - Datix.
  - Clinical e-health systems

## Assignment and Review of Work

### Operational Delivery:

- Portfolio and personal objectives will be discussed and agreed with the Director of Nursing
- Review is primarily by monitoring performance against these objectives with particular emphasis on the successful delivery and development of services within available resources.
- Informal reviews with the Director of Nursing will take place at regular intervals.

### Professional Objectives:

- The post holder will be professionally accountable for clinical practice and expertise to the Director of Nursing.
- Professional priorities/objectives will be discussed and agreed with the Director of Nursing. The post holder is professionally accountable to the Director of Nursing for the standards of care delivered by nursing staff.
- The post holder will meet regularly with the Director of Nursing and fully engage in the professional nursing network with the health and social care partnership and wider organisation.

### Self Generated Objectives:

- The post holder will work autonomously, and work will also be self-assigned and prioritised in response to professional, service requirement, organisational or broad operational policies.

### Review

- Work will be generated for the Head of Nursing, and formal review will be undertaken by the Director of Nursing; this will be in cognisance of feedback from key stakeholders
- Objectives will be agreed by the Director of Nursing and in accordance with priorities set by the organisation to meet the key needs within operational services and contemporary nursing agenda.

## Decisions and Judgements

- The post holder is required to make decisions and judgements involving highly complex facts or situations, which require the analysis, interpretation and a range of options.
- Work closely with the Clinical Director/s to provide clinical leadership.
- The post holder will be responsible for ensuring services are person focussed and that there is a strategic approach to user involvement within the development of nursing services.
- The post holder will have responsibility for professional leadership of the senior nursing team. This includes supporting service development, practice, succession planning and career development.
- Evidence a high level of communication skills, the ability to interpret, present and influence information to ensure that systems are developed to deliver high quality, evidence based clinical care.
- Advise the Head of Service/s and Senior Service Managers on nursing staff and professional performance issues.
- Demonstrate robust problem solving skills, which assesses and balances risk in relation to clinical care issues.
- Ensure that all appropriate professional nursing issues are escalated to the Director of Nursing.
- Participate in and undertake agreed lead roles in relation to relevant local and national forums.
- The post holder will be required to manage their own workload effectively to meet the requirements of the post including prioritising conflicting demands

## Most Difficult and Challenging Parts of the Job

- Lead and motivate the nursing staff to achieve optimum levels of performance.
- Management of change within a complex and dynamic environment with conflicting strategic aims and key performance indicators.
- Effectively directing autonomous practitioners and promoting a culture of excellence.

- Effective management and prioritisations of competing demands.
- Balancing the demands of all stakeholders to provide an efficient and effective service.
- Much of the work is focused on changing practices and processes at all levels and therefore demands a high level of problem solving, planning, organising, decision-making and the use of judgment to achieve the desired results
- Working to tight timescales under pressure
- Managing conflict.
- Have courageous conversations.
- Challenge poor practice
- Provide Nursing Professional support to HR policy i.e. Grievance process/ panels etc.
- Dealing with complaints/ meeting with families etc.

## Communications and Working Relationships

This post has a key role in leadership and communication.

- Key relationships will be with the Director of Nursing, Clinical Directors, Head of Services, Senior Service Managers, Heads of Nursing and Lead/Senior Nurses and Quality, Safety, Governance Team.
- Establish and maintain relationships based on mutual respect communicating on a regular basis with the patient/relative/multidisciplinary/multi-agency team and partner agencies involved in the provision of care.
- Maintain effective professional communication with members of the multi-disciplinary care team, management team, wards and departments and elected members in the Health and Social Care Partnership, NHS Fife and associated agencies and organisations including further and higher education.
- Maintain patient and staff confidentiality at all times.
- Prepare and write reports, briefing paper etc and make presentations as required, often at short notice.
- Devise and contribute to formal and informal teaching programmes.
- Network locally and nationally with Primary, Secondary and Tertiary services and specialist professional groups.
- Investigate complaints, clinical, non-clinical incidents and complete risk assessments, communicate in writing and face to face with complainants.
- Provide expert advice to the organisation through strategic groups.
- Provide relevant, succinct and clear information in a timely manner on own initiative (including highly sensitive, confidential, complex and/or urgent information) to a variety of stakeholders both within and external to the organisation.
- Communicate and liaise with patients, their relatives and the multi-disciplinary team involved in the provision of care as required.

## Physical, Mental, Emotional and Environmental Demands of the Job

### Physical Demands/Skills:

- The post holder will be expected to work with nurses providing supervision ensuring safe and up to date clinical practice is maintained.
- Quality improvement activity: ensuring visible support, spending time in clinical areas with staff and patients/carers for informal feedback re health care experience.
- Required to travel within and out with Fife
- To act as an expert clinical resource for patients, carers and other health care professionals
- The post holder will be expected to undertake administrative functions, working from a desk e.g. compiling reports, reviewing major and extreme incidents, and answering mail for lengthy periods.

### Mental Demands:

- Retention and communication of knowledge and information.

- Complex decision making in relation to prioritisation of own and other peoples work ensuring appropriate assessment and management of risk within unpredictable situations.
- Concentration required in relation to clinical, managerial and professional issues.
- Developing and maintaining the advanced level of clinical, leadership and management skills and knowledge necessary to lead developments within the nursing team.
- Communication in difficult situations, for example: managing relatives and staff expectations in complaints meetings.
- Balancing advocacy for the staff team with a management requirement to respond rapidly to local and national priorities.
- Managing verbal and non verbal behaviours in self and others responding in a professional manner at all times.
- Balance an ethos of continuous quality improvement within a finite resource.
- Concentration required developing and disseminating quality reports and presentations.
- Managing time effectively to meet with demands of all stakeholders.

#### **Emotional Demands:**

- Frequent requirement to address the personal and professional issues of nursing staff, offering support and guidance where appropriate, in order to minimise the impact on patient care.
- Communicating regularly with distressed/anxious/worried patients/relatives/staff.
- Supporting staff in the work environment.
- Unpredictable workload.
- Maintaining staff morale.
- Frequent communication with the health and social care team

## **Knowledge, Training and Experience required to do the Job**

#### **Qualifications Essential:**

- Current NMC registration
- Degree
- Evidence of post graduate education at MSc level (or equivalent) or evidence of commensurate experience and attendance at training / extended self study.
- Proven track record of ongoing continuing professional development

#### **Knowledge & Experience:**

- Considerable post registration experience in a healthcare setting
- Significant operational management/leadership experience at lead nurse level (or equivalent type role).
- Knowledge and experience across a number of functions: clinical research: education: service development: human resources and staff governance.
- Knowledge and understanding of Quality Improvement, risk, Patient Safety, Governance and workforce planning and the ability to apply this to practice.
- Ability to recognise and value cultural and other differences and use these for positive service outcomes.
- Clear understanding of national health and social care legislation and policy
- Knowledge of the Health and Social Care strategic plan and NHS Clinical Strategy
- Knowledge of and ability to develop, interpret and apply policies, procedures and guidelines.
- Knowledge of local Health and Social Care systems, how they operate, system boundaries and how they interact with each other.
- Knowledge of and ability to, practically apply conflict management skills and maintain a professional demeanour where conflict arises.
- Can clearly articulate professional nursing priorities and the policy influencing nursing practice
- Knowledge of the Nursing and Midwifery Council Code, standards and professional regulation

- Awareness of health and digital solutions.

**Skills:**

- Developing Teams and services and innovation, integrated solutions to complex and challenging problems
- Highly effective interpersonal skills, including negotiation, influencing and conflict management skills.
- Excellent presentation skills, written and verbal.
- The skills to work within a new Health and Social Care joint service whilst interfacing with numerous statutory and independent service providers.
- Excellent leadership, negotiating and influencing skills including inspiring others to achieve more than they ever thought possible
- Ability and desire to persuade, convince and impress others to develop a 'how we can' culture.
- Ability to collect, assess and evaluate information and make decisions independently and autonomously escalating appropriately
- Excellent time management skills the ability to meet deadlines.
- Highly analytical and able to present data, information and evidence base.
- Able to work independently as well as part of a team with the ability to motivate others.
- The ability to think strategically as well as practically.
- Commitment to corporate effectiveness.
- IT keyboard skills.
- Excellent planning, judgment and organisational skills and the ability to evidence a high level of tact, diplomacy, professionalism and political awareness.

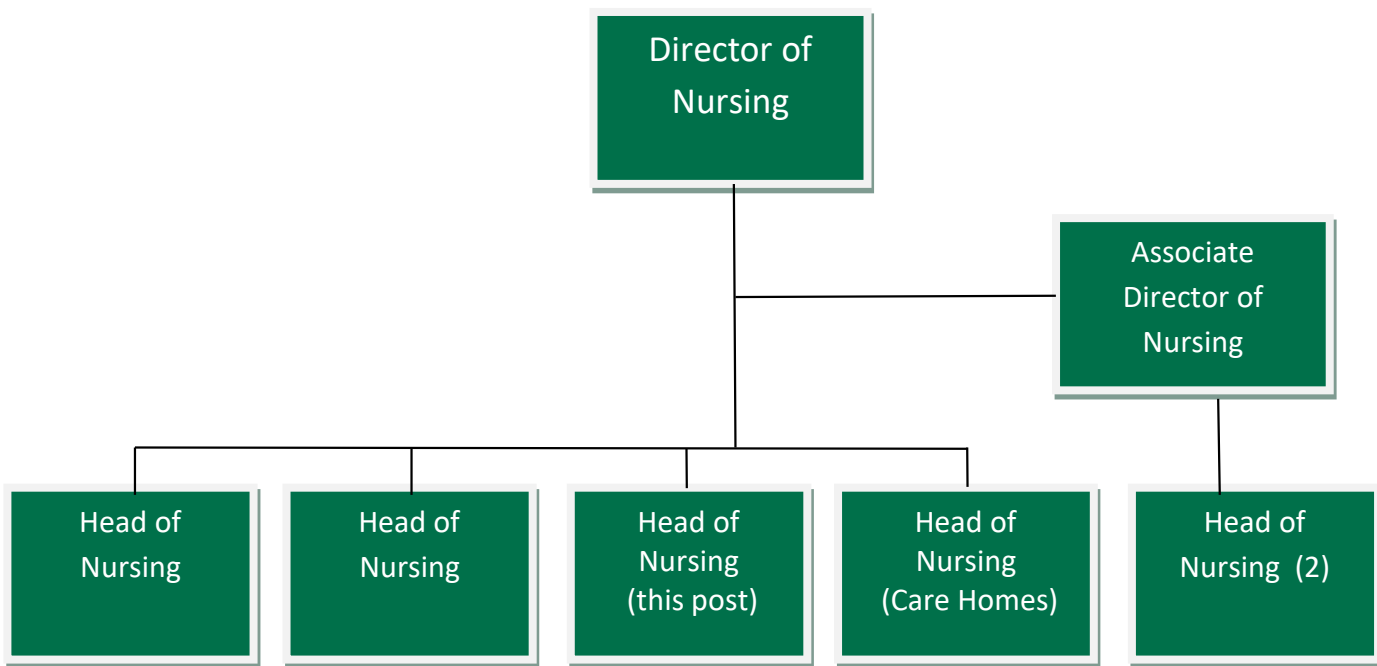
**Aptitude:**

- Strong Focus on Person Centred Care
- Commitment to safety and quality
- Be a positive role model and promote professional standards for nursing.
- Ambassador for Health and Social Care Integration
- Emotional and professional resilience.
- Ability to travel as required.

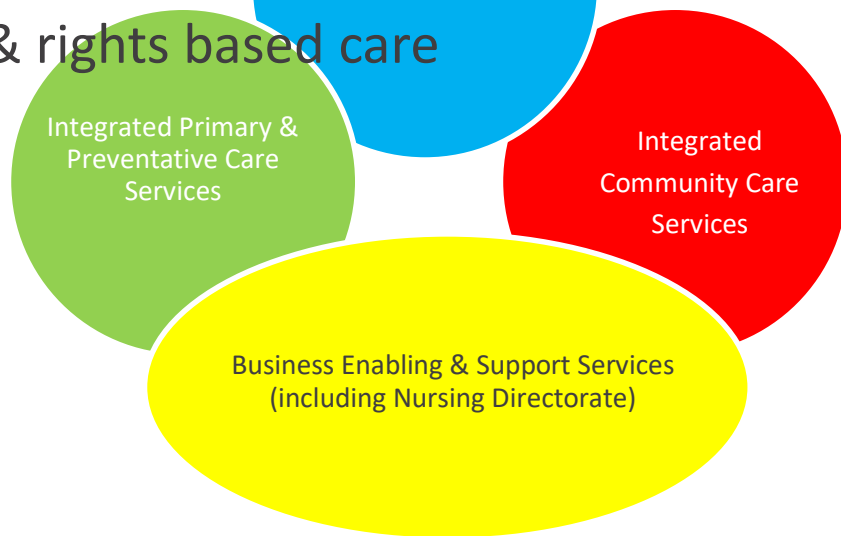
## Special Conditions

Before confirming your appointment, you will be required to obtain Protection of Vulnerable Groups (PVG) Scheme Membership through Disclosure Scotland.

# Organisational Chart



Nursing Directorate working collaboratively and collectively to ensure safe, effective, person centred & rights based care



# Personal Specification

## Experience

- Considerable post registration experience ([essential](#))
- Significant Operational management/leadership experience at lead nurse level (or equivalent type role) ([essential](#))
- Diversity of nursing experience across a range of functions ([desirable](#))
- Experience within a community environment ([desirable](#))

## Education, Qualifications & Training

- Current registration with the NMC ([essential](#))
- Relevant degree ([essential](#))
- Evidence of post graduate education at Msc Level (or equivalent) or be able to clearly evidence commensurate experience and attendance at training / extended self study ([essential](#))
- Evidence of ongoing continuing professional development ([essential](#))
- Completion of MSc Modules ([desirable](#))
- Participation in leadership programmes ([desirable](#))

## Knowledge

- Understanding of; quality improvement; patient safety; risk, governance and workforce planning and the ability to apply this to practice ([essential](#))
- Knowledge of and ability to develop, interpret and apply policies, procedures and guidelines ([essential](#))
- Clear understanding national health and social care legislation and policy ([essential](#))
- Knowledge of the H&SC strategic plan and NHS clinical strategy ([essential](#))
- Knowledge of and ability to clearly articulate professional nursing priorities and the policy influencing nursing practice ([essential](#))
- Strong knowledge of the Nursing and Midwifery code and professional regulation ([essential](#))
- E-health and digital solutions ([desirable](#))
- Project management & Improvement methodology ([desirable](#))

## Skills

- A proven track record in developing teams/services and integrated solutions to complex and challenging problems ([essential](#))
- A proven track record in developing innovative solutions in meeting organisational requirements and motivating staff to affect change ([essential](#))
- Excellent leadership skills including the ability to inspire others to support change and a “can do” culture ([essential](#))
- Highly effective interpersonal skills including negotiation and influencing skills ([essential](#))
- Excellent presentation skills, written and verbal ([essential](#))
- The ability to work within a health and social care joint service whilst interfacing with numerous statutory and independent service providers ([essential](#))
- Ability to collect, assess, analyse and evaluate information and make decisions independently and autonomously escalating appropriately ([essential](#))
- Excellent planning, judgement and organisational skills with high level of tact, diplomacy and political awareness ([essential](#))
- Knowledge of and ability to practically apply conflict management skills and maintain and professional demeanour where conflict arises ([essential](#))
- Advanced IT Skills ([desirable](#))
- Recognise and value cultural and other difference and apply these to support positive change ([desirable](#))
- Ability to think strategically as well as practically ([desirable](#))
- Highly analytical and able to present data, information and evidence base ([desirable](#))

## Health & Physical Attributes

- Ability to provide a regular and effective service ([essential](#))
- Emotional and professional resilience ([essential](#))
- Positive role model and promote professional standards for nursing ([essential](#))
- Strong focus on person centred care, safety & quality ([essential](#))
- Ambassador for health and social care integration ([essential](#))
- Participate in the managerial on-call rota ([essential](#))
- Ability to travel for business purposes ([essential](#))

# Heads of Nursing Portfolio Areas

All Heads of Nursing will be part of the Nursing Directorate Senior Nursing Team who will align their respective roles to provide collaborative and integrated leadership towards the common goal of delivering the outcomes, mission, vision and values within Fife Health and Social Care Strategic Plan to deliver high quality and sustainable services enabling the people of Fife to live Independent and Healthier lives.

The vision for change within the Health and Social Care Partnership is to strengthen the value of being one Health and Social Care Partnership and the requirement to work across all of the service portfolio areas (as required) to meet people's needs as well as working closely with business enabling teams. Another key priority is to enable and empower locality working to support joined up seamless care within the communities of Fife. Heads of Nursing will provide a critical role in supporting nursing teams across the partnership and will champion cultural change to support the pace and scale of integration in Fife.

Heads of Nursing will work closely with other professional leads, business partners and Operational Services which are grouped into portfolios aligned to outcomes of Integration and priorities in the Strategic Plan. The key areas and how they are aligned is defined below.

## Operational Delivery

### Community Care Services

- **Common focus** on Intermediate Care, Care at home/homely setting, reducing emergency hospital admissions, reablement, long term conditions palliative & end of life care.
- Aligned to the **outcomes of integration**: People, with long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community; Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services; People who use health and social care services have positive experiences of those services.
- Focused on the delivery of the **strategic plan** for: Living well with long term condition.
- Have requirements to deliver against multiple **national priorities and performance targets** for example: Bed Based / Community Hospital Redesign, Delayed Discharge; winter planning
- In addition to **close working** across primary and preventative care services; complex and critical and business enabling services these teams will work closely with Acute Services; Independent Sector (Care Homes and Care at Home, day care, respite); Housing; Voluntary Sector Providers; Services in peoples' homes/homely settings; Long Term Conditions Teams.
- The **key functions** include: Enabling People to Live at Home or in a Homely setting (Inc; residential); Frailty; Long Term Conditions Management; Intermediate Care; Day Care; Community Hospital.
- **Key Services areas\*** include: Home Care (inc telecare/link); Community Hospitals; Residential Care Homes; Day Care; Palliative Care; District Nursing; Integrated Discharge Hub; ICASS; H@H; Specialist Long Term Conditions Management; Rehabilitation & Re-ablement.

## Primary and Preventative Care Services

- **Common focus** on Integrated Primary and Preventive Care Services; population health, primary care, prevention, self care, promoting health and wellbeing and universal services.
- Aligned to the **outcomes of integration**: People are able to look after and improve their own health and wellbeing and live in good health for longer; Health and social care services contribute to reducing health inequalities; People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and well-being.
- Focused on the delivery of the **strategic plan** for: Working with local people and communities to address inequalities and improve health and wellbeing outcomes across Fife
- Have requirements to deliver against multiple **national priorities and performance targets** for example: Primary Care Transformation, Smoking Cessation, Urgent Care Transformation.
- In addition to close working across community care services; complex and critical and business enabling services these teams will **work closely with** Localities and Communities; Third Sector Early Intervention; Primary Care including General Practice, Community Pharmacy, Ophthalmology, Dental; Community Planning, Education, Sports and Leisure; Public Health.
- The **key functions** include: Universal Services; In hours and out of hours primary care; Prevention; Health Inequalities; Health Improvement; Promoting wellbeing; Early Intervention; Community Led Support; Self Management / Independence.
- **Key Services areas\*** include: Children's Services; Urgent Care; Sexual Health / Rheumatology; Primary Care (General Practice, Community Pharmacy, Community Dental, Community Ophthalmology); Podiatry; Physiotherapy; Speech and Language Therapy; Dietetics; Occupational Therapy; Dental; Health Improvement / Promotion; Locality Workers; Local Area Co-ordinator.

## Complex and Critical Services

- **Common focus** on: Complex & Critical needs; Mental Health, Learning Disability; Social Work
- Aligned to the **outcomes of integration**: People, including those with disabilities or long term conditions, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community; People who use health and social care services are safe from harm; People who use health and social care services have positive experiences of those services, and have their dignity respected; Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
- Focused on the delivery of the **strategic plan** for: Promoting mental health and wellbeing; Living well with long term conditions; Learning Disability and Complex Physical HealthCare
- Have requirements to deliver against multiple **national priorities and performance targets** for example: Promoting mental health and wellbeing; Living well with long term conditions; Learning Disability and Complex Physical Health Care.
- In addition to **close working** across primary and preventative care services; community care and business enabling services these teams will work closely with Mental Health Services; Learning Disability Services; Social Work (Adult, criminal justice and Children's to enable transitions); Housing; Independent and Vol Sector Specialist Providers.
- The **key functions** include: Assessment and planning of specialist care needs for both physical and mental health needs; Complex and Critical Needs; Mental health and wellbeing; case management; Adult and Older Adult Social Work; Case Management.
- **Key Services areas\*** include: Mental Health; Addictions; CAMHS; Learning Disability Services; Psychology; Adult Protection; Social Work.

## Business Functions

### Integrated Business Enabling and Support Services

- **Common focus** on Services that Support Service Delivery and work closely with business partners in both NHS Fife and Fife Council to assure the performance, corporate, business and financial functions.
- Aligned to the **outcomes of integration**: Resources are used effectively and efficiently in the provision of health and social care services; People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
- Focused on the delivery of the **strategic plan** for: Managing resources effectively while delivering quality outcome; Working with communities, partners and our workforce to effectively transform, integrate and improve our services
- Have requirements to deliver against multiple **national priorities and performance targets** for example: Ministerial Steering Group Outcomes; Financial; Oversight of Transformational change; Integration Performance targets; Professional Standards.
- In addition to **close working** with all Health and social Care Partnership Services, services will enable joint working Business Partners at NHS Fife and Fife Council, Engage with wider stakeholders support a strategic interface for commissioning, performance and professional standards.
- The **key functions** include: Enabling Delivery of the Health and Social Care Partnership Outcomes; Clinical & Care Governance; Performance & Outcomes; Financial Governance; Transformational Change; Business Support; Corporate Functions; Participation and Engagement; Commissioning; Risk; Information Services; workforce
- **Key Services areas\*** include: Business Support; administration, Finance; Change & Transformation; Corporate Functions; Performance & Assurance; Commissioning; Resilience; Risk; Information Compliance

## Professional Leadership (which will include the Nursing Directorate)

### Integrated Quality and Safety

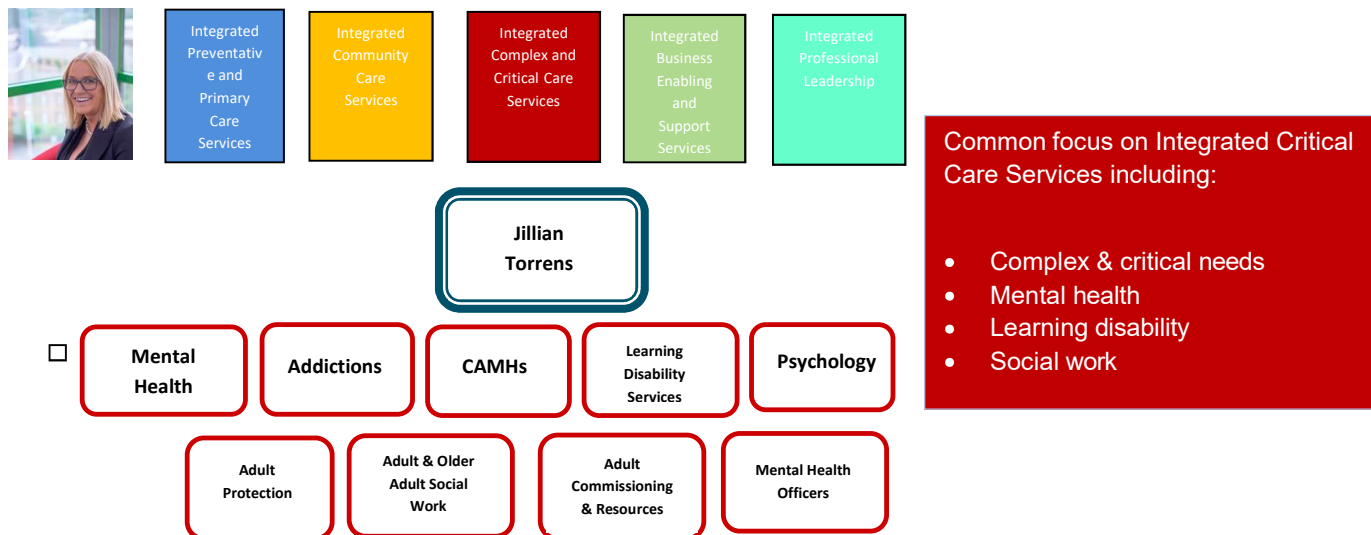
- **Common focus** Assuring safe, effective and person centred care. Promoting High Quality, Evidence Based Practice aligned to Quality Standards and practice/workforce development.
- Aligned to the **outcomes of integration**: People using health and social care services are safe from harm. People who use health and social care services have positive experiences of those services, and have their dignity respected. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services. People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
- Focused on the delivery of the **strategic plan** for: Professional Leadership underpins all of the outcomes in the strategic plan.
- Have requirements to deliver against multiple **national priorities and performance targets** for example: Safe Staffing Legislation; Adult Social Care Review; regulatory bodies (e.g. NMC, GMC and SSSC), Public Protection Legislation.
- In addition to **close working** with all Health and social Care Partnership Services, Professional leads will engage in forums established through the Nurse Director, Medical Director and Chief Social Work Officers.
- The **key functions** include: Clinical/Professional Leadership; Clinical and Care Governance, regulatory requirements, Professional Statutory and Legislative requirements, Practice Standards, Quality Improvement,
- **Key Services areas\*** include: Professional Leaders such as Heads of Nursing, Clinical Directors, Practice Development Staff, Clinical and Care Governance team.

# Delegated Services

Integrated Preventative & Primary Care Services	Integrated Community Care Services	Integrated Complex & Critical Care Services
<ul style="list-style-type: none"> <li>• Children's Services</li> <li>• Urgent Care</li> <li>• Sexual Health</li> <li>• Rheumatology</li> <li>• SALT</li> <li>• Primary Care (GP, Com Pharmacy, Com Dental, Com Ophthalmology)</li> <li>• Podiatry</li> <li>• Physiotherapy</li> <li>• Dietetics</li> <li>• Occupational Therapy</li> <li>• Dental</li> <li>• Health Improvement / Promotion</li> <li>• Locality Workers</li> <li>• Local Area Co-ordinators</li> </ul>	<ul style="list-style-type: none"> <li>• Home Care (inc telecare/link)</li> <li>• Community Hospitals</li> <li>• Residential Care Homes</li> <li>• Day Care</li> <li>• Palliative Care</li> <li>• District Nursing</li> <li>• Integrated Discharge Hub</li> <li>• ICASS</li> <li>• H@H</li> <li>• Specialist Long Term Conditions Management</li> <li>• Rehabilitation &amp; Reablement</li> </ul>	<ul style="list-style-type: none"> <li>• Mental Health</li> <li>• Addictions</li> <li>• CAMHS</li> <li>• Learning Disability Services</li> <li>• Psychology</li> <li>• Adult Protection</li> <li>• Adult and Older Adult Social Work</li> <li>• Adult Commissioning and Resources</li> <li>• MH Officers</li> </ul>
<b>Integrated Business enabling and support services</b>		
<ul style="list-style-type: none"> <li>• Business Support</li> <li>• Finance; Change &amp; Transformation</li> <li>• Corporate Functions</li> </ul>	<ul style="list-style-type: none"> <li>• Performance &amp; Assurance</li> <li>• Commissioning</li> <li>• Professional Leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Resilience</li> <li>• Risk</li> <li>• Information Compliance</li> </ul>

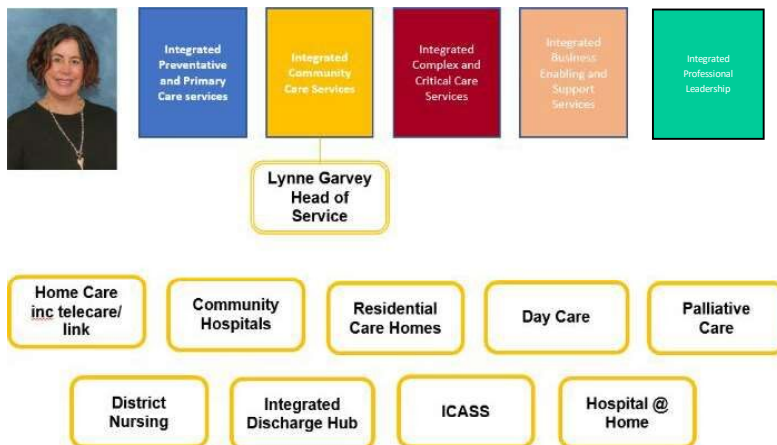
# Health & Social Care Partnership Portfolio Areas

## Complex and Critical Care Services



- **Common focus** on: Complex & Critical needs; Mental Health, Learning Disability; Social Work
- Aligned to the **outcomes of integration**: People, including those with disabilities or long term conditions, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community; People who use health and social care services are safe from harm; People who use health and social care services have positive experiences of those services, and have their dignity respected; Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
- Focused on the delivery of the **strategic plan** for: Promoting mental health and wellbeing; Living well with long term conditions; Learning Disability and Complex Physical HealthCare
- Have requirements to deliver against multiple **national priorities and performance targets** for example: Promoting mental health and wellbeing; Living well with long term conditions; Learning Disability and Complex Physical Health Care.
- In addition to **close working** across primary and preventative care services; community care and business enabling services these teams will work closely with Mental Health Services; Learning Disability Services; Social Work (Adult, Criminal Justice and Children’s to enable transitions); Housing; Independent and Vol Sector Specialist Providers.
- The **key functions** include: Assessment and planning of specialist care needs for both physical and mental health needs; Complex and Critical Needs; Mental health and wellbeing; Case management; Adult and Older Adult Social Work; Case Management.
- **Key Services areas** include: Mental Health; Addictions; Child and Adolescent Mental Health Services; Learning Disability Services; Psychology; Adult Protection; Social Work.

# Community Care Services

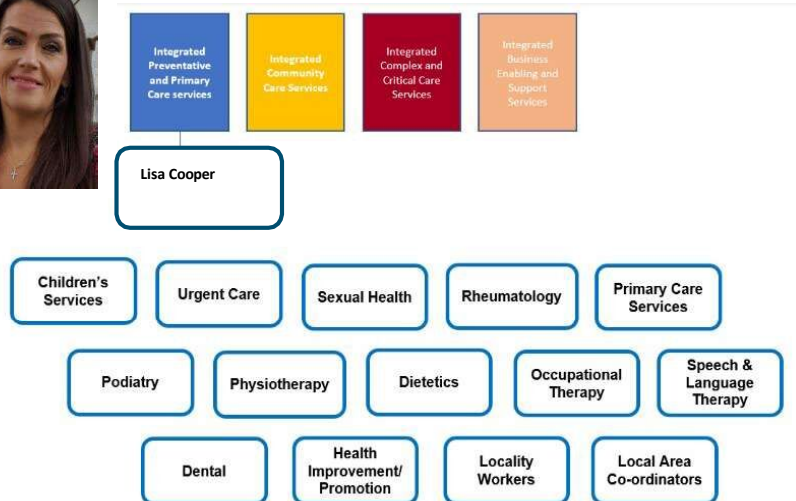


Common focus on Integrated Community Care Services including:

- Intermediate Care
- Care at home/homely setting
- Reducing emergency hospital admissions
- Reablement
- Long term conditions
- Palliative and end of life care

- **Common focus** on Intermediate Care, Care at home/homely setting, reducing emergency hospital admissions, re-ablement, long term conditions palliative & end of life care.
- Aligned to the **outcomes of integration**: People, with long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community; Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services; People who use health and social care services have positive experiences of those services.
- Focused on the delivery of the **strategic plan** for: Living well with long term condition.
- Have requirements to deliver against multiple **national priorities and performance targets** for example: Bed Based / Community Hospital Redesign, Delayed Discharge; winter planning
- In addition to **close working** across primary and preventative care services; complex and critical and business enabling services these teams will work closely with Acute Services; Independent Sector (Care Homes and Care at Home, day care, respite); Housing; Voluntary Sector Providers; Services in peoples' homes/homely settings; Long Term Conditions Teams.
- The **key functions** include: Enabling People to Live at Home or in a Homely setting (Inc; residential); Frailty; Long Term Conditions Management; Intermediate Care; Day Care; Community Hospital.
- **Key Services areas** include: Home Care (inc. telecare/link); Community Hospitals; Residential Care Homes; Day Care; Palliative Care; District Nursing; Integrated Discharge Hub; Integrated Community Assessment and Support Services; Hospital at Home; Specialist Long Term Conditions Management; Rehabilitation & Re-ablement.

# Primary and Preventative Care Services



Common focus on Integrated Primary Care and Preventative Care Services including:

- Population health
- Primary care
- Prevention
- Self-care
- Health and wellbeing promotion
- Universal services

- **Common focus** on Integrated Primary and Preventative Care Services; population health, primary care, prevention, self care, promoting health and wellbeing and universal services.
- Aligned to the **outcomes of integration**: People are able to look after and improve their own health and wellbeing and live in good health for longer; Health and social care services contribute to reducing health inequalities; People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on health and well-being.
- Focused on the delivery of the **strategic plan** for: Working with local people and communities to address inequalities and improve health and wellbeing outcomes across Fife
- Have requirements to deliver against multiple **national priorities and performance targets** for example: Primary Care Transformation, Smoking Cessation, Urgent Care Transformation.
- In addition to close working across community care services; complex and critical and business enabling services these teams will **work closely with** Localities and Communities; Third Sector Early Intervention; Primary Care including General Practice, Community Pharmacy, Ophthalmology, Dental; Community Planning, Education, Sports and Leisure; Public Health.
- **key functions**: Universal Service; In & out hours primary care; Prevention; Inequalities; Health Improvement/wellbeing; Early Intervention; Community Support; Self Management & Independence.
- **Key Services areas** include: Children's Services; Urgent Care; Sexual Health / Rheumatology; Primary Care (General Practice, Community Pharmacy, Community Dental, Community Ophthalmology); Podiatry; Physiotherapy; Speech and Language Therapy; Dietetics; Occupational Therapy; Dental; Immunisation; Health Improvement / Promotion.

# Business Enabling Services



Audrey Valente  
Chief Finance  
Officer



Fiona McKay Head of  
Planning, Performance  
& Commissioning



Integrated  
Preventative  
and Primary  
Care services



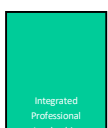
Integrated  
Community  
Care Services



Integrated  
Complex and  
Critical Care  
Services



Integrated  
Business  
Enabling and  
Support  
Services



Integrated  
Professional  
Leadership

Audrey Valente  
Fiona McKay  
Roy Lawrence



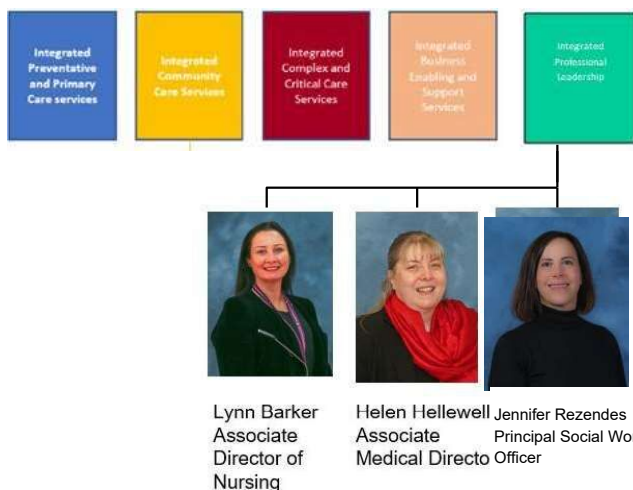
Principal Lead  
Organisational  
Development &  
Culture



Common focus on services that support service delivery and work closely with business partners in both NHS Fife and Fife Council to assure the performance, corporate, business, and financial functions.

- **Common focus** on Services that support service delivery and work closely with business partners in both NHS Fife and Fife Council to assure the performance, corporate, business and financial functions.
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- Focused on the delivery of the **Strategic Plan** for: Managing resources effectively while delivering quality outcome; Working with communities, partners and our workforce to effectively transform, integrate and improve our services
- Have requirements to deliver against multiple **national priorities and performance targets** for example: Ministerial Steering Group Outcomes; Financial; Oversight of Transformational change; Integration Performance targets; Professional Standards.
- In addition to **close working** with all Health and Social Care Partnership Services, services will enable joint working Business Partners at NHS Fife and Fife Council, engage with wider stakeholders support a strategic interface for commissioning, performance and professional standards.
- The **key functions** include: Enabling Delivery of the Health and Social Care Partnership Outcomes; Clinical & Care Governance; Performance & Outcomes; Financial Governance; Transformational Change; Business Support; Corporate Functions; Participation and Engagement; Commissioning; Risk; Information Services; Clinical / Professional Leadership
- **Key Services areas** include: Business Support; administration, Finance; Change & Transformation; Corporate Functions; Performance & Assurance; Commissioning; Resilience; Risk; Information Compliance

# Integrated Professional Leadership



Common focus on assuring safe, effective and person centred care promoting high quality, evidence based practice aligned to quality standards, practice and workforce development

- **Common focus:** Assuring safe, effective, and person-centred care. Promoting High Quality, Evidence Based Practice aligned to Quality Standards and practice/workforce development.
- Aligned to the **outcomes of integration:** People using health and social care services are safe from harm. People who use health and social care services have positive experiences of those services, and have their dignity respected. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services. People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
- Focused on the delivery of the **strategic plan** for: Professional Leadership underpins all of the outcomes in the strategic plan.
- Have requirements to deliver against multiple **national priorities and performance targets** for example: Safe Staffing Legislation; Adult Social Care Review; regulatory bodies (e.g. NMC, GMC and SSSC), Public Protection Legislation.
- In addition to **close working** with all Health and social Care Partnership Services, Professional leads will engage in forums established through the Nurse Director, Medical Director and Chief Officers.
- The **key functions** include: Clinical/Professional Leadership; Clinical and Care Governance, regulatory requirements, Professional Statutory and Legislative requirements, Practice Standards, Quality Improvement, Organisational Development and Culture.
- **Key Services areas** include Professional Leaders such as Heads of Nursing, Clinical Directors, Practice Development Staff, Clinical and Care Governance team, Organisational Development.

## Our vision, mission and values

### Our Vision

The people of Fife live long and healthy lives

### Our mission

Transforming Health and Care in Fife to be the best

### Our values

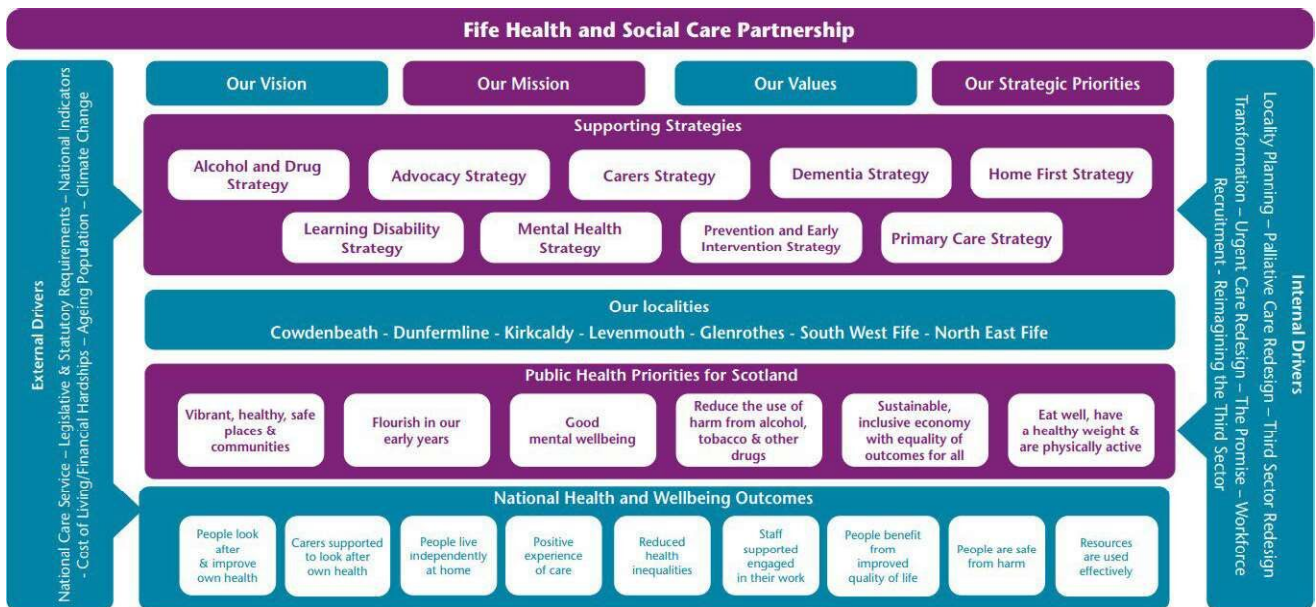
Care and compassion

Dignity and respect

Openness, honesty and responsibility

Quality and teamwork

# Our Strategic Priorities



# Our Strategic Priorities

The Health and Social Care Strategic Plan 2023-26 defines 5 strategic priorities:



**Local** - A Fife where we will enable people and communities to thrive:-

- We will work with individuals, local communities, staff, and partners to provide personalised care, by the right person, in the right place, and at the right time.
- We will engage and listen to individuals, local communities, and provide support to more people enabling them to live well at home, or in a homely setting.
- We will maximise opportunities to provide safe, sustainable, and appropriate housing.

**Sustainable** - A Fife where we will ensure services are inclusive and viable

- We will work together to identify unpaid carers within our communities. We will offer, and increase the support available for all carers, including enabling regular breaks for carers, and supporting all models of care.
- We will work with our partners in the third and independent sector to deliver services that are collaborative.
- We will ensure our financial viability is considered in any transformation work identified.

**Wellbeing** - A Fife where we will support early intervention and prevention

- We will support people to develop and maintain the knowledge to manage their own health conditions, make positive choices, and lead healthier lives.
- We will actively promote opportunities and knowledge in our citizens and staff that support reducing the risk of harms, and give individuals confidence to look after their health, to the best of their abilities.
- We will promote prevention, early intervention, and harm reduction.

**Outcomes** - A Fife where we will promote dignity, equality and independence

- We will work with partners, staff, local communities, and individuals, to challenge sources and biases towards inequality.
- We will, as appropriate, target specific actions to support communities and individuals most at risk of harm from inequalities.
- We will actively work to improve health and wellbeing outcomes across Fife.

**Integration** – A Fife where we will strengthen collaboration and encourage continuous improvement

- We will champion collaboration and continuous improvement, enabling our workforce to be responsive and innovative.
- We will manage our resources effectively to increase the quality of our services and provide them to those individuals and communities most at need.
- We will continue the development of an ambitious, effective, and ethical Partnership.

# Our Leadership Success Statements

## *Integration Matters*

We are committed to systems leadership and developing leadership at all levels within the Health and Social Care Partnership. We have a well established Extended Leadership Team to actively engage with all senior leaders within the organisation to enable:-:

- **Listen:** Inform and connect us as “one Health and Social Care Partnership”
- **Voice:** Share collective experience and forum to influence developments
- **Promote:** Open Networks and engagement with the Senior Leadership Team and Peers
- **Impact:** Focus on common priorities and ensure collective impact

Through the work of the Extended Leadership Team we have co-produced leadership success statements that underpin our leadership aspirations within Fife Health and Social Care Partnership. The principal social worker, alongside all members of the Senior Leadership team will champion and support delivery of these success statements alongside all members of the Extended leadership team, engaging with the Local Partnership Forum, Frontline staff and partners.

### Our Leadership ability and Organisational Culture

- Everyone understands they are a leader within the partnership and that they represent us all whenever they deliver a service
- Our people believe they are treated fairly, feel included in our future and recognise we are all in this together to be the best we can be

### Opportunities for our Workforce to thrive and perform to their potential:

- Our people will feel supported to try new ways of working to improve the service they deliver
- Our people will feel proud and passionate about the work of the Partnership

### Our ability to Transform our services

- Our people work together to design new ways to deliver the best possible care and support across the whole partnership
- Our people use technology and other resources to sustain new ways of working that change people’s lives for the better

### Our ability to get the best value from our Financial resources and Sustain our services:

- We plan to deliver and deliver what we plan within the resources available
- Our planning demonstrates a forward-looking vision for the future to make sure we can continue to deliver high quality service

Our performance in affecting people's lives Earlier to Prevent the need for hospital and reduce the need for health and social care services:

- We can show how we are working in a way that helps people to help themselves and build strength in their communities
- There will be less emergency hospital admissions

Our ability to empower our Local Places to influence the service they receive:

- We can show we are listening to people and supporting them to get the service they need wherever possible
- We can show how local voices are helping us design the future of the Partnership

### **Our Standards of Practice Excellence & Quality**

- Our people challenge themselves to provide the best possible care and treat others as they would like to be treated
- We celebrate the great work of our people and have a track record of high-quality care that improves people's lives

### **Our Reputation with our Citizens and our Staff**

- The citizens of Fife believe our partnership works with them to achieve the best possible outcomes in their lives
- Our people believe the partnership is an excellent place to work and that their contribution to our success is valued

# Nursing Midwifery and Allied Health Professions

## Professional Assurance Framework

**Within Fife there is a robust Professional Assurance Framework which defines explicit and effective lines of accountability from the care setting to the Board and through to the Chief Nursing Officer to provide assurance on standards of care and professionalism.**

This includes ensuring:

### **Practitioners are equipped, supervised and supported according to regulatory requirements**

- The building blocks to effective systems of assurance starts where caring takes place - at the interface between practitioners and the people they serve.
- As such practitioners must be fully equipped, supported and supervised.

### **There is dispersed leadership which focuses on outcomes and promotes a culture of multi-professional parity and respect**

- Executive Nurse Directors are professionally accountable for the quality of the nursing and midwifery service provided in their organisations.
- These responsibilities are distributed through the professional lines from Executive Nurse Director, to Director of Nurse, Associate Director of Nursing, Heads of Nursing, Lead Nurses/Nurse consultants, Senior Charge Nurses and Team Leaders to Practitioners.

### **There is clear accountability for standards and professionalism at every level**

- This includes clearly defined roles and accountabilities in terms of the uniqueness of registered nurse, midwife and Allied Health Professional roles.
- Practitioners and professional leaders must understand what is expected of them, how to fulfil these expectations and how to provide assurance on their effectiveness.

### **There is a clear understanding about the quality of the nursing and midwifery service**

- Demonstrate the quality of the nursing, Midwifery and Allied Health Professionals
- A combination of retrospective and real time data should be used to provide assurance that systems and processes are in place and working effectively.



## *Our Approach to Integration*

The Health and Social Care Partnership is committed to enabling the people of Fife to live independent and healthier lives. This will be delivered by working with individuals and communities, using collective resources effectively and to transform to ensure these are safe, timely, effectively, high quality and based on achieving personal outcomes. This will be underpinned by the agreed values to be person focused, respectful, inclusive, empowering and acting with integrity and care. The Health and Social Care Partnership is committed to the protection and enhancement of Equality and Human Rights.

Service users and carers will see improvements in the quality and continuity of care and smoother transitions between services and partner agencies. These improvements require planning and coordination. By efficiently deploying multi-professional and multi-agency resources, integrated and coordinated care systems will be better able to deliver the improvements we strive for; faster access, effective treatment and care, respect for people's preferences, support for self-care and the involvement of family and carers.

Integration must be about much more than the structures that support it. The behaviours of Senior Leaders must reflect these values. It is only by improving the way we work together that we can in turn improve our services and outcomes for individuals who use them. We will work closely with NHS Fife, Fife Council, Independent, and Voluntary Sector to support a whole system approach. This is what we refer to as the "Team Fife" approach.

## *Integration Joint Board*

The Integration Joint Board is made up of representatives from Fife Council and NHS Fife as well as representatives of the public, carers, professional advisors and partners within the Independent and Voluntary Sector. This diverse group of individuals bring their talents, expertise and perspectives in order to further our mission to improve the lives of those living in Fife.

The Integration Joint Board, has legal responsibility for services delegated to it and is fully responsible for:

- Overseeing the development and preparation of the Strategic Plan for services delegated to it.
- Allocating resources in accordance with the Strategic Plan
- Ensuring that the national and local Health and Wellbeing outcomes are met.

The IJB then commissions (or 'directs') the local authority and health board to deliver services in line with the strategic plan, and allocates the budget for delivery accordingly. The local authority and health board deliver these services within the budget and any parameters directed by the IJB. The directions policy defines this process.

Each IJB has responsibility to appoint a chief officer to lead implementation of the strategic plan and an officer responsible for its financial administration (Section 95, Chief Finance Officer). The chief officer has a direct line of accountability to the chief executives at the health board and the local authority.

A requirement of the Act is that the IJB also produces an annual performance report outlining progress towards delivery of the nine National Health and Wellbeing Outcomes within its local area.

## Fife Localities

The Kingdom of Fife is a peninsula in eastern Scotland with a coastline of 170 kilometres (105 miles) bounded by the Firth of Forth to the South and the Firth of Tay to the North. It is the third largest local authority area in Scotland with a population of over 370,330. This represents 7% of the total population of Scotland. 96% of Fife residents live in 134 settlements, the largest of these being Kirkcaldy, Dunfermline and Glenrothes.

By 2039, the population of Fife is expected to increase by 4.5% to 387,214. The 16 to 19 age group is expected to reduce and those aged 75+ to see the greatest increase. This may be attributed to a declining birth rate and increased life expectancy in Fife, which is currently greater than the Scottish average for both males and females.

The extent of deprivation in Fife is fairly evenly spread across the different data zone bands from most to least deprived. The 2009 Scottish Index of Multiple Deprivation (SIMD) indicates that Fife has an increasing share of Scotland's most deprived areas. Fife has the sixth highest local authority share of the 15% most deprived data zones in Scotland. 51 (5.2%) of the 976 data zones in the top 15% across Scotland are located in Fife, 8 of which fall into the top 5%. The 2009 data also confirms enduring deprivation in specific areas of Fife. In recent years Fife's economy has moved away from traditional manufacturing industries towards the service sector.

Chief officers lead the development of integrated services and actions at a local level, so that approaches are tailored to local communities and circumstances. This localism is fundamental to integration as the Act requires health and social care partnerships to divide their area into at least two localities and within Fife there are 7 localities:

- North East Fife
- Glenrothes
- Levenmouth
- Kirkcaldy
- Cowdenbeath
- Dunfermline
- South West Fife



Localities aims to achieve the aspirations we share for health and social care integration, with partners across the health and social care landscape, and their stakeholders, focussing together on our joint responsibility to improve outcomes for people. Profiles for each of the localities are available on the Health and Social Care Partnership website.

# National Health and Wellbeing Outcomes

The main purpose of integration is to improve the wellbeing of people who use health and social care services, particularly those whose needs are complex.

This is intended to support achievement of the National Health and Wellbeing Outcomes prescribed by the Scottish Ministers in Regulations under Section 5 (1) of the Act namely:

1. People are able to look after and improve their own health and wellbeing and live in good health for longer.
2. People, including those with disabilities or long-term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
3. People who use health and social care services have positive experiences of those services, and have their dignity respected.
4. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
5. Health and social care services contribute to reducing health inequalities.
6. People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing.
7. People using health and social care services are safe from harm.
8. People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
9. Resources are used effectively and efficiently in the provision of health and social care services.

# Health and Social Care Standards

The Health and Social Care Standards set out what people should expect when using health, social care or social work services in Scotland.

They seek to provide better outcomes for everyone; to ensure that individuals are treated with respect and dignity, and that the basic human rights we are all entitled to are upheld.

The objectives of the Standards are to drive improvement, promote flexibility and encourage innovation in how people are cared for and supported.

The Standards are underpinned by five principles; dignity and respect, compassion, be included, responsive care and support and wellbeing.

The Standards are based on five headline outcomes:

- I experience high quality care and support that is right for me.
- I am fully involved in all decisions about my care and support.
- I have confidence in the people who support and care for me.
- I have confidence in the organisation providing my care and support.
- I experience a high quality environment if the organisation provides the premises.



**Health and Social Care Standards**  
**My support, my life**



## Principles

### Dignity and respect

- My human rights are respected and promoted.
- I am respected and treated with dignity as an individual.
- I am treated fairly and do not experience discrimination.
- My privacy is respected.

### Compassion

- I experience warm, compassionate and nurturing care and support.
- My care is provided by people who understand and are sensitive to my needs and my wishes.

### Be included

- I receive the right information, at the right time and in a way that I can understand.
- I am supported to make informed choices, so that I can control my care and support.
- I am included in wider decisions about the way the service is provided, and my suggestions, feedback and concerns are considered.
- I am supported to participate fully and actively in my community.

### Responsive care and support

- My health and social care needs are assessed and reviewed to ensure I receive the right support and care at the right time.
- My care and support adapts when my needs, choices and decisions change.
- I experience consistency in who provides my care and support and in how it is provided.
- If I make a complaint it is acted on.

### Wellbeing

- I am asked about my lifestyle preferences and aspirations and I am supported to achieve these.
- I am encouraged and helped to achieve my full potential.
- I am supported to make informed choices, even if this means I might be taking personal risks.
- I feel safe and I am protected from neglect, abuse or avoidable harm.

# Joint Inspection

In 2022, a first in Scotland, joint inspection of adult services, focusing on the outcomes and experiences of adults with physical disabilities and complex needs in the Fife Health and Social Care Partnership, has found clear strengths in how integrated health and social care services are positively supporting people's health and wellbeing outcomes. Inspectors also identified areas which could further improve.

## Key strengths

- Most people had positive experiences of integrated and person-centred health and social care, which supported an improved quality of life.
- Many people and carers told us that they were listened to by workers who treated them with dignity, respect and kindness.
- Almost all people had support from a key worker during assessment, review and care planning processes. Overall, when people had the support of a key worker, coordination was good.
- The widespread adoption of collaborative approaches with external care providers improved the partnership's ability to respond to and recover from the pandemic.
- The Fife partnership's senior leadership team and extended leadership team had developed a strong collaborative culture. Most staff strongly agreed or agreed that joint working was supported by line managers and leaders.

## Key areas for improvement

The partnership should:

- Continue to drive targeted efforts to improve outcomes for people and carers and make sure it has an integrated approach to providing information and advice.
- Improve its processes for anticipatory care planning and how it responds seamlessly from the point of view of people and carers.
- Make sure it balances responding to local needs with a consistent response by monitoring performance at a locality level.
- Leaders should continue to evaluate the effectiveness of organisational development across the wider workforce.
- Further progress is needed to maximise the impact of integrated service delivery on ensuring good outcomes and experiences for people going forward

The Principal Social Work Officer, alongside all members of the senior leadership team will continue to build on the good work that has commenced and support our commitment to continuous quality improvement to address the areas for improvement. The full report is available at: [Joint inspection of adult services in Fife Health and Social Care Partnership \(careinspectorate.com\)](https://www.careinspectorate.com)

# Key Resources

You may want to refer to the following websites:-

Fife Health and Social Care Partnership: <https://www.fifehealthandsocialcare.org/>

NHS Fife: <https://www.nhsfife.org/>

Fife Council: <https://www.fife.gov.uk/>

Health & Social Care Strategic Plan 2023-26: [H&SCP Strategic Plan 2023-26](#)

Health and Social Care Annual report 2022-23: [H&SCP Annual Performance Report 2022-23](#)

Localities: [Fife Localities](#)

Health and Social Care Scotland: <https://hscscotland.scot/>

Public Health Scotland Act: <https://www.legislation.gov.uk/asp/2014/9/contents/enacted>

Fife Mental Health Strategy 2020-24: [Fife Mental Health Strategy](#)

Fife Partnership: [Fife Partnership Board | Fife Council](#)

Plan for Fife: [Plan for Fife-2017-2027](#)

Fife Clinical Strategy: [Fife Clinical Strategy](#)

Health and Care (Staffing) (Scotland) Act 2019 : [Health and Care \(Staffing\) \(Scotland\) Act 2019 \(legislation.gov.uk\)](#)

Transforming NMAHP Roles <https://www.nes.scot.nhs.uk/our-work/transforming-nmahp-roles/>

Nursing 2030 Vision: [Nursing 2030 vision - gov.scot \(www.gov.scot\)](#)

Excellence in Care [Excellence in Care](#)

Nursing, Midwifery & Allied Health Professions – Development Framework [NMAHP Development Framework](#)

Facebook: [Fife Health and Social Care Partnership](#)

Twitter: [@Fifehscp](#)

# Appointment Arrangements

Please note that, in the interests of equality, we do not accept Curriculum Vitae.

## Applications

Applications are made electronically at [www.jobs.scot.nhs.uk](http://www.jobs.scot.nhs.uk), through the JobTrain Application Tracking System.

## Accessibility

We want our recruitment application process to be accessible to the communities we serve. Job information can be made available in alternative formats including audio, paper, large print and Braille, and translation upon request. We may need to involve other agencies to help us with this. If you require an alternative format or language to help you apply for this post you should email [alison.mcarthur2@nhs.scot](mailto:alison.mcarthur2@nhs.scot) to advise of your specific requirements.

## Employment references

References should include current and previous employers covering the last 3 years of your employment history. References will be taken up for the successful candidate only.

## Evidence of qualifications

Candidates will be required to provide evidence of their qualifications.

## Medical assessment

Any offer of employment is subject to satisfactory Occupational Health Clearance. The Occupational Health Service will make an assessment on your fitness to carry out the post based on the information contained within the questionnaire. In certain circumstances further information is required before clearance can be given and Occupational Health may contact you by telephone or request that you attend for an appointment. Clearance must be obtained before a new employee commences employment with NHS Fife or Fife Council.

## Applicants with disability

A disability or health problem does not preclude full consideration for the job and an application from a person with a disability(ies) is welcome. All information will be treated as confidential. NHS Fife and Fife Council have been approved, by the Employment Services Department, as an Equal Opportunities employer with a positive policy towards employment of disabled people. NHS Fife and Fife Council guarantees to interview all applicants with disabilities who meet the minimum criteria for the post.

## Criminal conviction check

All applicants who apply for posts which are exempt from the Rehabilitation of Offenders Act 1974 and who will have access to patients in the course of their employment will be required to consent to a Disclosure Scotland

Criminal Records Check or join the Protection of Vulnerable Groups Scheme. Any offer of employment is conditional upon a satisfactory check or confirmation of scheme membership being received and a commencement date for employment will only be agreed following this confirmation.

Failure to disclose convictions information as required will result in the offer of employment being withdrawn. If you are appointed, and it is found that you did not reveal a previous conviction you will be subject to disciplinary action and your employment may be terminated. Information in relation to Scotland's disclosure and rehabilitation of offenders' regime can be found on the Disclosure Scotland website [www.mygov.scot/disclosure-types/](http://www.mygov.scot/disclosure-types/)

## Overseas Criminal Record Checks

Disclosure Scotland is not able to check the criminal history system of candidates from countries out-with the UK. Therefore you are responsible for obtaining an overseas police check if you:

1. have spent three months or more (in a single period) in a non UK country in the last ten years
2. were born and have lived overseas until adulthood.

If necessary, you will need to provide a translated check from the country/countries involved at your own expense.

The Disclosure and Barring Service (DSB) formerly the Criminal Records Bureau (CRB) website at [www.gov.uk/disclosure-barring-service-check](http://www.gov.uk/disclosure-barring-service-check) provides guidance on how you can obtain further information from a number of overseas countries. If the country required is not listed on this website, you must contact the country's representative in the UK. See the Foreign and Commonwealth website at [www.gov.uk/government/publications/criminal-records-checks-for-overseas-applicants](http://www.gov.uk/government/publications/criminal-records-checks-for-overseas-applicants)

## Immigration, Asylum and Nationality Act 2006 – Prevention of illegal working

Candidates must be eligible to work in the UK – The successful candidate will be required to provide original evidence of his/her eligibility to work in the UK. Guidance on suitable documentation will be provided.

## Provision of false information

Candidates should also note that the provision of false information or the omission of material information in their application or at interview may lead to the offer of employment being withdrawn or summary dismissal.

## Interview and assessment arrangements

Short listed candidates will be required to undertake a pre interview task, make a presentation and attend a values based interview. These activities will all contribute to testing candidate competence.

The interview process may be in person or via Microsoft Teams.

# Discover Fife

With its stunning beauty, rich history and abundance of sporting and leisure activities, Fife is a fantastic place to live and work, with an identity and a character all of its own. The cost of living here is lower than the national Scottish average and house prices offer superb value for money, providing you with a high standard of living and quality of life. The major economic and cultural hubs of Edinburgh, Stirling, Perth and Dundee are all within easy commuting distance. In Fife you really can have it all.

## Work life balance

As some of the largest employers in the region, NHS Fife and Fife Council are forward-thinking and innovative organisations. Fife Health and Social Care Partnership provides a supportive environment for staff where strong teams work and develop together and where individuals can flourish to realise their full potential.

## It's a beautiful life

The Kingdom of Fife occupies the peninsula formed by the Firth of Forth to the south and the Firth of Tay to the north. The region's landscape is as beautiful as it is diverse, with rolling hills, lochs and spectacular coastline.

This is a place steeped in history. Dunfermline was the first capital of Scotland, home to royal inhabitants, as well as birthplace of Andrew Carnegie, steel magnate and philanthropist whose legacy lives on across the world to this day. The more recent past saw the establishment of the pits and coal mines, heavy industry whose rich heritage is still evident today in the close-knit communities of Cowdenbeath, Lochgelly and Kelty.

The town of St Andrews, named after Scotland's patron saint, sits on its own on a wide bay on our north east shores, boasting not only Scotland's first university, but also its oldest golf club, the Royal and Ancient Golf Club, which helped to establish the sport as one of Scotland's greatest exports.

Nowadays it's Kirkcaldy and new town Glenrothes that offer the modern bases favoured by major manufacturing and services industries. Both towns are well connected to Scotland's capital, Edinburgh and the North via the M90 motorway and are easily accessible in less than half an hour by car.

## Well connected

Getting to and around Fife is simple, with excellent public transport links from around the UK. This fabulous region is not far from Scotland's cities and is also very easy to get around.

With Edinburgh just to the south, Dundee and Perth to the north, and Glasgow to the south west, Fife is in a great position in Scotland and getting here is simple thanks to excellent air, road, rail and public transport links from around the UK.





### By road

If you are driving from Edinburgh and the south, Edinburgh is directly connected by the Queensferry Crossing. Then head to Dunfermline where the A92 takes you further into Fife.

From Glasgow and the west, it is easiest to take the M8 to Edinburgh and then head to Fife from there. The best route from Aberdeen and Dundee is to head for the Tay Road Bridge where the A92 continues into Fife. If you are heading to Fife from Inverness, Perth and the north, follow the A9 from Inverness to Perth. Continue down the M90 from either the A912 at the Bridge of Earn, or continue to Dunfermline on the A92.

The A92 connects the whole region and is perfect for car touring with many well sign-posted scenic routes linking the smaller towns and villages.

### By train

If you wish to get the train here, there are a number of train stations which have direct rail connections to other towns and cities in Scotland, including Edinburgh, Glasgow, Dundee, Aberdeen and Inverness. There are also links to major English towns and cities on the east and west coast. Fife Circle trains make stops at numerous towns and villages in south west Fife, while there are also regular trains which run between Edinburgh and Dundee.

### By air

National and international flights fly into Edinburgh International Airport and Dundee Airport, which are both just a 20-minute drive from the Kingdom of Fife. In addition, there is Glasgow International Airport, which is just over an hour away.

### By bus

Buses from all over the UK stop at Inverkeithing Ferrytoll, where you can continue your journey throughout Fife by bus. An express coach network links Anstruther, Dunfermline, Kirkcaldy, Leven, Glenrothes, Cupar and St Andrews and is complemented by local bus networks in each town.