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| **1. JOB IDENTIFICATION** |
| **Job Title:** | **Professional Nurse Lead – Quality and Governance** |
| **Responsible To:** | **Chief Nurses**  |
| **Department(s):** | **Community Nursing**  |
| **Operating Division** | **Health and Social Partnerships** |
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| **Job Reference number (coded ):** |  |
| **2. JOB PURPOSE** The post holder will provide expert professional leadership and advice on all aspects of quality and nursing governance within GC HSCP. This includes all services hosted by GC.This post has Professional Nursing Leadership responsibility for the development and implementation of nursing governance and systems of assurance and reporting for all services aligned to Chief Nurses in GC HSCP. Working with the Chief Nurses, ACOs, HOS and SMs, the post holder will have lead responsibility for the development of safe, effective and integrated systems to support the implementation of Health Care Staffing Legislation, NHS GGCs & GCHSCPs Quality Strategy, GGCs Nursing / NMAHP Strategy and all systems associated with Excellence in Care (EIC) and Care Assurance. Within the designated remit and as directed by the Chief Nurses GCHSCP and Adult Services the post holder will: * Ensure application/ assurance for the implementation of strategic systems to support quality of care for all HSCP services
* Ensure nursing contribution to the development of strategic policy/ standards and guidance
* Ensure Governance of regulatory standards and requirements
	+ Lead and support nursing practice development/implementation
	+ Lead and support service redesign ensuring the nursing contribution in any change agenda
	+ Lead development of nursing practice competence
	+ Lead implementation of Health care Staffing and support all nursing workforce & workload planning and development
	+ Provide the Professional advisory role to respective Senior Management Team(s) in respect of professional standards, nursing practice and governance

The post holder reports to and supports the Chief Nurses to achieve organisational objectives outlined in the professional nursing agenda across system wide services and will be a member of senior teams and meeting as agreed by Chief Nurses. The postholder will contribute to the strategic development and operational delivery of GCHSCP services as agreed.  |
| **3. ROLE OF DEPARTMENT** The post holder is required to work closely with, senior clinical, general management and partner agency colleagues, leading and influencing the ongoing development of appropriate services and systems within and across Health and Social Care Partnership (HSCP).As an integral member of the PNL Team the post holder will work in partnership with PNLs, Chief Nurses and PDNs and other managers and professional leads to support the development and implementation of nursing governance and practice. Responsibilities will include:* Leading on clinical governance as this relates to the nursing workforce and professional practice
* Influencing service redesign and leading on local developments in nursing practice as agreed which underpin service modernisation
* Professional regulation/ revalidation
* Healthcare Staffing and Excellence in care
* Achieving the aspirations of NHS Scotland’s Quality Strategy

The post holder has corporate and clinical governance accountabilities in ensuring safe, efficient and effective care compatible with professional, legal, organisational and national clinical standards within the above designated area(s) of responsibility. The post holder is therefore accountable for both professional leadership and clinical governance of nursing practice and this extends to developing, leading delivery, planning and development of nursing services that are aligned with national/ board/ service policy.The post holder will provide professional leadership to all nurses / managers within the designated areas named above. This specifically includes responsibility for nursing staff who have no direct line management reporting links with the postholder. Offering the provision of expert professional advice/guidance to nurse managers regarding professional regulatory requirements/ NMC revalidation process/ NMC Confirmation line manager role and responsibilities. The post holder will lead on specific areas of professional policy, and implementation of national, board and service policy within designated areas for nursing practice. The role includes a range of wider organisational responsibilities across all services within the HSCP and area as delegated by Chief Nurses.The post holder reports to and directly supports Chief Nurses by leading on specific aspects of professional policy as well as implementation of national/ board/ service policy within the designated areas of responsibility. This will include board wide health service and system wide responsibilities as delegated by Chief Nurses which include direct liaison with other professional nursing leads. The post holder is responsible for enhancing collaborative working / collegiate approaches to nursing across all HSCP services.Partnerships/ System wide responsibilities regularly include leading on:* Mandatory National Nursing Workforce/ Workload Planning Tools
* Managing and overseeing responsibility for the HSCP QTT
* Clinical Quality Indicators (i.e. Hospital Acquired Infection/ Tissue Viability/ Food Fluid & Nutrition)
* Excellence in Care
* Associated nurse workforce development stemming national and board Strategy
* Practice Development

The post holder directly manages all aspects of HR and is accountable for the performance, of staff directly line managed within designated areas of responsibility or as delegated by Chief Nurses.  |

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| **4. ORGANISATIONAL POSITION** |

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| Chief Officer GCHSCPChief Nurse Glasgow City HSCP Glasgow City HSCP Assistant Chief Officer Heads of Service GCHSCP PNLs / Consultant Nurses Chief Nurse Adult ServicesService Managers,& Lead Nurse/s**Professional Nurse Lead****Quality & Governance** This PostSenior Nurse QTT&Practice Development NursesBand 7 Nurses & Nursing Teams |
| **5. SCOPE AND RANGE OF THE POST** |
| Within the defined geographical areas of responsibility, the post holder provides professional leadership, contributing to the broader service modernisation agenda and achieving objectives outlined in the HSCP and nursing work plan. The post requires the ability to request, receive, analyse and interpret complex data; develop and appraise a range of options; present, report on and make recommendations to a diverse range of stakeholders as well as communicate relevant service related information to senior managers.This role operates across a range of complex adaptive structures subject to regular change as HSCPs continue to evolve, supporting the Chief Nurses, contributing to the maintenance of health system wide responsibilities and fulfilling organisational objectives outlined in the corporate nursing work plan. This role functions in and across complex organisational health and social care structures within a clinical context of continuous quality improvement and service redesign. The post holder is required to influence and work in partnership with the local health and social care senior management teams in the designated areas of responsibility including heads of integrated services, clinical directors, service managers, non-nursing team leaders, nurse team leaders, senior charge nurses and other professional leads across all Adult, Children and Family and Older Peoples services.The post holder requires to analyse, synthesise and report on complex data; be able to respond flexibly to meet the needs of the service; manage competing priorities and deliver objectives within limited timescales.The main functions of the role are:* Fulfilling specific aspects and objectives related to Healthcare Staffing, Excellence in Care and Quality with service wide responsibilities together with implementation of the corporate nursing work plan
* Operating autonomously managing competing priorities adhering with the NMC Code
* Provide professional nursing advice including safeguarding issues
* Provide expert nursing support to HSCP leads and managers
* Participation as a member of Significant Clinical Incident reviews and lead / involvement in local action planning as required.
* Responsible for providing timely reports for assurance with regards to Chief Nurses, PNLs and service wide leads
* Accountable for professional nursing practice; managing and leading on quality improvement.
* Provide expert advice to a range of stakeholders at all levels to ensure nurse staffing levels/ skill mix are appropriate for safe, effective person centred care.
* Ensuring quality nurse supervision/ mentorship and clinical learning environments
* Provide expert nursing advice and guidance to health and social care managers/ senior colleagues who may not have awareness of system wide governance structures.
* Lead implementation of a quality approach for the HSCP, liaising with NES and the Board around growing capacity in Quality Improvement.
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| **6. MAIN DUTIES AND RESPONSIBILITIES****Clinical Leadership**Within NHS GG&C and associated HSCPs areas:* Lead the delivery of nursing practice that optimises safe, effective and person centred care.
* With PNLs, lead, support and professionally develop the nursing workforce locally and across NHSGGC.
* Ensure professional CCAT, Clinical Supervision and systems of assurance are in place for all services in line with the Nursing Policy and / or Guidance
* Provide professional leadership for all aspects of the nursing workforce on agreed portfolio including professional direction in line with national policy and the HSCP(s) objectives to include service redesign, workforce planning, innovative role development (transforming roles), recruitment and retention, performance issues, patient complaints and disciplinary matters. This will require the ability to both respond quickly to urgent requests, and also work at a strategic level, inputting to a range of objectives on an annual, ongoing basis as delegated by Chief Nurses and as outlined in the nursing work plan.
* Leading and managing the Quality and Transformation Team lead on the implementation, monitoring and ongoing development of agreed objectives, nursing Clinical Quality Indicators (CQI) addressing any identified gaps/ quality improvement needs.
* Lead on implementation, monitoring and ongoing development of the nursing standards for services and associated core audits.
* Chair and lead meetings as appropriate for agreed objectives and designated areas to ensure that professional nursing priorities, national strategies and board policies are communicated and implemented for all Senior Managers, SCNs and Nurse Team Leaders within NHS GG&C and associated HSCP service areas.
* Actively participate as a member of Chief Nurse and PNL groups .
* Provide professional advice to other PNLs/ HSCP(s) their senior management teams and staff on matters requiring specific knowledge and expertise
* Contribute to Board, Regional and National nursing working groups to ensure NHS Greater Glasgow & Clyde has a voice to influence future professional direction
* Contribute to and ensure national/board policies/ protocols are implemented and where delegated by the Chief Nurse develop health system wide/ board policies and protocols.
* Actively participate as a member of the Professional Nurse Leadership Group chaired by the Chief Nurse/s Glasgow City HSCP specific to the practice education/ learning lead role and function.

**Support to Heads of Service and other Heads of Integrated Services/ HSCP(s) & other Senior Management Teams.**Within the designated areas above:Provide leadership and expert advice on the implications of Board, National and NMC nursing policy and priorities* Ensure the Senior Management Teams understand NMC professional regulatory requirements for safe competent nursing practice and ensure any service redesign involving nurses is in line with regulatory requirements
* In partnership with PNLs, provide direct support to senior managers with regards to service redesign specifically risk assessment where change to nursing roles/ posts are suggested
* Provide a range of reports on a regular basis to Chief Nurses, Heads of Service and HSCP Senior Management Teams
* Contribute to the corporate working of the HSCP(s) Senior Management Team
* As delegated by Chief Nurses support medium to long term planning in relation to service redesign in line with the National, Board, service and local HSCP(s) policy and initiatives.

**Education and Training**The post holder has a remit across their area of responsibility for training and education for nurses. Within the designated HSCPs this includes:* Working in partnership with Higher Education Institutes (HEI) providers and Further Education Colleges (FEIs) which cover designated HSCP areas in order to develop and implement education programmes
* Support for the implementation of practice standards across all local practice environments.
* Direct management and accountability for Senior Nurse and PDNs within the QTT – ensuring services work in partnership with local PDNs and PNL objectives.
* Lead on and support training and education in key leadership areas of responsibility. This includes working in partnership with programme providers (HEIs/FEIs) to develop and implement education programmes
* Lead on the implementation and evaluation of training that has been developed specifically to meet the professional development needs of the post holders subject areas such as workforce (i.e. rostering/ clinical supervision) and as outlined in the nursing work plan
* As delegated by Chief Nurses develop training/ education programmes to meet specific professional needs of the health nursing and wider HSCP workforce
* Lead and support practice development nurse/s (PDN) to develop, deliver and evaluate training/ education programme(s).
* Provide Clinical Supervision to senior practitioners as required

**Clinical Governance**Within the designated NHS GG&C /HSCPs areas, and as delegated by the Chief Nurse :* Develop, implement and continuously review professional nursing assurance and monitoring frameworks.
* Ensure that nursing practice and the nursing service is delivered in line with national strategy, contemporary legislative frameworks, evidence based and values based practice underpinned by ethical nursing principles outlined in the NMC Code
* Co-ordinate, enable and implement nursing research and development activity.
* Lead on the review, development and implementation of clinical policies and guidelines as they relate to nursing, identifying and acting on areas for policy development as required
* Establish effective networks which enable the sharing of good practice and innovation at local, service, NHS Board and National level, including strengthening links with academic institutions and NHS HIS with a view to undertaking projects of joint interest which will improve patient care and enhance the role of the nursing profession.
* Lead and actively support and share learning from national quality improvement projects.
* Actively support nursing continuous professional and practice development to implement quality improvement within clinical areas.
* Lead on the implementation of nursing standards/developments in line with emerging National priorities and good practice statements, e.g. from NHS HIS or other relevant Bodies.
* Lead locally on and ensure that arrangements are in place to improve / modify nursing practice in light of recommendations arising from complaints, critical incident reviews and national inquiries
* Participate in Significant Clinical Incident (SCI) reviews locally and as directed by Chief Nurses and lead on/ participate in disseminating findings where indicated.
* Lead on and ensure that all nurses are aware of and compliant with the principal themes within NMC: The Code professional standards of practice and behaviour for nurses and midwives with particular reference to protection of the public, professional behaviours and personal accountability
* Provide professional advice on issues such as complex nursing complaints and matters of a disciplinary nature
* Ensure care assurance monitoring systems are in place and report on care assurance activity (as outlined in Clinical Leadership section above) and table through the governance structures.
* Lead on and ensure that all S&RH nurses and managers are aware of and compliant with NMC regulatory requirements of the revalidation process
* Chair relevant NHSGGC, HSCP or system wide meetings and lead on associated work streams as agreed on work plan.
* Collate and submit regular quarterly reports on all related portfolio areas to Chief Nurses

**Research and Development*** Research and support development of policy, protocol and nursing practice across professional nursing structures as appropriate
* Ensure that nursing practice is informed by research, recognises best practice which has clinical evidence by aligning with guidelines and good practice statements, providing advice and guidance where there may be differing opinions or conflicting views
* Contribute to research programmes within an area of clinical expertise/specialism
* Undertake and monitor complex audit systems on a regular basis reporting outcomes to HSCP Senior Management Teams to inform corporate performance plans
* Lead on and actively support health services contribution to nursing research.
* Contribute to relevant Clinical Area Research Groups/fora in the sharing and ongoing development of nursing evidence base

**Workforce Planning & Workload Management** * Take a lead role in providing critical professional input to workforce planning forums and plans including the recruitment and retention of nursing staff
* Manage and monitor the implementation of areas within areas of responsibility and provide monthly reports to Chief Nurses as required
* Provide professional expert advice to Senior Managers related to nurse staffing levels, skill mix and nurse / patient ratios required to ensure that safe, effective and person centred complex health care needs are met.
* Oversee and lead with PNLs completion of the annual run of the mandatory national Nursing Workforce and Workload Planning Tools (NWWPT).
* Review with Chief Nurses appropriate safe deployment of the nursing resource.
* Support implementation of the workforce and workload action framework which includes assurance for the application of appropriate policy and standards; ongoing review of workforce demographic and appropriate process for nursing recruitment and retention.
* Analyse data and report on NWWPT outcomes making recommendations based on the evidence to support safe effective staffing levels ensuring alignment with NHSGGC Rostering Policy and associated Monitoring & Escalation Guidance

**Finance and HR*** Direct line management and accountability for Senior Nurse and Practice Development Team with the QTT
* Direct line management and accountability for Direct Reports
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| **7. SYSTEMS AND EQUIPMENT**The post holder will work across a range of equipment and software packages including:* Computers (desktop and laptop)
* Mobile and landline telephones
* LCD projection
* Microsoft office – Word, Excel, PowerPoint, Access
* SSTS/BOXI
* Email
* Intranet and Internet
* Electronic diary management
* Information Management Systems i.e. Micro strategy; Patient Information systems (EMIS); NMC register; NES Quality Management of Practice Learning Systems; Scottish Patient Safety Programme etc.

The post holder:* Complies with current Data Protection legislation; Freedom of Information; CNORIS; Caldicott Guidelines and local policies regarding confidentiality and legal access to records.
* Assists the senior management team to quality assure the generation, maintenance and security of electronic and manual (hard) records utilised by nursing staff and students.
* Requires to be competent in the use of all basic Microsoft Office applications (outlined above)
* Requires to use computer software regularly to receive and circulate information as well as produce reports, letters and optimise timely communication to the sexual & reproductive health nursing network.
* Requires to be competent in the use of information management systems to maintain accurate staff records; evidence performance management (eKSF/PDP; Turas); monitor, analyse data and formulate care assurance reports; monitor, analyse data and formulate nursing workforce reports; participate in complaints/ investigations and redesign projects etc.
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| **8. DECISIONS AND JUDGEMENTS**The Professional Nurse Lead is required to provide expert advice and guidance on a wide range of nursing issues within NHS GG&C and associated HSCP areas. This aspect of the role requires the ability to critically assess an array of information and evidence from a range of sources and, on occasion, to resolve professional differences of opinion. There will also be a requirement to make decisions where no precedent has been set and professional judgment and expertise must be applied.As delegated by Chief Nurses the post holder will support the implementation of Services workforce plans; nursing work plans and the ongoing development of nursing workforce in line with local, Board wide and National policies and strategies.As delegated by Chief Nurses the post holder will work to meet set annual performance objectives reviewed in accordance with the Board’s performance management systems and as part of a formal KSF/PDP Turas appraisal system.The post holder will provide professional nursing advice/ guidance relating to HSCP(s) decision making/ discussions regarding service redesign i.e. nursing skill mix/ budgetary commitments etc. This is likely to involve communication across complex structures and outlining service risk management when liaising directly with non-health managers. On occasion and as delegated by Chief Nurses the post holder may be required to provide advice/guidance on relevant board wide areas of responsibility.The post holder assists the NES Practice Educators hosted within NHSGGC to align NES work streams with NHSGGC nursing educational/CPD activity.  |
| **9. COMMUNICATIONS AND RELATIONSHIPS**The post holder is required to communicate and maintain effective working relationships with a wide range of internal and external contacts and forums. This communication will take a variety of forms, including formal papers, presentations and discussion and dissemination of difficult and contentious information to a variety areas, which will include (not exhaustive list)**Membership of Internal Forums**The post holder will be a critical member of the:* Senior Management Teams
* GCHSCP PNL Forum
* Adult PNL Group
* Professional Nurse Groups
* Designated HSCP(s) Service Senior Management Team
* Designated HSCP(s) Service Governance structures
* Board wide leadership groups as agreed

**Internal Critical Relationships*** Board Nurse Director/ Chief Nurses Glasgow City HSCP
* PNLs / CDs
* Heads of Integrated Services within designated areas
* NHS Boards, Lead Clinicians, Lead Nurses
* Inpatient Service Managers/ Integrated Operational Managers, Lead Nurses, Operational Managers within HSCP(s)
* Team Leaders/Senior Nurses/Nurse Consultants/Practice Development Nurses within designated HSCP(s) and across Adult Services
* Clinical Effectiveness and Clinical Governance Staff
* Practice Education Facilitators (PEF/CHEF) / Practice Educators
* Staff Side/Partnership Colleagues
* Area Nursing & Midwifery Advisory Committee (ANMAC)

**External Critical Relationships*** NHS Education for Scotland
* NHS Health Improvement Scotland
* Health Protection Scotland
* 3 Board partner Higher Education Institutes
* Nursing Midwifery Council
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| **10. PHYSICAL, MENTAL AND EMOTIONAL DEMANDS OF THE JOB****Physical Demands*** Operates in a standard office based environment
* Frequent requirement to drive, e.g. to attend meetings across a range of sites (daily)
* Daily use of PC
* Keyboard skills required
* Direct physical and emotional care of patients: the requirement of the role is visible leadership within the clinical area and support to clinical staff.
* Ensure mandatory and statutory training is undertaken and updated as required

**Mental and Emotional Demands*** Requirement to operate within a challenging environment that features a strong emphasis on delivery against performance targets, competing demands from a number of stakeholders whilst maintaining professional standards (ongoing)
* Requirement to react to swiftly changing priorities and to change planned activities (frequent)
* High levels of concentration required to analyse and interpret complex information (frequent)
* Emotional demands related to the provision of professional input to resolving complex under-performance and disciplinary situations on a regular and ongoing basis (frequent)

Leading complex reviews into critical incidents and dealing with very sensitive and distressing information (monthly) |
| **11. MOST CHALLENGING ASPECTS OF THE JOB*** Distilling high volume, highly complex information, including National strategic plans and directives, into coherent and achievable professional and service objectives which support the delivery of National targets and commitments
* Shifting professional and organisational culture towards models of care which put the person at the centre of the care process, promote self-management and emphasise the need for nurses, and other professionals to collaborate closely with people by developing therapeutic user-empowering relationships
* Leading the shift towards responsible positive risk taking as the means of managing peoples’ clinical risks and vulnerabilities
* Delivering clinical practice developments in the context of an integrated service model
* Providing guidance and direction to, and influencing, Senior Managers who have operational responsibility for services and multiple competing priorities, to ensure that nursing and practice dimensions are effectively addressed across and throughout a complex service development agenda
* Balancing multiple priorities without compromising professional nursing standards
* Conveying difficult or contentious information to individuals or to a wider audience which

 may comprise a range of professional interests |
| 12. **KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO FULFIL THE ROLE****Essential Criteria****Professional Education*** First Level Registered Nurse
* Educated to higher Degree level
* Quality course / appropriate background & experience .
* Demonstrable evidence of CPD with direct relevance to the responsibilities of the post

**Professional Experience*** 5 years’ experience at a senior level relevant to the post
* Evidence of senior service/professional management experience and record of achievement in developing innovative and creative professional practice solutions to achieve organisational objectives
* Experience of effectively managing service modernisation and redesign related initiatives and integrating professional nursing perspectives with service strategy
* Demonstrable in-depth understanding of clinical governance principles and the development of systems and frameworks to establish clear accountabilities based on Professional Codes of Practice
* Demonstrable understanding of National educational standards and priorities
* Specialist knowledge gained through post registration modular courses at Degree level.

**Core Competencies*** Ability to lead/critically contribute to and influence the strategic agenda and translate complex strategy into deliverable operational objectives
* Ability to align processes and systems to support and deliver strategic priorities
* Ability to synthesise complex information and produce written reports
* Ability to challenge the status quo at Senior Manager level and develop and promote innovative solutions and new alternative methods of service delivery
* Thorough in-depth awareness and understanding of relevant National and local policy and factors influencing service modernisation
* Experience of evidence-based policy development, knowledge of NHS service policies and procedures/protocols relating to services, sexual health and child protection
* Robust project management and change management skills
* Ability to influence and shape the views of key stakeholder and partner organisations
* Excellent inter-agency and team working skills at Senior Management level
* Excellent relationship-building skills
* Operational management of staff and services
* Financial management and governance awareness and experience
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