

## JOB DESCRIPTION

JOB TITLE:	Head of Nursing, Therapies and Quality (CYP, MH & LD)
BAND:	Band 8c
LOCATION:	Sentinel House.
ACCOUNTABLE TO:	Chief Nursing Officer
RESPONSIBLE TO:	Service Director
KEY RELATIONSHIPS:	<p>Internal:</p> <ul style="list-style-type: none"><li>Chief Nursing Officer</li><li>Deputy Chief Nursing Officer</li><li>Service Directors</li><li>Trust Board</li><li>Council of Governors</li><li>Directorate Teams</li><li>Managers, Senior Clinicians &amp; Professional Bodies</li><li>Representatives of Service User and Carers.</li></ul> <p>External:</p> <ul style="list-style-type: none"><li>Dorset CCG</li><li>NHS England</li><li>Public Health Dorset</li><li>Statutory, Commissioning and Regulatory Bodies including the Care Quality Commission</li><li>Bournemouth University</li><li>Southampton University</li><li>Local Authorities and other Health and Social Care Agencies (private and public).</li></ul>
HOURS OF WORK:	<p>This is a full-time post of 37.5 hours per week. The post holder may be required to work flexibly to meet the needs of the service. The post holder will be expected to be part of a senior nursing on call rota.</p>
JOB PURPOSE:	<p>The post holder is accountable for working as a triumvirate with the Service and Clinical Directors and their teams to lead on quality, transformation, new roles and new ways of working within financial and resource allocation.</p> <p>The Head of Nursing will provide clinical leadership within the directorate and wider trust as required including directorate support for; patient safety, clinical risk, clinical effectiveness, audit, incidents and serious incidents.</p> <p>The Head of Nursing will be responsible for the clinical leadership of the non-medical workforce, through the provision</p>

of support and guidance that will ensure our patients and staff are safe, cared for and listened to within a culture that promotes safety and openness.

The post holder will lead on the development and delivery of both clinical and professional standards in line with the agreed performance objectives, targets, quality standards, resource controls and constraints. Importantly this role takes a championing role in patient and family experience.

To enable them to execute their responsibility, the post holder is expected to provide proactive and visible leadership.

## MAIN DUTIES AND RESPONSIBILITIES:

### **1. Nursing/Therapies Leadership**

To respond to delegated duties from the Chief Nursing Officer and Deputy Chief Nursing Officer regarding leadership of key strategic agendas. The post holder will meet weekly with the Deputy or Chief Nursing Officer to provide an update and oversight if any risks or significant events within the directorate.

- 1.1 Provide clear visible clinical leadership within the directorate and wider.
- 1.2 Support, lead and plan the development and implementation of Trust strategies, performance metrics, key objectives and efficient use of resources within the directorate.
- 1.3 The post holder will take the lead on identified Trust-wide corporate and strategic pieces of work in line with relevant strategies.
- 1.4 Chairing and providing expert advice to disciplinary and appointing panels.

### **2. Professional/Clinical Responsibility**

- 2.1 Be an expert in areas of responsibility and provide proactive, visible professional and clinical leadership to the integrated community services Directorate Nursing and AHP workforce.
- 2.2 Works with the Matrons and Operational Managers to identify areas for improvement and clinical development and ensures the Trust works to a best practice model in service delivery.
- 2.3 Develops and implements leadership programmes for clinical leads and supports succession planning within the directorate in partnership with senior colleagues.
- 2.4 Works with the Service Director, Clinical Director and directorate management group to enhance patient pathways and the development of new and innovative ways to improve and enhance service users' experience.
- 2.5 Leads and enables evidence-based practice to achieve effective and efficient use of resources.
- 2.6 Supports the development of the ICS workforce plan. Leads on safer staffing metrics within the Directorate in line with best practice and national guidelines.

- 2.7 Identifies and manage specific quality and safety projects within the Directorate.
- 2.8 The post holder will be a strategic leader of safeguarding within the Directorate and will work closely with the Head of Safeguarding to ensure that the Directorate works in accordance with all policies and procedures in relation to safeguarding.
- 2.9 The post holder will provide advice on complex, sensitive safeguarding matters where appropriate and will be a key member of the Trust Joint Safeguarding Group.
- 2.10 The post holder will assist the Chief Nursing Officer in ensuring improvements in the quality of care across the Directorate and will support the development of a culture which encourages innovation and learning.
- 2.11 Support the Chief Nursing Officer and Service Director in ensuring that the Directorate continually works towards achieving an outstanding rating in CQC key lines of enquiry.
- 2.12 Provide oversight of complaints and ensure that they are appropriately handled and responded to.
- 2.13 Undertake and present Quality Impact Assessments as required.

### **3. Directorate Leadership**

- 3.1 Work in tripartite with the Clinical Director and Service Director to develop clinical services and make progress towards realising the Trust's transformation strategy.
- 3.2 Working with the patient safety officer provide directorate oversight of incident reporting and risk management to make sure they are fit for purpose and those risks and incidents are appropriately handled.
- 3.3 Ensure serious incidents and 'never' events are appropriately investigated and reported, that lessons are learned and disseminated, and recommendations are implemented with the directorate. This will involve meeting with families and carers managing highly sensitive communication written and verbal.
- 3.4 Provide oversight on clinical effectiveness function and the necessary improvements in clinical services are identified and improvements implemented. To work with the Deputy Chief Nursing Officer and Service Director to ensure there are consistent, integrated and robust reporting systems, which can inform the patient safety and quality improvement priorities and strategies within the Directorate.
- 3.5 To identify opportunities for quality improvement and where appropriate seek external resource to assist delivering these.
- 3.6 To regularly facilitate the use of research, best practice and quality frameworks to deliver demonstrable improvements in patient safety and clinical effectiveness.
- 3.7 To work with the Service Director and Clinical Director to ensure care is evidence based, that NICE guidance is reviewed and implemented and that national audits are undertaken. Ensure that the Directorate performance is reviewed and that regular audits take place, and that practice is developed in line with effective evidence.
- 3.8 To promote a culture that nurtures and promotes effective multi-professional team working to strengthen quality, improve national and locally agreed patient safety measures and enhance

patient experience and engagement. At times this may involve delivering and managing messages to staff and others that is difficult to deliver.

- 3.9 Write and present for Board highly complex reports analysing and manipulating data and formulating recommendations.

#### **4. Education and Workforce Development**

- 4.1 Promote innovative ways of working and skills development.
- 4.2 Forge strong links and partnerships with appropriate professional bodies and local Universities/Colleges of Higher Education.
- 4.3 Work closely with Learning and Development to ensure educational requirements of the workforce in the Directorate are part of the wider Workforce Development Plan and learning needs analysis
- 4.4 Be fully conversant with the NMC Code of Professional Conduct and other Professional Codes where appropriate.
- 4.5 Responsibility for own professional development and provide expert mentorship, coaching and clinical supervision.
- 4.6 Work with the Deputy Chief Nursing Officer and the Service Director to ensure the Directorate has annual workforce plans to support recruitment and retention. The post holder will work with the Service Director to ensure reduced levels of temporary staffing.

#### **5. Managerial Responsibilities**

- 5.1 To be responsible for the oversight of recruitment and retention of clinical staff with the required competences to meet service requirements, including workforce development and identifying training needs, ensuring the professional registration and continuing education needs are recorded, planned and met.
- 5.2 To support the performance and management of staff effectively and in line with Trust policies to undertake roles which meet patient and staff needs in the most flexible and productive way possible.
- 5.3 To provide robust support to the Chief Nursing Officer and Service Director in the planning and implementation of organisational change programmes, leading staff consultations when required and managing opposing views in challenging situations.
- 5.4 To line manage appropriate staff as directed by the Service Director/Chief Nurse e.g. professional leads for the directorate.

#### **6. Finance**

- 6.1 Provide appropriate support to others to improve their knowledge and understanding of financial resource management.
- 6.2 To implement specific cost improvements and income generation schemes in line with corporate objectives.
- 6.3 Support efficiency in the directorate through support for clinical teams and oversight of temporary staffing.
- 6.4 To line manage appropriate staff in the department and oversee the associated budget including non-pay, acting in line with Standing Financial Instructions.

**7. Environment**

- 7.1 The post holder will be required to concentrate for sustained periods e.g. when compiling complex reports.
- 7.2 The post holder may occasionally be required to process distressing information relating to service users.

**PERSON SPECIFICATION**

		<b>ESSENTIAL</b>	<b>DESIRABLE</b>
1.	<b>KNOWLEDGE, SKILLS AND TRAINING</b>		
1.1	Registered Nurse	Yes	
1.2	Relevant full Masters degree or working towards or equivalent experience	Yes	
1.3	Working towards PhD or showing active engagement in research.		Yes
1.4	Evidence of recent evidence based professional development in an up to date portfolio	Yes	
1.5	Exceptional proven leadership skills.	Yes	
1.6	Ability to work with a high degree of autonomy and professional accountability	Yes	
1.7	Knowledge and understanding of the Trust's strategies	Yes	
2.	<b>JOB SPECIFIC EXPERIENCE</b>		
2.1	Evidence of experience in effective leadership and risk management, Yes demonstrating competency in the 9 leadership dimensions of the Healthcare Leadership Model: Inspiring shared purpose Leading with Care Evaluating information Connecting our service Sharing the vision Engaging the team Holding to account Developing capability Influencing for results		
2.2	Experience of complex service delivery including multi agency working.	Yes	
2.3	Practical experience of transformational and change management	Yes	
2.4	Able to demonstrate wide knowledge of health policy and its application in practice	Yes	
2.5	Able to demonstrate innovation and effective use of resources	Yes	
2.6	Evidence of significant involvement in policy and practice change	Yes	
2.7	Able to analyse performance, competing perspectives and priorities in the delivery of health and support service improvement.	Yes	
2.8	Experience of developing service-related plans and strategies and joint working with colleagues in a matrix involvement approach.	Yes	
2.9	Able to apply and interpret national frameworks for financial service delivery of all improvement.	Yes	
2.10	Ability to lead meetings and chair case conferences and reviews relating to more complex service users or situations	Yes	
2.11	Significant relevant clinical leadership experience within mental health, learning disabilities or children's services.	Yes	
3.	<b>MANAGERIAL/SUPERVISORY EXPERIENCE</b>		
3.1	Experience of operational management or senior management in a corporate governance setting at Band 8a or equivalent or above in health social	Yes	

or social care

3.2	Experience of working effectively across organisational and professional boundaries in complex organisations	Yes	
3.3	Proven track record of success in managing multi-disciplinary teams, individual and team performance; management of absence, and workforce planning	Yes	
3.4	Able to undertake clinical supervision, systematic peer caseload review of colleagues on an individual or group basis, coaching and mentoring	Yes	
3.5	Demonstrable experience of effective risk management	Yes	
4.	FINANCE/RESOURCES		
4.1	Proven track record of success in budget management	Yes	
4.2	Experience in managing a designated budget across agencies		Yes
5.	INFORMATION TECHNOLOGY/RESOURCES	Yes	
5.1	Competent user of word processing and spreadsheet applications.	Yes	
5.2	Experience of using patient record systems.	Yes	
5.3	Able to manipulate data, service and performance related to design written and visual information, e.g. complex papers and reports.	Yes	
6.	PERSONAL QUALITIES/ATTRIBUTES		
6.1	Evidence of demonstrating the Trust's values and behaviours	Yes	
6.2	Able to communicate effectively at different levels of the organisation in both written form and in small and large groups together with ability to motivate and persuade individuals and teams, particularly in areas of service and performance improvement requiring a collaborative commitment to change and across organisations, external agencies and all sectors of the community to enable effective relationships	Yes	
6.3	Evidence of skills in diplomacy, negotiation and influencing and the ability to deal appropriately and professionally with challenge.	Yes	
6.4	Able to work independently	Yes	
6.5	Ability to adapt to a changing environment and changing priorities.	Yes	
6.6	Ability to plan and manage work within agreed objectives.	Yes	
6.7	Inquisitive and eager to learn, asks questions and responds positively to change in practice/procedure. Seeks ways to improve self and others.	Yes	
6.8	Ability to monitor and maintain a healthy, safe and secure workplace for self and others.	Yes	
6.9	Act as a champion for research for the potential to improve quality and customer care, seeking new ideas and methods to improve health care.	Yes	
6.10	Effective interpersonal and influencing skills	Yes	
7.	BUSINESS TRAVEL		
7.1	Subject to the provisions of the Disability Discrimination Act, able to travel using own vehicle on Trust business.	Level 1	
8.	ADDITIONAL REQUIREMENTS		
8.1	Demonstrable skills in written and spoken English to a standard which enables the post holder to carry out the full range of duties and	Yes	

	responsibilities of the role effectively.		
8.2	Ability to take part in the Senior Manager on call rota	Yes	

\*Essential / desirable car user definitions

Level 1 – (Essential) post holder is required to:

- travel an average of more than 3,500 miles a year.
- or travel an average of at least 1,250 miles a year; and necessarily use their car an average of 3 days a week; or spend an average of at least 50% of their time on such travel; including duties performed during the visits.
- or travel an average of at least 1,000 miles a year and spend an average of 4 days a week on such travel, including the duties performed during the visits.
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Level 2 (Essential) users who use their own vehicles for official journeys other than in the circumstances described under Level 1 above.

Level 3 (Desirable) non-essential car users who may exceptionally be required to travel on Trust business where such journeys could also be reasonably made by public transport.