

**Job title:**            **Nursing Lead for the East of England  
Renal Operational Delivery Network**

**Band:**                **8A**

**Department:**    **Renal Network**

**Division:**           **Unplanned Care Division**



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# Letter from Adam Sewell Jones, Chief Executive

Thank you for expressing an interest in working here at East and North Hertfordshire NHS Trust.

East and North Hertfordshire NHS Trust is a very special organisation. Our teams are amazing, and this was demonstrated even more so during the unprecedented challenges brought about by the Covid-19 pandemic. Our ability to be flexible and innovative in the way in which we work and deliver our services to our catchment has never been more important than it is now.

We are a large acute Trust which operates across four sites; acute services are offered at the Lister Hospital; specialist cancer services at the Mount Vernon Cancer Centre (MVCC); and non-acute services offered at the New QEII and Hertford County hospitals. We underwent an extensive £150m reconfiguration some years ago which saw all inpatient and complex services centralised at the Lister Hospital in Stevenage.

We are an organisation with a strong culture of positive values and our ambition is to provide high-quality, compassionate care to our community in all that we do, including patient experience, clinical outcomes, patient safety and financial sustainability.

We have many great people working for us doing all sorts of roles, ranging from porters to doctors, from administrators to nurses, and everything in between. But we all share one vision – we put our patients at the heart of everything we do.

We have recently partnered with the world-renowned Virginia Mason Institute in an exciting 3-year programme to create and embed a quality management system – our ENH Production System. Drawing on years of quality improvement and culture change experience, the ENH Production System will equip our teams to identify areas for improvement, make changes and measure impact – all with the patient at the centre.

If you decide to apply, you will be joining us at an incredibly exciting time as we continue on our transformation journey. I hope very much, that after reading this pack, you will want to join us on that journey.

I wish you the best of luck in your application.



**Adam Sewell-Jones**  
**Chief Executive**

# Benefits

As a Trust employee, you can access a range of financial and non-financial benefits to support our staff in all aspects of their life.

## **Wellbeing:**

- Get confidential advice and support on personal, work, family and relationship issues, 24/7, from our Employee Assistance Programme
- Offers and discounts at local gyms
- In-house Health at Work service with advice line and self-referral facility for staff as well as signposting and access to other support, such as weight management clinics and physiotherapy
- On site workplace pharmacy at Lister offering a minor ailment service, flu vaccinations, travel clinic, sexual health, smoking cessation and health check services
- Opportunity to discuss ideas, problems or concerns easily and anonymously with our Speak in Confidence service

## **Travel:**

- Save up to 30% on a new bicycle through our Cycle to Work scheme
- Reduced staff car parking costs through our Car Sharing scheme
- Discounts on local buses and trains
- Competitive rates through our car lease scheme
- Inter-site transport minibus which includes shuttle to Stevenage Railway Station

## **Work/Life Balance:**

- Pursue different interests with the security of employment on your return from your break of 3 months to 5 years with our Career Break scheme
- Generous annual leave with additional days awarded for long service
- A variety of different types of paid and unpaid leave covering emergency and planned leave, such as special leave/ emergency leave/carers leave, through our Special Leave policy
- A Retire and Return scheme, enabling you to draw your pension whilst continuing to work for us after a short break
- Options for flexible working to provide you with a healthy work/life balance such as part time working, term time only, compressed hours (subject to service requirements), and flexible work schedules

## **Financial:**

- Discounts on restaurants, getaways, shopping, motoring, finance through a variety of providers
- Access to the NHS Pension Scheme, providing generous benefits upon retirement, as well as a lump sum and pension for dependants

## **Learning and Development**

- Extensive range of learning and development opportunities, including coaching, for both clinical and non-clinical topics
- Access to our Grow Together scheme, ensuring that you have meaningful, quality conversations with your manager about what matters to you and your development
- We fully encourage our staff to develop to their full potential and are supportive of secondments, acting up opportunities and all learning and development activities.

## **Other:**

- Local and Trust wide staff award schemes where staff are nominated and recognised by their colleagues and peers for their hard work
- Assistance in relocating for some staff with our Relocation Policy

# Our vision, mission, and values

## Our vision is:

“To be trusted to provide consistently outstanding care and exemplary service”

## Our mission is:

Providing high-quality, compassionate care for our communities

## Our values are:



We value the diversity and experience of our community, colleagues and partners, creating relationships and climates that provide an opportunity to share, collaborate and grow together



We create a safe environment where we are curious of the lived experience of others, seek out best practice and are open to listening and hearing new ideas and change



We are committed to consistently delivering excellent services and continuously looking to improve through a creative workforce that feels empowered to act in service of our shared purpose

# NHSE Vision & Mission

Our role as the East of England Clinical Networks is to connect people and organisations, to create an environment that enables change and innovation to improve people's health and wellbeing, so it is comparable with the best in the world.

The Clinical Networks mission is to bring together those who use, commission and provide services to improve outcomes for patients. Networks work across organisational boundaries to improve care for patients whose care is often provided by a number of organisations, using an integrated, whole system approach. Working in partnership, networks influence commissioning by:

- Highlighting and reducing unwarranted variation in health care
- Encouraging innovation in how services are provided now and in the future
- Providing clinical advice and leadership to support decision making and strategic planning Aims
- Advise on standards of care
- Advise on care pathways
- Engine for change across complex system of care
- Whole system improvement
- Honest broker and critical friend
- Harness clinical leadership
- Create a forum to plan ahead

# Job description

<b>Job title:</b>	Nursing Lead for the East of England Renal Operational Delivery Network
<b>Band:</b>	8A
<b>Department:</b>	Renal Network
<b>Base:</b>	Lister Hospital, but maybe required to work across East and North Hertfordshire sites, region and from home
<b>Responsible to:</b>	The Network Nurse post will work alongside the network manager and will be responsible to the network clinician
<b>Responsible for:</b>	East of England Renal Operational Delivery Network

## Job summary:

The nursing lead role will support the East of England (EoE) renal ODN in the delivery of a challenging service improvement agenda. The post holder will provide clinical nursing leadership to develop and support the implementation of service improvement projects that ensure the network delivers sustainable, high quality patient care in an efficient and cost-effective manner. Building upon the work already undertaken and working closely with the teams in the 6 Trusts within the ODN, the post holder will identify opportunities and lead in the implementation of solutions particularly in relation to nursing workforce capacity, skills and new ways of working, to improve governance and patient experience using service improvement principles and tools. All service improvement projects will be aligned with and embedded into the work programme for the network.

The Renal ODN is managed by a small network team:

- ODN Nursing Lead (this post)
- ODN Clinical Lead
- ODN Network Manager
- ODN Business Intelligence
- ODN Administrator

This Network is part of the Operational Delivery Network (ODN) systems for NHS England, East of England, bringing together regional ODNs and networks such as critical care, neonatal, paediatric etc. The ODN is hosted by East and North Hertfordshire NHS Trust. This newly formed post will work alongside the clinician and manager to ensure that the East of England Renal Network delivers against the service specification as produced by NHS England (NHSE) which sets out clear expectations including key strategic and operational objectives and describes the required governance including lines of accountability, key stakeholders and interdependencies.

Governance of the Renal Network and its work programme will be provided by NHSE East of England Cardiovascular, Diabetes and Respiratory (CVDR) networks via the CVDR Board that meets quarterly. The East of England CVDR Networks are part of the national clinical networks and bring stakeholders together to create alignment around programmes of transformational work that improve care for people across the East of England.



This is an exciting opportunity for a motivated, organized individual to join a friendly, innovating team able to make a difference to the care of renal patients across a region.

The Renal Network will focus on priority service areas to bring about improvement in the quality and equity of care and outcomes of their population, present and future.

As a network we are committed to promoting a more inclusive environment. We seek candidates who will take a pro-active approach to ensuring that projects identified consider the inclusion agenda and seek to deliver service changes that benefit everyone regardless of their background.

#### **Main responsibilities:**

##### **Nursing Leadership:**

- Be an expert renal nurse and excellent role model. (Some clinical work within the role to maintain competency and expertise).
- Provide leadership to benchmarking activities across the EOE. Support standardising clinical guidelines and be actively involved in all aspects of clinical governance across the Network
- Build relationships with a wide range of internal and external stakeholders, fostering a culture of collaboration for the delivery of equitable, high-quality care.
- Support staff in carrying out research and audit activities, in achieving research objectives and formally disseminating these outcomes.
- To support the renal workstreams, with the Clinical Lead, ensuring that priorities are agreed and delivered in the process of reducing unwarranted variation and improving renal care for all patients across the region.
- Influence and shape the culture of the Renal Network, in line with both ENHT and regional values and strategic aims.
- Supporting the performance management of teams, providing emotional support in challenging circumstances.
- Working with individual trusts to coach, mentor and support clinical staff including nursing and medical roles in building their knowledge and skills and developing capability. This may include developing and running training sessions.

##### **Service Improvement Planning**

- Identify and prioritise service improvement projects which will positively impact on clinical outcomes for the patient.
- Clarify the project scope, definition and terms of reference in order to plan effectively.
- Identify and reconcile key stakeholder interest in the improvement projects.
- Identify and assess the benefit and risks associated with the projects alongside a plan for delivering benefits and strategies to mitigate risks and resolve issues.
- Design of data collection tools and working with providers in the East of England to gather and analyse data to support projects and service planning.
- Develop and communicate the plans for sustainability in the longer term.
- Develop, facilitate and monitor the delivery of the improvement and project manage the implementation of the project to meet the objectives.



- To plan and organise a broad range of complex meetings, activities and programs of work that impact on the delivery of projects.
- To ensure families and carers have a central role in the development and monitoring of the projects undertaken.

### **Lead and manage steering groups**

- To work with and provide support to the ODN units teams, patients and other stakeholders, enabling a multi-disciplinary and multi-service approach to sharing, influencing and implementing new processes resulting in whole system change across the East of England renal ODN.
- To work effectively within teams, demonstrating sound leadership capabilities in managing change, to support the design of the patient pathway of care for these patients.
- Ensure teams and relevant stakeholders have effective opportunities to contribute to the development of the ODN to discuss, influence and progress joint plans, facilitating collaborative working.
- To communicate effectively with others, employing skills to motivate, negotiate and influence opinions both from within the ODN and externally with our partners in across acute, primary care and voluntary sectors.

### **Monitor and adjust activities resources and plans**

- Monitor and evaluate project work in order to facilitate the achievement of project objectives while ensuring projects are kept to agreed timetables and budgets.
- Provide quarterly updates and progress reports to the Renal Network Senior Responsible Officer (SRO) and Board members.
- To facilitate and lead the initiative's developments as appropriate to ensure improved efficiency in managing the patient journey.
- To establish appropriate audit and evaluation processes to produce an evidence base relating to key service development initiatives.
- To analyse and assess project performance and capacity and demand data to inform changes made to project plans.
- Take responsibility for overall project progress and use of resources and initiate corrective action where necessary.
- Ensure oversight of the Renal Network budget and monitor the activity that falls within this, liaising with the Network Manager and Clinical Lead.

### **Develop solutions to project problems**

- Manage, identify and assess the main priorities and risks associated with projects and coordinate the development of contingency plans and managing conflicting priorities between stakeholders with different expectations.
- Collect and verify all information necessary and relevant to a project problem in a way which facilitates effective and efficient analysis.
- Analyse information for all the major stakeholders' perspectives identifying and prioritising all known factors according to project scope and definition.

- Assess resources capacity in solving problems and to present a range of options when identifying solutions.

### **Ensure completion of project activities**

- Ensure project is coordinated and goals have been achieved to agreed schedule costs and quality, evaluating effectiveness of project and implementation.
- Ensure that all end of project documentation is completed.
- To provide progress and final reports to deadline in line with project milestones and to formally present project progress and outcomes to large working groups and stakeholders ensuring a high degree of acceptance of conclusions and recommendations based on project findings.
- To develop and support communication mechanisms for projects being worked on to ensure the effective involvement of patients, carers, the public and staff, to facilitate the communication of project plans and outcomes and other complex information to wider audiences.

### **Effort and Environment**

- Travel across the EoE area and nationally including requirement to use road transport to travel to and from meetings on a regular basis.
- Use VDU regularly for;
  - Report writing, project updates and briefings.
  - Communication via e-mail with colleagues across the NHS and beyond.
- Requirement to carry laptop computer to meetings for presentation purposes and carrying of laptop computer to facilitate flexible working (i.e. working from non-host venues and/or when travelling by train).
- Will need to be able to switch tasks as a result of managing multiple projects or as a result of interruptions and /or arising situations requiring urgent attention – expect to handle competing priorities on most days.
- Requires frequent periods of concentration when analysing information, scrutinising delivery plans, writing reports and formulating future strategies in climate with many competing priorities.
- To impart unwelcome news and manage conflict where project/performance targets are off track.
- To watch and listen to elicit key messages and respond appropriately, positively and creatively challenging current thinking in order to develop new and better policy and operational working practices.

This job description is neither exclusive nor exhaustive and the duties and responsibilities may vary from time to time in the lights of changing circumstances and in consultation with the job holder.

## **Supplementary job description information:**

### **Confidentiality**

Each of us have a personal responsibility and liability under the Data Protection Act 2018 around the confidential nature of our jobs. Details of a confidential nature, including information relating to patients or staff, must not under any circumstances be divulged to any unauthorised person. Breaches in confidence will result in disciplinary action, which may result in dismissal. In exceptional circumstances this could result in a prosecution for an offence or action for civil damages under the Data Protection Act 2018.

### **Health and Safety**

You must take reasonable care of your own health and safety and that of other people who may be affected by acts of omission at work and to ensure that statutory regulations, policies, codes or practice and department safety rules are adhered to.

### **Sustainable Development**

We recognise the need for a sustainable development strategy that focuses on reducing carbon emissions. We do this through:

- Reducing environmental impact achieved by greener waste disposal and travel, energy and water consumption
- Being a good community role model and supporter of the local economy
- Providing excellent value for money
- In order to reduce our carbon footprint, every single one of us must play a part in ensuring we are an environmentally-responsible organisation. You recycle at home, we ask that you do the same simple things at work
- When you can, use public or inter-site transport, cycle between sites and claim for mileage
- Recycle all you can: paper, CDs, batteries – there are recycling stations throughout the Trust
- Always switch off lights, PCs and other electrical appliances when not in use
- Don't waste water

### **Safeguarding**

You must have regard to the need to safeguard and promote the welfare of children in line with the provisions of the Children Act 2004.

You must treat all patients with dignity and respect and ensure that vulnerable adults are safeguarded from abuse and neglect within the provisions of the Hertfordshire Safeguarding Adults from Abuse Procedure.

### **Infection Control**

You are expected to take individual responsibility to ensure working practice is safe.

### **Continuous Improvement**

As part of our commitment to continuous improvement, we want to ensure that our culture and ways of working reflect and embed the philosophy and methodologies of our East and North Hertfordshire Production System (ENHPS). As a result, you may be invited to attend and complete relevant training and Kaizen (continuous improvement) events to support this commitment. Full attendance and completion of identified courses will be considered mandatory for this post.

## Equality, Diversity and Inclusion

The organisations which make up Herts and West Essex Integrated Care System believe that fairness for people is fundamental to providing good care. We want to ensure that those who work with us and for us share this core value.

We are committed to equality, diversity and inclusion for all job applicants, staff, patients and the wider community. We are continuing to develop the strength of our inclusive approach, and creating a workforce which represents the diverse communities we serve is an important part of this.

We have agreed to:

- Work together to learn, celebrate and embrace diversity, end unfairness, discrimination and racism, and embed these changes into our everyday work
- Strive towards being an exemplar group of organisations for equality, diversity, inclusion, fairness and belonging
- Commit to value all people and promote a culture of zero tolerance to all kinds of harassment, bullying, discrimination and racism in the workplace
- Pro-actively champion national and local policies and initiatives to address health and workforce inequalities
- Work in partnership with other professional and health and care organisations to embed these principles

Each organisation with the Herts and West Essex Integrated Care System has agreed to include this statement on their job descriptions so that staff and job applicants are aware of this commitment. Staff are expected to be supportive of these principles and to demonstrate this in everything they do at work, regardless of their role.

You are required to always demonstrate behaviours which support our commitment to equality, diversity and inclusion, as detailed below, so that our workplaces are free from harassment and/or unlawful discrimination and where diversity is actively valued and celebrated.

## Review

These guidelines are provided to assist in the performance of the contract but are not a firm condition of the contract. The job description will be reviewed as necessary to meet the needs of the service, in consultation with the post holder.

# Person specification

Requirements	Essential	Desirable
<b>Qualifications / Training</b> <ul style="list-style-type: none"> <li>Registered nurse.</li> <li>Educated to degree level.</li> <li>Specialist training in relevant area.</li> <li>Evidence of continuing professional development.</li> <li>Masters qualification or equivalent experience</li> <li>Post-graduate education.</li> <li>Management/leadership qualification.</li> <li>Project management course (PRINCE2 or equivalent).</li> </ul>	X X X X X	     X X X
<b>Previous Experience</b> <ul style="list-style-type: none"> <li>Managing complex information to inform healthcare strategy</li> <li>Change management on a small scale.</li> <li>Experience working across organisational boundaries in the Health Service.</li> <li>Experience of multi-disciplinary team work.</li> <li>Patient and carer awareness and experience.</li> <li>Change management on a large scale.</li> <li>Networking experience.</li> <li>Operational experience.</li> </ul>	X X X X X	    X X X
<b>Skills</b> <ul style="list-style-type: none"> <li>Highly effective interpersonal and communication skills at different levels and with individuals and groups.</li> <li>Strong negotiation, persuasion and influencing skills.</li> <li>Ability to deal with conflict and challenge.</li> <li>Ability to manage complex issues where high degree of judgement required.</li> <li>Demonstrable commitment to and focus on quality, promotes high standards to consistently improve patient outcomes. .</li> <li>Works across boundaries, looks for collective success, listens, involves, respects and learns from the contribution for others</li> <li>Ability to represent the best interests of a network</li> <li>Ability to think strategically and support the network with transformational change where this is necessary in order to meet standard.</li> <li>Able to use IT packages effectively</li> <li>Organised and methodical</li> </ul>	X  X X X  X X X X X X	

<b>Knowledge</b> <ul style="list-style-type: none"> <li>• Knowledge and experience of working in clinical networks within the NHS</li> <li>• Change management theory</li> <li>• Service improvement tools</li> <li>• Workforce planning tools</li> <li>• Clinical governance and risk management concepts and techniques.</li> <li>• Knowledge and experience of personalised care programme including use of PROMs</li> </ul>	X X X X X X	
<b>Other requirements</b> <p>Experience and evidence of engagement around the equality, diversity and inclusion agenda. Able to actively support the development of a culture that recognises and promotes equality, values diversity, and actively leads by example in deploying these qualities. Understands the impact on equality, diversity and inclusion issues in all aspects of service delivery and planning</p> <p>Role model our Trust values every day</p>	X     X	