

## **Job Description**

### **1. Job Details**

**Job Title: Head of Nursing**

**Reports to: Assistant Director of Clinical Professional Practice**

**Accountable to: Director of Nursing and Patient Experience**

**Band: 8a**

**Main Location: Kingsway Campus (Main Base)**

**Date: 20/10/2023**

### **2. Job Summary**

The Head of Nursing is a core member of the triumvirate senior leadership team and is responsible for providing strategic and operational leadership and developing the clinical professional nursing profession across the Trust's services for the Older Persons Division. This post will ensure the provision of a high quality, responsive and professional leadership / nursing service.

The purpose of this role is to provide senior strategic visible clinical and professional leadership, for Nursing and AHP's. Providing specialist expertise and taking specific responsibility for patient safety, quality, and experience, they will promote quality, innovation, productivity and performance that improves quality of care and patient outcomes. The role should also contribute to embedding high quality governance structures to gain confidence and assurance in services, driving transformation through agreed improvement models.

The Head of Nursing is accountable and responsible for providing the professional leadership of the registered and non-registered Nursing workforce across defined services.

It will provide professional lead/support to senior AHP, clinical nurses, senior nurse managers, named supervisees within the Trust and will work with the managers and senior clinicians in the Trust to ensure robust care and to enable defined services to meet all the regulatory care standards required.

Arrangements are in place to support the Allied Health Professional, Nursing Strategy, Care pathway, Quality requirements and standards governance activities including

complaints, community clinical incidents, and proactive risk management, setting clinical standards and safe staffing and capacity models in community/inpatient areas, including being part of the Trust bi-yearly skill mix review, supporting the submission of schedule 6 contract reporting.

The Head of Nursing/Head of Practice is expected to work in a MATRIX management but will have core outcomes in the following areas in partnership with the Clinical Director and other named professional leads, such as nurse consultants, allied health professional leads, general managers and director of nursing. This will include clear senior teamwork with General Managers, the Assistant Clinical Directors and Deputy Directors of Nursing for these areas.

The <b>Nursing Strategy</b> and its contribution to the <b>Trust Strategy</b>	The <b>Quality strategy</b> for the Division and named care pathway including <b>Quality Improvement Implementation</b>
<b>Safeguarding Adults and Children</b> responsibilities for the Division including oversight of potential <b>Closed Cultures</b>	Key portfolio work as defined by the Division as part of appraisal – in the domain of maintaining assurance of <b>quality of clinical practice</b> in line with <b>NICE</b> including leading of work linked with <b>Frailty</b>
Clinical advice and quality standard for <b>Patient and Carer Experience</b> including supporting the engagement of <b>Experts by Experience</b>	Developing service improvement initiatives and the lead for <b>Reducing Restrictive Practice</b> and <b>Ligature Harm Reduction</b> , <b>PLACE inspection</b> , oversight of environmental clinical statutory standards improvement work including <b>Accreditation</b> , <b>Personalised Care</b> and <b>Trauma Informed Care</b>
Developing and horizon scanning for a <b>progressive learning and service improvement team for your service areas</b> including research, clinical outcomes, advanced clinical practice, leading clinical improvement projects such as <b>Developmental Competency Frameworks</b>	Effective and progressive support to the <b>Electronic patient record</b> and a <b>clinical outcomes</b> approach to care

### 3. Dimensions (Financial responsibility)

The HoN should:

Be responsible for review and implementation of safe staffing levels and Skill Mix Review

Ensure staff compliance with standing financial instructions, policies, and procedures

Skill Mix review relating to the type of staffing we have within teams, including national projects linked to staffing such as the Mental health Framework, mental health community framework, NHS Long term plan, crisis concordat, MHOST and Royal College of Psychiatry Quality Standards

Have oversight of the safe use of expensive or highly complex equipment, including governance structures and assurance around their use and performance.

#### 4. Organisation Chart



#### 5. Knowledge, Skills and Experience

In all our clinical services, to work with the Deputy Director of Operations and Deputy Directors of Nursing and Assistant Directors to deliver the pathway clinical quality objectives and priorities.

Head of Nursing Team Visions and Values

### **Team Vision (The Why)**

“To ensure the best care possible and making a positive difference for patients, carers and staff”

### **Team Values (The What)**

1. Quality Improvement – Striving for the best possible service.
2. Quality Assurance – Knowing that quality is being achieved to its highest standard.
3. Enabling and Empowering Good Practice – Ensuring that we promote the awareness of good practice and ensure good practice can be achieved and is celebrated.
4. Efficiency – Aiming for the most effective care with the least amount of pressure. Focusing on reduced duplication and reduced waste.

### **Team Strategy (The How)**

- Being a clinical influence on meetings that fit with the team Vision and Values.
- Enabling others to focus on quality improvement by taking a lead on projects that improve care and safety.
- Focusing on future team and Trust developments that keep to the team Vision and Values.

### **Honourable mention**

- Horizon scanning for practice and talent (staff).
- Staff development
- Enabling staff

## **6. Key result areas (main duties/responsibilities)**

### **Leadership and accountability**

Provide strategic and operational nursing input at a senior leadership level to ensure appropriate advice is provided to the clinical management teams so that effective, high quality, safe, recovery focussed mental health services are delivered consistently across the services. This will require highly developed communication, negotiation and diplomacy skills as the information is frequently complex, emotive and contentious resulting in at times challenging conversations.

Work with the Assistant Director and Clinical Director to ensure that services have a clear clinical model of care delivery, that staff understand their roles and inputs in relation to this, and that a system of agreed quality metrics is used to demonstrate efficacy of care delivery.

Work in close collaboration with Assistant Directors, Clinical Directors, Heads of Profession, General Managers and external agencies, contributing to the planning and delivery of high-quality mental health services locally.

Working directly with the Deputy Director of Nursing in the writing and completion of the annual DHCFT Quality Healthcare Report, which is submitted to commissioners and publicly viewable.

- 3.2 Accountable for the division meeting the required regulatory Care Standards, as defined by the relevant legislation: CQC; Mental Health Act; Mental Capacity Act; Safeguarding Adults & Children; & Infection Prevention & Control.
- 3.3 Provide professional leadership and direction to the Matrons and Clinical Leads in relation to evidence based mental health practice, and to represent the views of nurses locally and in Trust-wide forums.
- 3.4 To ensure the effective implementation of integrated quality governance, quality improvement, and multi - professional approach to care, within the named portfolio.
- 3.5 To provide strategic reports/business cases as required by the Nursing and Service Directors, this will include analysis of complicated and often conflicting information and reporting back findings. To author sections of the Trust and care pathway annual report.
- 3.6 To influence the Trust's strategic objectives as outlined in the AHP and Nursing strategy.
- 3.7 To conduct assurance checks on clinical standards, undertake investigations and provide reports arising from complaints, serious untoward incidents and other reporting incidents. To undertake this with due regard to families, our staff and championing an open culture of no blame but accountability as the underpinning framework
- 3.8 To participate in the on-call arrangement for service (1<sup>st</sup> on call).
- 3.9 To improve the quality and productivity of the service through innovation and your contribution to the delivery of the Nursing and Quality Strategies.
- 3.10 To provide assurance that AHP clinical and nursing practice is compliant with the (HCPC) Health Professions Council and Nursing & Midwifery Council (NMC) professional standards and codes respectively and act where this is not the case.
- 3.11 To provide assurance of compliance with regard to Trust policy and procedures, specifically with regards to clinical standards.
- 3.12 To support and provide clinical leadership to the Trust's transformational programme, through championing the AHP and nursing contribution to quality issues, ensuring patient safety and clinical effectiveness
- 3.13 To ensure continued improvement in clinical and nursing care to patients, through professional supervision, coaching, mentoring, training programmes, audit, research and practice development initiatives

3.14 To chair a care practice / clinical practice and / or professional or nursing forum, to support positive practice in and contribute to a Trust wide AHP and Nursing Leadership group and associated nursing engagement events. This may be on site and / or virtually through use of internal technology on the intranet, shared learning spaces and forums

3.15 To input and lead on the implementation and update of NICE guidelines for your division.

Contribute to setting Trust strategic direction & objectives

Work with Directors / colleagues to deliver Trust objectives

Represent the Trust in various forums

Working directly with the assistant director of clinical professional practice in the writing and completion of set reports to the Quality and Safety committee led by the Non-Executive Directors such as:

- Annual Reducing Restrictive Practice Report
- Bi-yearly Skill Mix Review
- Patient and Carer Experience Quarterly report
- Feedback Intelligence Reporting
- Policy Review
- Recovery Strategy
- Care Planning and Safety report

#### **4.0 Patient Safety**

4.1 To promote and provide evidence of assurance of a learning environment and culture which can evidence implementation of national and local recommendations

4.2 To act as the divisional/ portfolio advisor for safeguarding (adults and children) working in conjunction with Trust Named Safeguarding leads.

4.3 To set the clinical standards and lead on named and specific policy development of a safe and therapeutic environment standards.

- Care planning
- Medicines Management
- Record-keeping
- Risk Assessment
- Reducing Restrictive Practice
- Ligature Harm Reduction

4.4 To promote and engage in a positive, open and transparent culture, to support and enable the delivery of the Trust Strategic Objectives.

- 4.5 To ensure a patient and staff safety culture which assures adherence to Trust values.
- 4.6 To influence the learning and promote an open culture to support the reporting of patient safety incidents. Minimise the number of direct investigations undertaken to a reasonable number as defined in work plan and re-invest this time in developing a full portfolio of staff to undertake investigations, through support, peer review and a coaching approach.
- 4.7 To provide a strategic response and contribution to the development of procedures, monitor compliance, and provide divisional assurance that clinical standards are being met. This will include advising on remedial action should standards not being achieved consistently
- 4.8 To horizon scan the patient safety arena for the division to consider contemporary or emerging literature, reports, NICE guidelines or evidence to inspire and reinvigorate the practitioners and nurses in your division and wider team to implement new ways of working.
- 4.9 To identify, remedy or escalate, gaps in strategic priorities/service delivery and enable teams to set the clinical standards required and enable them to reflect and audit against their standards and put in place assurance checks to ensure those standards are met.
- 1.10 Responsible for policy implementation and for discrete policy or service development for a service or division, this may include pan trust policies and procedures for specific areas of activity.
- 4.11 Be accountable and responsible for ensuring both registered and non-registered nurses have the skills and experience to deliver high quality, safe and effective care.
- 4.12 Ensure systems are in place for effective nurse recruitment & retention, including local induction programmes & preceptorship packages for newly qualified nurses.
- 4.13 To provide professional advice and support to the leadership team in relations to performance management issues of the nursing workforce, ensuring that individual performance issues are addressed through appropriate policies and procedures.
- 5.0 Patient Experience**
- 5.1 To provide a leadership and strategic partnership approach in the development and delivery of the patient experience agenda in the portfolio area as part of Quality Improvement work.
- 5.2 To support the Associate Clinical Director and Deputy Director of Operations in assuring that learning arises from patient feedback, compliments; complaints, concerns and untoward incidents and represent this area in the sub quality board reporting level formally known as Clinical Reference Group (CRG).

- 5.3 To contribute to the development, delivery, and evaluation of the strategic objectives, to ensure that services are person-centred and accessible.
- 5.4 Develop the most effective care pathways for service users through collaboration with other professionals and key stakeholders, which are in line with the clinical vision and agreed clinical models of service delivery model.
- 6.0 Effectiveness**
- 6.1 To ensure care is evidence based.
- 6.2 To lead on implementation of lessons learnt from internal sources such as; audit, research, serious untoward recommendations, access from complaints or external sources, such as; safety alerts, NICE Guidance, Care Quality Commission reports.
- 6.3 Ensure staff are appropriately skilled to assess and manage their clinical portfolios, workloads and enable the management of safe clinical interventions.
- 6.4 To report and act on any variations from expected care delivery standards.
- 6.5 To champion implementation of quality improvement initiatives through service improvement methodology (via such tools as productive care pathway, productive leadership) undertaking a lead role for this clinical area of practice.
- 6.6 To contribute to the evaluation of standards of care utilising relevant benchmarking information in patient and or nurse sensitive indicators, clinical and nursing performance, and quality standards for the named portfolio.
- 6.7 To provide professional support to the Assistant Director for Clinical and Professional Practice and the Deputy Director of Nursing as required in the divisional area in the development and implementation of local quality priorities.
- 6.8 Undertake research, development, and innovation as / when required



## Information Governance

The Derbyshire Healthcare NHS Foundation Trust requires its staff to comply with Information Governance related standards and policies at all times when dealing with confidential information, which includes any information relating to the business of the Trust and its service users and employees.

All NHS employees are bound by a duty of confidentiality and must conduct their duties in line with the NHS Confidentiality Code of Practice, Data Protection Act and Freedom of information Act.

Post-holders must maintain high standards of quality in corporate and clinical record keeping ensuring information is always recorded accurately and kept up to date. The post-holder must only access information, whether paper, electronic or in other media, which is authorised to them as part of their duties.

All Information obtained or held during the post-holder's period of employment that relates to the business of the Trust and its service users and employees will remain the property of the Trust. Information may be subject to disclosure under legislation at the Trust's discretion and in line with national rules on exemption.

Any breach of confidentiality or computer misuse could lead to disciplinary action, and in serious cases could result in dismissal. Breaches after the post-holder's employment has ended could result in the Trust taking legal action against them.

Post-holders must ensure that they are aware of their responsibilities by attending the Trust Mandatory Training and Induction programme.

## Infection Control

All staff have a responsibility to appraise themselves of how the prevention of the spread of infection relates to their role. They have a responsibility to ensure they are aware of Trust policies and procedures in relation to infection prevention and control and ensure that they comply with them in fulfilling their role.

## Values

As an employee of Derbyshire Healthcare NHS Foundation Trust, you are required to adhere to the Trust's overriding value of putting "patients at the heart of everything we do". In recognising both the values expressed in the NHS Constitution and the Trust Values:

**People first** – We put our patients and colleagues at the centre of everything we do

**Respect** – We respect and value the diversity of our patients, colleagues and partners and support a respectful and inclusive environment

**Honesty** – We are open and transparent in all we do

**Do your best** – We work closely with our partners to achieve the best possible outcomes for people.

**Safeguarding** – The action we take to promote the welfare of children and vulnerable adults and protect them from harm

## **SAFEGUARDING CHILDREN & VULNERABLE ADULTS IS EVERYONE'S RESPONSIBILITY**

All staff working within Derbyshire Healthcare NHS Foundation Trust who come into contact with children, young people and/or their families/carers, including those who are non-clinical and those who work predominantly with adults has a duty within their role and responsibility to ensure that they understand what is required of them as an individual and as part of the wider organisation in order to keep children and vulnerable adults safe.

### **Health & Safety**

In addition to the responsibilities of the Trust under Health and Safety legislation you are reminded of your responsibilities for health and safety at work under the Health and Safety At Work Act 1974 as amended and associated legislation. These include the duty to take reasonable care for the health and safety of yourself and of others in your work activities or omissions, and to co-operate with your employer in the discharge of its statutory duties.

You must adhere strictly to the policies and procedures on health and safety, and report all accidents, dangerous occurrences, unsafe practices, or damage to your manager promptly using the Trust's incident reporting system.

You must make use of appropriate training, safety equipment, protective clothing and footwear and attend training. Failure to comply with these requirements may result in disciplinary action.

## **7. Communications and Working Relationships**

### **INTERNAL**

Nursing and Patient Experience Directorate, General Managers, Area Service Managers, Matrons and Lead Clinicians in the multidisciplinary team area of working.

### **EXTERNAL**

Social care, General Practice, NMC, JUCD, ICS, NICE, Care Quality Commission, Carers Representative Groups and Healthwatch .

## **8. Most Challenging Part of your Job**

Managing and prioritising wide range of competing demands due to the broad nature of the post holder's job description.

Responding to many and varied issues throughout the day, including professional and clinical issues.

Developing and implementing quality improvement programmes whilst ensuring the clinical safety and meeting with resistance from other professional groups.

Working in collaboration with system wide site-specific clinicians, managers, and diverse multi-professional teams to drive change and improve the quality and value of services.

**9. Job Description Agreement**

Job Holder's Signature:

Date

Senior Officer/Head of Department

Signature..... Date.....

Title:.....

## Job Description Additional Information Appendix A

### **Physical Effort:**

Required to drive across a large geographical area which may mean travelling for lengthy periods.

The ability to deliver and present at a wide range of meetings.

To respond to serious and emergency incidents.

### **Mental Effort:**

There is frequent requirement for prolonged concentration where the post holder is required to develop and detail intricate planning to formalise and prioritise strategies and plan quality improvements.

Concentration required when analysing and interpreting data from various sources and preparing regular reports for a variety of management groups.

Being constantly aware of clinical risk associated with changing clinical practice  
Communicate and use listening skills both on telephone, virtual and face to face.

Office/admin duties.

The ability to adapt quickly to a change of pace and subject of work, covering multiple services and at times, divisions.

### **Emotional Effort:**

Occasional exposure to distressing or emotional circumstances whilst supporting staff in their day-to-day jobs.

Occasional exposure to distressing and emotional circumstances whilst working with patients and their families during review processes.

Occasionally making and/or implementing decisions that will prove unpopular with staff but will take forward the trust strategy, values, and wider policies.

There may be a requirement to deal with highly distressing or emotional circumstances, i.e. child

abuse etc. the post holder will be required to represent the organization in the coroners' court at high profile cases and will be subject to cross examination.

**Working Conditions:**

Working within trust property, community, and inpatient venues.

Frequent Sitting in front of VDU for long periods of the day.

In some areas there may be a required to carry a personal alarm.

Job Appendix Agreed

Job Holders Signature ----- Date-----

Senior Officer/  
Head of Department Signature ----- Date-----

## PERSON SPECIFICATION

**Job title: Head of Nursing/Head of Practice**

**Grade: 8a**

**Directorate: Clinical and Quality**

**Base: Kingsway House/Home**

**Hours:**

Area	Essential	Desirable
<b>Attainment/Qualifications</b>	<ul style="list-style-type: none"> <li>• RMN/RNLD registered with the NMC</li> <li>• Educated to degree level (or equivalent experience) and evidence of continued personal development.</li> </ul>	<ul style="list-style-type: none"> <li>• Other appropriate professional post registration qualifications</li> <li>• Registered Nurse (RN1, RN5 or RNLD)</li> <li>• M level qualification in a relevant topic</li> </ul>
<b>Skills</b>	<ul style="list-style-type: none"> <li>• Experience of teaching and assessing / eligible for mentor registration</li> <li>• Ability to use research and Clinical Audit to improve practice.</li> <li>• Highly developed planning and organisational skills across a broad range of complex activities or programmes, some of which require the formulation and adjustment of plans or strategies.</li> <li>• Proven facilitation skills</li> <li>• Demonstrate evidence of leading clinical/nursing strategic change initiatives</li> <li>• Evidence of previous/current advanced clinical practice in Mental Health</li> <li>• Evidence of developed leadership and influencing skills</li> <li>• Developed recruitment &amp; selection skills</li> </ul>	<ul style="list-style-type: none"> <li>• Project management skills/experience</li> <li>• Multi-professional team management/co-ordination</li> <li>• Experience of workload/patient dependency analysis and associated rostering/skills mix systems</li> <li>• Experience of organisational change management</li> <li>• Quality Improvement Training</li> </ul>

	<ul style="list-style-type: none"> <li>• Ability to inspire confidence in a multi-disciplinary/agency environment</li> <li>• I.T. skills</li> <li>• Able to travel across areas of responsibility efficiently</li> </ul>	
<b>Knowledge/ Experience</b>	<ul style="list-style-type: none"> <li>• Demonstrate highly developed specialist knowledge across the range of work procedures and practices including clinical professional experience at a senior level.</li> <li>• Experience and ability to apply supervisor role and application of Trust Supervision Strategy</li> <li>• Experience and ability to manage a budget</li> <li>• Demonstrate awareness and knowledge of wider patient experience agenda</li> <li>• Knowledge of Clinical Governance and the Quality Improvement agenda with specific knowledge in service improvement methodology</li> <li>• Detailed knowledge of Mental Health Act, C.P.A. and clinical risk management</li> <li>• Detailed knowledge mental health policy</li> </ul>	Clinical experience in a range of practice settings (Acute, Older Adult, Community, Forensic, Neurodevelopmental, Childrens)
<b>Values</b>	<ul style="list-style-type: none"> <li>• <i>Respect</i></li> <li>• <i>Honesty</i></li> <li>• <i>People First</i></li> <li>• <i>Do your best</i></li> <li>• <i>Respectful and build Trust</i></li> <li>• <i>Compassionate</i></li> <li>• <i>Be responsive, listen and positive</i></li> <li>• <i>Dignity</i></li> <li>• <i>Value &amp; support other people</i></li> <li>• <i>Engage and Encourage</i></li> </ul>	

	<ul style="list-style-type: none"><li>• <i>Value learning and innovation</i></li></ul>	
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