



# Together



# LANCASHIRE TEACHING HOSPITALS NHS FOUNDATION TRUST WORKFORCE DIRECTORATE

## JOB DESCRIPTION (Leadership Position)

**JOB TITLE:** Gynaecology Ward & Gynae and Early Pregnancy Assessment Unit

**DIRECTORATE:** Women's Health

**REPORTS TO:** Matron

**ACCOUNTABLE TO:** Matron / Divisional nursing and midwifery director

**KEY RELATIONSHIPS:** Matron, Divisional Nursing Director, Gynaecology outpatients, specialist nurses, lead consultant for early pregnancy care, members of the MDT, clinical direct, wider organisational relationships, operational management team, theatres, main pre-op assessment unit, waiting list, colposcopy lead, reception and booking services.

**DIRECT REPORTS:** Department based nursing and care support teams

**LOCATION:** Royal Preston Hospital)

**BAND:** 7

**NB:** The post holder may be required to work in other departments across our hospitals including across our sites.



### DBS (Criminal Record) check level required for role:

Please indicate the level of DBS check required in this role	None	Standard	Enhanced without Barred List Checks	Enhanced with Child only Barred List Check	Enhanced with Adult only Barred List Check	Enhanced with Child and Adult Barred List Checks
						X

### KSF Core Dimension Levels for Role

Communication	Personal & People development	Health, Safety & Security	Service Improvement	Quality	Equality & Diversity
4	4	3	3	3	2

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## **Role Summary**

The Senior Sister/Charge Nurse/Ward/Unit Manager has overall responsibility for the provision of excellent care with compassion for the patients, relative and visitors who are cared for within their ward or department or by their team.

To ensure the provision of excellent care with compassion the Senior Sister/Charge Nurse/Ward Manager is responsible for:

- ensuring that the nursing team and care support team within their ward or department are adequately resourced and organised.
- ensuring the nursing team and care support team are adequately supported and developed to deliver excellent care with compassion in line with the Trust's Values & Nursing & Midwifery Professional Framework.
- leading and developing the ward nursing team and the ward administration and support teams by being a visible and strong role model providing leadership and direction to the team, capitalising on research and development opportunities, providing clinical supervision and advice for staff and students in order to support them in reaching their full potential
- ensuring the productive operation of the ward through the monitoring and maintenance of standards that create a safe, clean and organised environment and by using processes designed to increase the time nurses spend in therapeutic contact with patients

To act at all times in a manner that upholds the Trust's values and working as part of a team to ensure that patients and relatives receive excellent care with compassion.

**In addition, this role will the potential to develop our infertility pathways, introducing a nurse role to the service and therefore the post holder needs to have some understanding and awareness of the infertility specialism.**

### **Key Duties and Responsibilities:**

The duties and responsibilities listed below should be undertaken in accordance with the levels of competence as defined in the KSF outline for this post. In addition all staff are expected to act in accordance with the values and behaviours of our organisation.

***Nothing should be added here- the roles / duties should be reflected in the left hand column below and each role / duty should have a measurable outcome described in the measurable outcome column.***

## Leadership Framework Profile for Role

Inspiring Others	Responsibility for the Team	Leading from the Front	Conscious Leadership	Delivering the Service
4	4	3	3	4

(Level of capability required: 0 – Not Required, 1 – Developing, 2 – Capable, 3 – Strong, 4 – Outstanding)

### Leadership Behaviour Clusters Overview

**INSPIRING OTHERS** - Motivates staff by involving them in the planning process, utilising their strengths, providing support and delegating appropriately. Provides appropriate support and coaches staff to develop confidence and competence. Role models desired behaviours by showing passion, communicating the Trust vision with pride and behaving consistently with the Trust Values.

**RESPONSIBILITY FOR THE TEAM** - Provides direction, feedback and understands the challenges faced by the team. Willing to pitch in and work as part of the team when necessary. Tackles conflict proactively and constructively. Demonstrates honesty and trust.

**LEADING FROM THE FRONT** - Able to take charge when necessary, overcoming challenges caused by conflicting priorities, lack of resources, difficult or demanding situations in the internal and external environment. Displays determination and resilience to raise performance levels. Learns from mistakes and develops creative and innovative solutions.

**CONSCIOUS LEADERSHIP** - Self-awareness of who they are, what they stand for, what others need from them and their impact on others. Considers different perspectives, follows up on promises and works in line with the Values. Reflects on performance using information to identify what needs to be done differently.

**DELIVERING THE SERVICE** - Focuses on quality and service provided. Continually tries to identify the most effective way of making the service responsive to meet changing demands. Articulates the vision with clarity, keeping focus on improving services and inspiring others to be positively involved. Manages short and long-term priorities, balancing the big picture with detail to ensure the highest standards are achieved.

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## Our Values



### Being Caring and Compassionate

*Being caring and compassionate is at the heart of everything we do, it is about understanding what each person needs and striving to make a positive difference in whatever way we can.*



### Recognising Individuality

*Appreciating differences, making staff and patients feel respected and valued.*



### Seeking to Involve

*Actively gets involved and encourages others to contribute and share their ideas, information, knowledge and skills in order to provide a joined up service.*



### Building Team Spirit

*Working together as one team with shared goals doing what it takes to provide the best possible service.*



### Taking Personal Responsibility

*Individuals are accountable for achieving improvements to obtain the highest standards of care in the most professional way, resulting in a service we can all be proud of.*

ROLE DUTIES	MEASURABLE OUTCOMES					
<p><b>Is responsible for the provision of excellent care with compassion</b></p> <p>(NB Where the phrase “ all patients” or “patients” is mentioned: for patients who lack capacity please substitute next of kin or advocate)</p>	<p>In order to provide excellent care with compassion, the post holder will ensure that</p> <ul style="list-style-type: none"> <li>all patients have their individual care needs assessed and met whilst within the outpatient department in accordance with standards of best nursing practice, best evidence, condition specific requirements and as identified in Trust policies, guidelines and protocols or in accordance with clinical judgement.</li> </ul>					

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	<ul style="list-style-type: none"> <li>• All patients are involved in decisions about their care and have agreed their plan of care</li> <li>• All patient based risk assessments are carried out in line with Trust policy and are used to inform plans of care</li> <li>• All patients are provided with information and opportunities to learn about their condition, care and treatment and general health promotion.</li> <li>• all patients feel like they have been treated with dignity and respect</li> <li>• appropriate members of the wider multi disciplinary team are engaged in the provision of care and treatment as required.</li> <li>• Each patient and wider MDT involved in their care are aware of the criteria that need to be met and the timeframe for meeting it.</li> <li>• All treatment decisions/required investigations for patients are proactively expedited so that there are no delays in provision of care</li> <li>• All patients are happy with the care and compassion received and have had the opportunity to discuss their care or concerns with the senior sister/charge nurse or deputy and is evidenced through patient feedback such as friends and family surveys and STAR visit accreditation.</li> <li>• All patients are asked for feedback on the care they have received</li> <li>• All patients visitors and staff, including students are welcomed in a manner which promotes a positive image of self, the ward and the whole team.</li> </ul>					
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	<ul style="list-style-type: none"> <li>• With agreement from the patient, their family, carers, advocates are updated and included about the patient progress</li> <li>• Bearing in mind confidentiality, relatives and family are regularly asked if they have any concerns about the care received and are given opportunity to raise concerns and provide feedback</li> <li>• Each member of the department understands their responsibilities, with regard to the patient safety, health and wellbeing and feels able to and knows how to raise any concerns about a patient in a timely manner</li> <li>• The documentation of patient care is contemporaneous, occurs timely and meets the professional and Trust standards and clearly indicates the care required and provided and the outcome of care.</li> </ul>					
<p><b>Is responsible for ensuring that the nursing team and care support team are adequately resourced and organised in order to deliver excellent care with compassion</b></p>	<p>In order to provide excellent care with compassion, the post holder will ensure that:</p> <ul style="list-style-type: none"> <li>• Staff rosters are efficient and planned in advance using the e-rostering system, ensuring adequate staffing and skill mix to meet the needs of the patients and in accordance with the rostering and safe staffing policy</li> <li>• The needs of the service including the numbers of staff who should be on duty each shift are recognised and understood by each member of the team</li> <li>• The details of the staff on duty are visibly displayed on the department</li> <li>• Nursing rosters are produced in line with the clinic schedules and updates from the rota coordinator</li> </ul>					

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	<ul style="list-style-type: none"> <li>• The staff on duty understand how to prioritise and organise care across the team and department to meet the changing needs of patients.</li> <li>• The staff on duty and whole team work flexibly and willingly not only in their own area but across the organisation as required to meet the needs of patients in accordance with the roster policy and chain of command protocols</li> <li>• Procedure clinics are staff in accordance to the BSCCP and the Hysteroscopy Green Top guidance.</li> <li>• There is always a designated nurse in charge on each shift</li> <li>• Any gaps in the roster that could potentially put care provision or clinic continuity at risk are identified, assessed and plans put in place to mitigate in accordance to the roster policy and chain of command protocols.</li> <li>• Any concerns in daily staffing are escalated to the matron / manager of the day as appropriate</li> <li>• Any changes to the service such as a new clinic are highlighted to the matron so that the proactive management of staffing and skill mix can occur</li> <li>• The recruitment process for any impending vacancies/secondments/maternity leave is commenced without delay. i.e. impending vacancy request is submitted within 48 hours of notice being received or within 8 weeks of maternity leave starting</li> <li>• The whole team is engaged in reducing sickness levels below 3%</li> </ul>					
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	<ul style="list-style-type: none"> <li>• Staff sickness and absence is managed in accordance to the Trust policy</li> <li>• Any predicted future shortfalls or other concerns about the number of staff available to work are raised to the matron or divisional nursing and midwifery director.</li> <li>• The electronic e-rostering system analysis tools are using regularly to support monitoring of the delivery of efficient roster, such as annual leave percentage</li> </ul>					
<p><b>Is responsible for ensuring the nursing team and care support team are adequately supported and developed to delivery excellence care with compassion</b></p>	<p>In order to provide excellent care with compassion, the post holder will ensure that:</p> <ul style="list-style-type: none"> <li>• All staff have current appraisals, agreed objectives and personal development plans in accordance with the Trust values and appraisal calendar</li> <li>• All staff have a timely and high quality induction to the department and team, including allocation of named preceptor/buddy</li> <li>• All staff complete mandatory training in line with Trust policy timelines and compliance is maintained above 95% for all metrics</li> <li>• They proactively supervise and support each member of the nursing and care team on a regular basis</li> <li>• They are a visible authoritative presence within the department and undertake 2 clinical shifts per week (60:40)</li> <li>• In liaison with the clinical educator, the department training needs analysis is created and adhered to in order to guide the education and development</li> </ul>					

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	<p>of the nursing and care support team in accordance with the specific needs of patients cared for within the department.</p> <ul style="list-style-type: none"> <li>• All staff have access to and protected time for learning and development as part of the agreed training needs analysis.</li> <li>• Any performance issues including attitude, approach, attendance, professional conduct, capability etc. are effectively managed in a timely fashion and in accordance with relevant policies and procedures.</li> <li>• All member of the team have been trained in the skills and feel confident to support bereaved and distressed patients / relative/s in a kind and compassionate manner and to break bad news in an appropriate and empathetic manner particularly in relation to the early pregnancy loss patients attending for miscarriage treatment in outpatients. In addition, those having a diagnosis of cancer.</li> <li>• A climate exists where ideas for improvement, research and innovation in services, seeking others' views and ideas and taking into account the wider Trust programmes for improvement and nursing development.</li> <li>• The whole team actively promotes the department as a learning environment encouraging each team member to learn from each other and from experience good practice and best evidence.</li> </ul>					
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	<ul style="list-style-type: none"> <li>• The team works together to meet and exceeds requirement standards to provide student placements</li> <li>• All eligible qualified staff achieve mentorship status and mentorship update standards and are then actively involved in mentorship of students and preceptorship of new and junior staff.</li> <li>• All staff are supported to achieve revalidation and professional registration requirements.</li> <li>• The team are involved in appraising best evidence for application to practice and in contributing to new evidence through research and evaluation projects in line with nursing, midwifery and AHP research strategy.</li> <li>• The ward team are a cohesive and supportive group who understand the importance of and know how to work as a team and support each other as a team</li> </ul>					
<p><b>Is responsible for leading and developing the ward nursing team and the ward administration and supporting teams by being a visible and strong role model providing leadership and direction to the team, capitalising on research and development opportunities, providing clinical supervision and advice for staff and students in order to support them in reaching their full potential</b></p>	<p>In order to provide excellent care with compassion, the post holder will ensure that:</p> <ul style="list-style-type: none"> <li>• Actively participates in the appraisal and personal development planning process and has a current appraisal and personal development plan.</li> <li>• Demonstrates care and compassion by recognising and responding to individual needs in a warm, thoughtful, sensitive and helpful way.</li> <li>• Maintain own nursing skills and competencies to high standards in order to supervise and support all team members.</li> </ul>					

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	<ul style="list-style-type: none"> <li>• Maintains a current personal development portfolio in line with Trust policy and NMC registration</li> <li>• Participate in reflective practice and clinical supervision activities</li> <li>• Achieve required standards for revalidation</li> <li>• Ensure own practice and that of the team meets professional and Trust standards and is informed by and contributes to the development of up to date evidence</li> <li>• Actively promotes and encourages high standards across the whole team and be the guardian of excellent care with compassion for all patients.</li> <li>• Engage with the department team as a patient safety and experience champion</li> <li>• Actively and immediately challenge any practice (including attitude and approach to staff) relating to patient care and safety that does not meet professional or Trust value standards</li> <li>• Communicate in a consistent, professional, approachable, helpful and timely manner.</li> <li>• Develop and maintain communication with people about difficult matters or difficult situations, in an appropriate, supportive and empathetic manner.</li> <li>• Comply fully with the Trust uniform policy and ensures ensure all team members comply</li> <li>• Demonstrates familiarity with policies and procedures, including major incident, fire, health and safety, disciplinary, complaints and grievance procedures.</li> <li>• Actively promotes the raising of concerns by patients, relatives and visitors, staff and</li> </ul>					
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	<p>students about any aspects of care of patient and staff experience.</p> <ul style="list-style-type: none"> <li>• Actively try to resolve issues and complaints at local level.</li> <li>• Manage (with support of their line manager) the investigation of complaints, clinical incidents, risks, and errors to identify and implement any required improvement and learning to prevent recurrence.</li> <li>• Resolve potential conflicts as per conflict resolution guidance and strongly promotes a zero tolerance approach.</li> <li>• Reports incidents of violence and aggression immediately in order to seek help and support.</li> </ul>					
<p><b>Is responsible for ensuring the productive operation of the ward through the monitoring and maintenance of standards that create a safe, clean and organised environment and by using processes designed to increase the time nurses spend in therapeutic contact with patients</b></p>	<p>In order to provide excellent care with compassion, the post holder will ensure that:</p> <ul style="list-style-type: none"> <li>• Achieve and maintain gold STAR accreditation status</li> <li>• Exercise their authority as guardians of patient care to ensure that support services provide appropriate and timely responses to any issues that might adversely affect the provision of excellent care.</li> <li>• As a patient safety champion, proactively manage risk and maintain patient safety, conforming to health, safety and security legislation, policies, procedures and guidelines</li> <li>• Ensure the whole team complies with all policies and procedures related to infection prevention and control</li> <li>• Ensure the environment of care is safe, well equipped and compliant for hygiene and cleanliness.</li> </ul>					

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	<ul style="list-style-type: none"> <li>• Reports/ensures all accidents, incidents, near misses, faulty equipment or environmental issues immediately and exercise their authority as guardians of patient care to ensure that support services provide appropriate and timely responses to any issues that might adversely affect the provision of excellent care.</li> <li>• Ensure the department performance board is maintained, up to date and all staff engage in meetings regarding the team performance.</li> <li>• Monitors and controls expenditure against agreed budget, identifying and reporting any deviations.</li> </ul>					
<p><b>Safeguards people and promotes equality in care and practice by recognising, respecting and meeting the needs and choices of individuals</b></p>	<p>In order to provide excellent care with compassion, the post holder will ensure that:</p> <ul style="list-style-type: none"> <li>• Safeguards children, young people and adults, escalating concerns in line with Trust policy and regulatory requirements</li> <li>• Ensure the whole team is aware of their responsibilities and acts in accordance with current legislation, policies, procedures and good practice relating to equality and diversity.</li> </ul>					
<p><b>Workforce planning</b>  - overall responsibility for vacancy / talent management, ensuring all vacancies are recruited to in a timely manner and in line with the recruitment and selection policy</p> <ul style="list-style-type: none"> <li>- Responsible for workforce planning</li> <li>- Where there are difficult to fill roles solutions are found to ensure the department has sustainable staffing structures at substantive spend, which may be achieved through different marketing solutions or different structural arrangements.</li> </ul>	<p>In order to provide excellent care with compassion, the post holder will ensure that:</p> <ul style="list-style-type: none"> <li>• All vacancies are recruited to in line with our recruitment and selection policy</li> <li>• Staff identified through our talent management programme are supported and encouraged by line managers</li> <li>• Manager liaises with finance on a regular basis to ensure establishment reflects staff in post</li> <li>• All recruitment adheres to establishment control and vacancy control requirements.</li> </ul>					

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	<ul style="list-style-type: none"><li>• Workforce planning is undertaken in a timely and appropriate manner – workforce business partner feedback is positive and reports that managers are engaged with the process</li><li>• Low agency spend and temporary staffing usage – active and rigorous recruitment plans – reduction in hard to fill posts.</li></ul>					
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Occupational hazards or exposures relevant to this job (please tick)			
<b>Physical</b>			
Patient moving & handling	X	Regular DSE work	X
Regular equipment / material moving & handling > 10kg	X	Climbing ladders and / or working at height	<input type="checkbox"/>
Noise (LEP,d > 80)	<input type="checkbox"/>	Hand Arm Vibration	<input type="checkbox"/>
Hot or cold conditions	<input type="checkbox"/>	Exposure to Ionising Radiations	<input type="checkbox"/>
Entry into confined spaces	<input type="checkbox"/>	Other potential ergonomic problems	<input type="checkbox"/>
Driving on Trust business	<input type="checkbox"/>	Vocational driving (C1,D1, LGV, PCV)	<input type="checkbox"/>
<b>Chemical</b>			
Exposure to known respiratory irritants or sensitisers	<input type="checkbox"/>	Exposure to known skin irritants or sensitisers (including latex)	X
Exposure to asbestos (non-licenced work)	<input type="checkbox"/>	Exposure to any other chemicals	<input type="checkbox"/>
<b>Biological</b>			
Exposure-prone procedures	X	Laboratory exposure to pathogens	<input type="checkbox"/>
<b>Other</b>			
Night work	<input type="checkbox"/>	On-call duties/ lone working	<input type="checkbox"/>

## Teaching Hospital & Learning Organisation

As a teaching hospital and an organisation committed to continuous learning, we offer a broad range of education and training to staff and students/trainees/other learners. All post holders are expected to fulfil mandatory training requirements, engage in continuous learning and support education and training of others commensurate to their role.

## Governance

The post holder will operate at all times to high standards of probity. This will include compliance with:

- Health and safety regulations
- All policies and procedures approved by our organisation
- Trust Standing Financial Instructions
- Working within Data Protection Legislation, Health & Safety at work Act 1974, maintain confidentiality at all times, as required by legislation and our policy
- Working to defined policies and procedures, actively implementing the development of the electronic solution
- Work within the limitations of the role
- Professional codes of conduct including the NHS Managers Code of Conduct (where these apply)
- All policies and procedures related to infection prevention and control as relevant to their post
- To raise any concerns as soon as possible, as per whistle blowing policy, relating to any:-
  - Healthcare matters, e.g. suspected negligence, mistreatment or abuse of patients; the quality of care provided
  - Concerns about the professional or clinical practice or competence of staff
  - The treatment of other staff, including suspected harassment, discrimination or victimisation
  - Health, safety and environment issues
  - Suspicion or knowledge of theft, fraud, corruption, bribery allegations or other financial malpractice
  - Employment standards and/or working practices
  - Criminal offences or miscarriages of justice
  - Failure to comply with any other legal obligation
  - Deliberate concealment of any of the above

## Information Governance

- To be fully aware of and committed to all policies, procedures and initiatives relating to information governance - this will include, but not limited to, data quality improvements, confidentiality and information security
- To take personal responsibility for safeguarding and ensuring the quality of information

## Behaviour

The post holder will be expected to:

- Support the aims and vision of our organisation
- Act with honesty and integrity at all times
- Be a positive ambassador for the organisation
- Demonstrate high standards of personal conduct
- Set an example and encourage openness and honesty (particularly in reporting incidents and near misses) and will actively foster a culture of learning and improvement
- Value and respect colleagues, other members of staff and patients
- Work with others to develop and improve our services
- Uphold the organisational commitment to equality and diversity
- Take personal responsibility for their words, actions and the quality of the service they deliver

## Job Review

This job description will be reviewed periodically to take into account changes and developments in service requirements. Any changes will be discussed fully with the post holder.

Signature of Post Holder:

Date:

Signature of Manager:

Date:

**LANCASHIRE TEACHING HOSPITAL NHS FOUNDATION TRUST**

**PERSON SPECIFICATION**

**POST: Gynaecology Assessment Unit Ward Manager**

**Band: 7**

**DIRECTORATE / DIVISION: Women & Children's Division**

<b>ATTRIBUTE</b>	<b>ESSENTIAL</b>	<b>DESIRABLE</b>	<b>HOW ASSESSED</b>
<b>Qualifications &amp; Education</b>	<ul style="list-style-type: none"> <li>• Appropriate NMC registration</li> <li>• Mentorship qualification</li> <li>• Post registration qualifications relevant to the role</li> <li>• Diploma or degree in nursing</li> <li>• Evidence of education to degree level</li> <li>• Successful completion of a leadership and development programme equivalent to the internal band 6 leadership and development programme</li> </ul>	<ul style="list-style-type: none"> <li>• Level 4 ILM (Institute of leadership and management) or equivalent</li> <li>• Post graduate qualification in gynaecology or infertility</li> </ul>	<ul style="list-style-type: none"> <li>• Application form</li> <li>• Interview</li> <li>• Assessment</li> </ul>
<b>Knowledge &amp; Experience</b>	<ul style="list-style-type: none"> <li>• Able to perform clinical duties commensurate to that of the role e.g. IV medication, venepuncture, performing ECG</li> <li>• Ability to implement changes within nursing practice</li> <li>• Knowledge of clinical governance and safeguarding and the relevance of these to practice</li> <li>• Knowledge of relevant policies and procedures</li> <li>• Knowledge of ethical issues</li> <li>• Evidence of clinical competence in areas of speciality</li> </ul>	<ul style="list-style-type: none"> <li>• Experience of managing a clinical area</li> <li>• Knowledge of the appraisal and development process</li> <li>• Experience of working at band 7 level</li> <li>• Experience of budgetary management</li> <li>• Experience in infertility services</li> </ul>	<ul style="list-style-type: none"> <li>• Application form</li> <li>• Interview</li> <li>• Assessment</li> </ul>
<b>Skills &amp; Abilities</b>	<ul style="list-style-type: none"> <li>• Excellent communication skills</li> <li>• Self motivated and able to motivate others</li> <li>• Able to obtain and evaluate information to aid decision making</li> <li>• Able to promote team working and best practice</li> <li>• Able to lead and manage other staff</li> <li>• Commitment to CPD of self and others</li> <li>• Ability to prioritise</li> <li>• Excellent time management skills</li> <li>• IT Skills</li> <li>• Lead others in change management</li> <li>• Good presentation and teaching skills</li> <li>• Experience of mentorship and ability to identify learning</li> </ul>	<ul style="list-style-type: none"> <li>• Research and development</li> </ul>	<ul style="list-style-type: none"> <li>• Application form</li> <li>• Interview</li> <li>• Assessment</li> </ul>

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<b>Values &amp; Behaviours</b>	<ul style="list-style-type: none"> <li>Professional attitude and approach</li> <li>Enthusiastic</li> <li>Motivated</li> <li>Flexible</li> <li>Adaptable to change</li> <li>Ability to use initiative</li> <li>Assertive</li> <li>Ability to deal with difficult and sensitive situations with tact, diplomacy and professionalism.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Assessment</li> </ul>
<b>Leadership Framework Behaviours</b>	<p><b>INSPIRING OTHERS</b></p> <ul style="list-style-type: none"> <li>Motivates a wide range of individuals, actively encourages and supports their colleagues to work to the best of their ability</li> <li>Encourages staff to take ownership for their own development.</li> <li>Demonstrates high levels of personal performance and conduct, makes clear to staff that they are expected to do the same.</li> <li>Involves relevant colleagues in decision-making, listens but takes the final decision themselves.</li> <li>Uses coaching and mentoring to development and empower staff</li> </ul> <p><b>RESPONSIBILITY FOR THE TEAM</b></p> <ul style="list-style-type: none"> <li>Can alternate between working as part of the team and taking control.</li> <li>Clearly communicates key performance priorities and objectives to their teams eliminating ambiguity.</li> <li>Exhibits foresight to identify and defuse conflict before it occurs. Creates an environment where conflict is managed, resolved and a way forward is found.</li> <li>Encourages multi-way feedback environment, e.g. openly between team members; uses feedback as a motivational tool.</li> </ul> <p><b>LEADING FROM THE FRONT</b></p> <ul style="list-style-type: none"> <li>Is confident taking charge, and is able to effectively deal with and influence more challenging individuals.</li> <li>Shows optimism and resilience under the most stressful circumstances. Inspires others, keeps the positive message going even when others have ceased to believe.</li> <li>Is prepared to be held accountable for agreed goals. Sets targets for performance, providing clarity of purpose and direction.</li> <li>Works through conflicting or complex information to find solutions that tackle the problem at source. Delivers solutions that have a positive and far reaching impact, influencing future direction of the Trust.</li> </ul> <p><b>CONSCIOUS LEADERSHIP</b></p> <ul style="list-style-type: none"> <li>Uses talents to the full by participating in a variety of events to build strengths. Is dedicated to continuous learning and self-improvement, undertakes activities to enrich knowledge build new skills and hone existing skills.</li> <li>Acknowledges and respects others' diverse perspectives. Takes the time to get to know individual team members, willing to listen non-judgementally to others' opinions and contributions regardless of whether they agree to them.</li> <li>Recognises the impact their behaviour has on others and seeks to regulate behaviour to have a positive outcome.</li> <li>Is known to support and apply a high set of ethical and moral principles. Stays true to personal/Trust values regardless of internal and external pressures.</li> </ul>	<ul style="list-style-type: none"> <li>Application form</li> <li>Interview</li> </ul>	

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**DELIVERING THE SERVICE**

- Designs, implements and drives forward improvement initiatives, measures the impact initiatives have at all levels (e.g. patient, team, department). Takes a proactive approach, bringing about improvements before being asked.
- Maintains an overview of team progress, taking steps to ensure that targets are attained and staff make the best use of their time.
- Reviews progress made and predicts potential failures, developing contingency plans in advance.
- Has a long term vision that sets out stretching goals, using them to motivate their team to improve service standards.
- Creates an environment where poor performance or conduct is tackled promptly and directly, empowering staff members to challenge poor performance in one another.

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