



Bwrdd Iechyd Prifysgol  
Bae Abertawe  
Swansea Bay University  
Health Board

## Job Description



<b>Job Title</b>	<b>Head of Nursing</b>
<b>Pay Band</b>	<b>8c</b>
<b>Service Group</b>	<b>Mental Health &amp; Learning Disabilities</b>
<b>Division</b>	<b>Mental Health / Learning Disabilities</b>
<b>Reports to (Line Manager):</b>	<b>Service Group Nurse Director</b>
<b>Accountable to (Professionally/managerially):</b>	<b>Service Group Nurse Director</b>

### Job Summary/Job Purpose

The Head of Nursing is professionally and managerially responsible and accountable for nursing care standards, services and all matters relating to professional regulation, for the nursing workforce and care delivery environments across the Division and for providing professional advice across the Division and developing the Division wide workforce plan. In addition, will be the strategic & operational lead within the Division for the Infection Prevention & Control. Deliverables will include:

- Development & monitoring implementation of Division's Infection Prevention & Control and Decontamination Strategy & Action Plan
- Manage Division Infection & prevention & Control response & escalation procedures Infection Prevention & Control hot spot identification, escalation & action lead
- Responsible for the development and delivery of a Division wide programme of Infection Prevention & Control and Decontamination audit & review.
- Assist the Division in meeting all infection prevention & control delivery targets and monitoring compliance in respect of this
- Clinically and managerially responsible and accountable for the leadership, direction and financial control of nursing and nursing workforce across the Division, contributing to and ensuring the delivery of strategic and operational service objectives set by the Service Group and the Health Board, ensuring all care standards are fully adhered to.
- Lead for Quality and Safety, Risk Management, Healthcare Standards, etc. across the Division ensuring service compliance with Putting Things Right Regulations

(2011), implementation of the Quality Strategy and the safe, efficient and effective care, compatible with professional and national clinical standards.

- Ensuring a positive learning culture across the Division.
- Responsible and accountable for the implementation of the Nursing and Midwifery Strategies across all the Division and accountable to the Service Group Nurse Director for the delivery and management of the nursing service across their Division.
- Required to work independently ensuring effective interpretation and implementation of national guidelines.
- Keep abreast with national and international best practice in relation to relevant care practice and standards.
- Responsible for policy and service development for nursing across the Division of and will be responsible for the operational and strategic planning of nursing within these services.
- Line manager for all Deputy Head of Nursing and Lead Nurses within the Division.
- Division Safeguarding, MCA, DoLs and Child Protection lead and Lead Practitioner - accountable for full implementation of all related legislation, national guidance and regulation and Health Board Policy.
- Division Infection Prevention & Control and Decontamination Lead accountable for the Division's delivery of Welsh Government, Health Board and Service Group's Infection Reduction targets and delivery of decontamination standards.
- Undertake expert analysis of highly complex and contentious problems and develop practical and workable solutions to address them, thinking and planning strategically, tactically and creatively, and will prioritise work programmes in the face of competing demands.

### **Organisational Chart**

Service Group Nurse Director



**Head of Nursing**



Directorate Lead Nurses

### **Our Values**

In this Health Board we aspire to be driven by our values; where every person that works for us, regardless of their role, is expected to demonstrate the values of "caring for each other", "working together" and "always improving".

**Key Tasks and Responsibilities of the Post**

Professional

- Responsible for the strategic direction of the nursing across the Division / Service Group and in the determination of strategy, policy and working practices.
- As a lead member of the Service Group management team, ensures that financial, clinical activity and performance targets are achieved.
- Leads the planning and development of nursing services across the Division to ensure they are best provided to meet the developing needs of the service. This will include medium term strategic planning which will involve highly complex facts which will require analysis and interpretation of a range of options.
- Managerially and Professionally accountable and responsible for the delivery of safe, effective and efficient nursing care across all Division services.
- Assist in the development of and responsible for the implementation of a broad range of clinical and non-clinical policies, guided by professional and clinical standards (NMC, WG) and Swansea Bay University Health Board's strategic aims across the Service Group.
- Responsible for the development of relevant policies, procedures and guidelines in line with best practice guidance.
- Significantly contribute to the Service Group's Quality & Safety agenda, as Division lead, including leading on the implementation of the Healthcare Standards to achieve compliance with standards and ensuring full implementation of the Putting Things Right (2011) Regulations across the Division and ensuring a robust learning culture.
- Develops implements and monitors nursing standards, Fundamentals of Care and quality of practice / services to maintain and achieve improvements in clinical care across all Division services.
- Accountable and responsible for the robust implementation of Trusted to Care Recommendations and all elements of the Older Persons and other strategies and action plans.
- Accountable and responsible for ensuring all nurses within the Division revalidate and comply with NMC professional standards to protect public and patient safety.
- Manages issues in respect to professional conduct and capability which have been identified through implementation of the knowledge and skills

framework to support professional standards in nursing, to ensure patient safety and public protection.

- Effectively translates and implements strategic nursing policy into practice, ensuring that intended benefits to patients and public are realised, e.g. hospital acquired infection, nutrition and dignity and respect, empowering Ward Managers across designated Directorates within the Division and wider Service Group.
- Develops and implements local strategies to ensure the implementation of best practice, evidenced through observation of care, care planning and patients' experiences.
- Develops and implements new nursing roles considering financial and HR implications, taking account of the changing NHS environment, and the Service Group and Health Board's Strategic Plan.
- Gives professional advice and manage a large, highly complex and geographically dispersed workforce and management team
- Provide high level advice and guidance to Service Group Directors.
- Lead on the Division development and workforce plan.
- Assesses and determines staffing requirements, establishment and skill mix, benchmarking against appropriate standards to meet service delivery needs across the Division. Monitors and controls agency and bank use.
- Implementation of a robust assurance and audit process in respect of care standards across all Division areas.
- Lead Practitioner for Safeguarding – accountable for ensuring all safeguarding legislation and guidelines are fully embedded across Division including MCS, DoLs and Child Protection.
- Accountable for the implementation of robust infection prevention & control and decontamination infrastructure across all Division areas, ensuring WG Infection reduction targets are met.

#### **Clinical Management**

- Ensure clinical credibility and visibility.
- Ensures that all aspects of clinical risk are robustly and effectively managed.
- Responsible for the implementation of systems, control processes and risk management arrangements to support monitoring of compliance with internal / external governance and best practice requirements.
- Ensuring effective systems are in place to investigate patient safety and nursing complaints, monitoring the timeliness and appropriateness of their resolution

within 30 working days and ensuring robust action is taken to avoid recurrence and spread of lessons learned.

- Responsible for ensuring the robust and timely investigation of clinical incidents, making recommendations and ensuring robust action is taken to prevent recurrence and spread of lessons learned.
- Professional responsibility for the interpretation and execution of the Health and Safety Legislation that applies across Division areas and does so through Lead Nurses and Management Team to promote a culture of individual responsibility.
- Responsible for ensuring that all staff are aware of and trained to meet responsibilities placed upon them under the Health and Safety at Work Act 1974
- Responsible for the delivery of all relevant standards across Division
- Responsible for meeting all external review recommendations including HIW, Ombudsman, etc.

#### **Infection Prevention & Control**

- Strategic & operational lead within the Division for Infection Prevention & Control and decontamination. Deliverables will include:
- Development & monitoring implementation of Units Infection Prevention & Control Strategy & Action Plan
- Development & monitoring implementation of Division's Decontamination Strategy & Action Plan
- Manage relevant Division Infection & prevention & Control and Outbreak meetings & escalation procedures
- Lead on Infection Prevention & Control hot spot identification, escalation & action lead
- Policy, procedures and standards development and implementation relating to Infection Prevention & Control which will impact across all services within the Division.

#### **Communication**

- The post holder has wide-ranging relationships with the senior management within the Service Group, clinical and non-clinical staff, across other Divisions and other Service Groups and partnerships within Swansea University Health Board, and with colleagues in external organisations.

- Collaborates constructively with internal and external partners to create the conditions for successful partnership working.
- Communicates with staff, patients and carers regarding clinical issues, patient information suggestions and complaints, demonstrating a balanced equitable approach to managing difficult situations.
- Communicates contentious highly complex sensitive information to staff as well as external agencies e.g. investigations involving NMC.

#### **Education and Training/Staff Management**

- Responsible and accountable for ensuring all staff across the Division are competent, trained and supported to undertake their role, ensuring that all staff are developed to fully meet their potential.
- Responsible for the development of nursing practice across all areas of the Division within the Service Group. This incorporates training and development for all Bands of nursing staff from support workers, newly qualified to specialist nurses and nurse practitioner programmes and new roles.
- Responsible for developing and managing the implementation of a CPD programme that reflects the identified needs of clinical practice.
- Works within local and national guidelines for the professional management of staff, in relation to performance, conduct and capability.
- Leads, influences and motivates staff to work across traditional boundaries for the redesign of clinical services.
- Line manager for several services within the Division, Deputy Head of Nursing and Lead Nurses ensuring all HR policies and procedures are robustly implemented.
- Responsible for ensuring PADR's are developed for Nurses across the Division thus ensuring staff have the appropriate training and skills to provide safe effective care, reflecting service developments.
- Responsible for the recruitment and retention of staff, in accordance with employment legislation.
- Leads the nursing contribution to the elements of the Service Group workforce and workload plan.
- Professionally accountable for staff performance, conduct and capability issues, departmental workload, recruitment and retention, clinical and professional development.

<p><b>Information Resources</b></p> <ul style="list-style-type: none"><li>• Uses computer software to provide reports, acquire information, and receive activity and finance data, and to optimise communication via e-mail.</li><li>• Complies with the Data Protection Act, Freedom of Information, Caldecott Guidelines and local policies regarding confidentiality and access to records.</li><li>• Analyses highly complex information on a daily basis on which to base decision making and prioritisation.</li></ul>
<p><b>Finance</b></p> <ul style="list-style-type: none"><li>• Responsible for reviewing and monitoring the use of the nursing resources to ensure nursing budget is effectively used. This will include, implementing control systems, introducing more innovative ways of working, adjusting skill mix, budget-setting and variance analysis.</li><li>• Responsible for managing the nursing budget and accountable for achieving financial balance for several services within the Division whilst maintaining safe and effective services and clinical areas in line with the nurse staffing bill and CNO principles as extended via the Nurse Staffing Act.</li><li>• Responsible for ensuring each Directorate maintains financial balance across pay and non-pay and fully meets all financial standing order requirements.</li></ul>
<p><b>Research and Development</b></p> <ul style="list-style-type: none"><li>• Responsible for ensuring that evidence-based practice determines the delivery of patient care.</li><li>• Responsible for regular direction and facilitation of clinical and nursing research and audit, and encouraging the utilisation of research findings.</li><li>• Promotes and supports research awareness and capacity within Nursing.</li><li>• Ensures links with Universities to support and foster multi professional research and development within the Service Group and the Health Board.</li><li>• Participate and lead as required in Service Group wide peer review audits.</li><li>• The post holder will be required to lead on significant service improvement.</li></ul>
<p><b>Other</b></p> <ul style="list-style-type: none"><li>• Required to work with the Division Clinical Director and under the direction of the Service Group Associate Service Director to ensure the Service Group delivers fully on objectives and deliverables.</li><li>• Deputise for the Service Group Nurse Director.</li></ul>

- Lead on Service Group wide specific work streams or improvements as identified by the Service Group Nurse Director / Service Group Director / Medical Director / Associate Service Director.
- Participate in the Service Group on-call managers rota, supporting other team members in their fulfilment of their responsibilities in this area, where required.
- To work when required on weekends & evenings.
- Participate in unannounced out of hours' assurance reviews / visits across the Service Group.
- Maintain robust professional relationship with management team of the Division.

### **Effort & Environmental Factors**

#### **Physical Effort**

- There is a regular requirement to travel between NHS and other sites often with limited time between meetings.
- Frequent VDU use is required for this post for periods of up to 3 to 4 hours at a time in order to produce complex reports and analysis to support decision making.

#### **Mental Effort**

- Frequent prolonged concentration will be required on a wide variety of highly complex issues throughout the day. The post holder will frequently have to adapt to changing priorities and re-focus the work of self and others on new priority areas that may require urgent action.
- The post holder will participate in and facilitate meetings which require a high level of concentration on a wide range of highly complex and multifaceted topics, with a variety of audiences and mixtures of attendees.

#### **Emotional Effort**

- The post holder will be required to frequently deal with exposure to distressing and emotional circumstances.

#### **Working Conditions**

- Exposure to unpleasant working conditions or hazards is rare.
- Office conditions with regular requirement to travel.

**General Considerations**

- **Performance Reviews/Performance Obligation:** The post holder will be expected to participate in the Health Boards individual performance review process to ensure continued professional development.
- **Job Limitations:** At no time should the post holder work outside their defined level of competence. If the post holder has concerns regarding this, they should immediately discuss them with their Manager / Supervisor / Consultant. All staff have a responsibility to inform those supervising their duties if they are not competent to perform a duty.
- **Confidentiality:** In line with the Data Protection Act 1998, the post holder will be expected to maintain confidentiality in relation to personal and patient information, as outlined in the contract of employment. The post holder may access information only on a need to know basis in the direct discharge of duties and divulge information only in the proper course of duties.
- **Health & Safety:** The post holder is required to co-operate with the health Boards Health and Safety Policy to ensure health and safety duties and requirements are complied with. It is the post holder's personal responsibility to conform to procedures, rules and codes of practice; and to use properly and conscientiously all safety equipment, devices, protective clothing and equipment which is fitted or made available, and to attend training courses as required. All staff have a responsibility to access Occupational Health and other support in times of need and advice.
- **Quality Improvement:** The Health Board is keen to promote an understanding of the principles of continuous quality Improvement and encourages all staff to undertake IQT ("Improving Quality Together") training.
- **Corporate Governance:** The post holder is required to ensure the highest standards of corporate governance and probity are maintained by ensuring all staff work within the provision of Standards of Business Conduct, Standing orders and Standing Financial Instructions.
- **Risk Management:** The Health Board is committed to protecting its staff, patients, assets and reputation through an effective risk management process.
- **Safeguarding Children:** The Health Board is committed to safeguarding children therefore all staff must attend the required level of safeguarding children training. This post requires minimum level 3

- **Cognitive Dysfunction:** Some degree of cognitive impairment is now common in the communities that we serve. We encourage all our staff to undertake online training for dementia awareness, so as to understand and be responsive to the particular needs of people with cognitive dysfunction.
  - **Infection Control:** The Health Board is committed to meet its obligations to minimise infection. The post holder is required to comply with current procedures for the control of infection, not to tolerate non-compliance by colleagues, and to attend training in infection control provided by the Health Board.
  - **Records Management:** The post holder has a legal responsibility to treat all records created, maintained, used or handled as part of their work within the Health Board in confidence (even after an employee has left the Health Board). This includes all records relating to patient health, financial, personal and administrative, whether paper based or on computer. All staff have a responsibility to consult their manager if they have any doubts about the correct management of records with which they work.
  - **Job Description:** This job description is not exhaustive but is an outline and account of the main duties. Any changes will be discussed fully with the post holder in advance. The job description will be reviewed periodically to take into account changes and developments in service requirements.
- For Clinical Staff Only:** All clinical staff are required to comply, at all times, with the relevant codes of practice and other requirements of the appropriate professional organisations NMC, GMC, GDC, HCPC etc. It is the post holder's responsibility to ensure that they are both familiar with and adhere to these requirements.
- **No Smoking:** To give all patients, visitors and staff the best chance to be healthy, all Health Board sites including buildings and grounds are smoke-free.



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**Job Title – Head of Nursing**

	Essential	Desirable
<b>Qualifications/Knowledge</b>	<p>Appropriate registration with the NMC.</p> <p>Masters degree or equivalent experience.</p> <p>Evidence of post registration qualifications</p> <p>Evidence of continued professional development.</p> <p>Knowledge and experience of implementing clinical governance strategies and risk management.</p> <p>IQT Gold</p>	
<b>Experience</b>	<p>Significant experience working within clinical settings</p> <p>A demonstrable track record of achievement in a senior nursing management position within the NHS.</p> <p>Evidence of significant experience in line management of staff.</p> <p>Experience of financial management, budget setting, monitoring and determining corrective action.</p> <p>Proven success of managing complex</p>	

	<p>Organisational change whilst also developing and maintaining high quality standards of care.</p> <p>Has evidence of multi-agency working on key service developments.</p> <p>Experience of dealing with highly complex issues in a large organisation.</p> <p>Experience of being involved in research.</p> <p>Experience in workforce planning, development and skill mix reviews to promote succession planning.</p>	
<p><b>Skills</b></p>	<p>Evidence of report writing skills, service planning and presentation skills.</p> <p>Ability to demonstrate nursing leadership skill in a highly complex, politically sensitive and changing environment.</p> <p>Skills in analysing complex and highly specialised information from various sources.</p> <p>Skills of formal negotiations using problem solving skills and overcoming any barriers to understanding.</p> <p>Ability to establish partnership working with</p>	

	<p>stakeholders – internal and external to the Service Group and Health Board.</p> <p>Excellent and well developed communication skills gained through experience of managing complex management issues.</p> <p>Excellent presentational and influencing skills to engage clinicians and colleagues.</p> <p>Full range of IT skills.</p> <p>Skills and experience in leading on significant service improvement</p>	
<p><b>Personal Attributes</b></p>	<p>Be able to prioritise workload and effectively manage highly specialised and complex competing demands.</p> <p>Demonstrate tact, diplomacy and political awareness.</p> <p>Ability to relate to staff of all disciplines and seniority.</p> <p>Ability to motivate and facilitate behaviour change in others.</p> <p>Ability to travel between sites to meet the business needs</p>	<p>Ability to speak Welsh</p>