CHIEF NURSING OFFICER

ROLE PROFILE

Draft and subject to refinement

21 September 2015
INTRODUCTION

Barts Health was established in 2012 following a merger of three former organisations and is the largest NHS Trust in England. It incorporates five hospitals in East London and the City (Whipps Cross, Newham, The Royal London, St Bartholomew’s and Mile End) together with community health services for the London Borough of Tower Hamlets. With a turnover of more than £1.3 billion and 16,000 staff, the Trust is committed to delivering high quality and effective patient care to a diverse population of 2.5 million people who rely on it for both general and highly specialist services.

Three of the hospital sites offer full 24 hour, 7 day a week emergency care. The Trust also delivers specialist and tertiary care, including Trauma, Cardiovascular, Cancer, Renal and Neurosciences. Earlier this year the Trust opened the new Barts Heart Centre at St Bartholomew’s Hospital, combining services from St Bartholomew’s, The London Chest and The Heart Hospitals. Over the course of a year the Trust conducts over 50,000 operations, delivers over 15,000 babies, treats 450,000 people in its Accident and Emergency (A&E) Departments and sees around 1.4 million outpatients. The Trust’s contribution to the local economy is vital to east London’s population – Barts Health sits at the heart of the local communities.

The Trust works closely with a wide range of partner organisations, including commissioners, GPs, local authorities and the medical school at Queen Mary University of London. Furthermore, the Trust is a key member of UCL Partners, one of Europe’s largest academic health science partnerships, allowing it to implement improvements in healthcare at scale and pace for patients.

The Trust’s ambition is for east London to have health services in which everyone in the community can take pride. These services reach beyond the Trust’s hospitals to provide care where it is needed most: at home, in local neighbourhoods or in special facilities across the area. Outstanding research, learning and development and a commitment to safety, quality and innovation will allow Barts Health to transform the health of the population and substantially reduce the significant inequalities in health which are prevalent in east London.

The Trust has experienced significant challenges in a number of areas which resulted in it being placed in special measures by the NHS Trust Development Authority (NHS TDA) in March 2015. These include:

- Quality - significant concerns were identified by the Care Quality Commission (CQC) in their inspections of Whipps Cross, Newham and The Royal London Hospitals in late 2014 and early 2015, resulting in ‘Inadequate’ ratings in each case.
- Delivery – the Trust reported a financial deficit of £79.6 million in 2014/15 and is forecasting a deficit of £134.9 million in the current financial year. Emergency care performance across two of the Trust’s three acute sites has been challenging and it has experienced significant issues with data quality impacting on its ability to publish reliable statistics on how quickly it is seeing patients on its waiting lists.
- Sustainability - there is a need to develop and agree a long-term plan for clinical and financial sustainability within the context of a challenged local health economy. The Trust is participating in a local programme, ‘Transforming Service Together’, which brings together providers, commissioners and other partners in the local health system to develop a strategic plan for the delivery of health services in east London.

The improvement journey has already begun with the agreement of a comprehensive improvement plan, Safe and Compassionate, focused around the following priorities:
There is a great deal to do to deliver the necessary improvements for our patients. The Trust Board believes strongly that the momentum already built can be maintained and accelerated further to improve staffing and morale, to raise standards, and embed clinical governance systems and processes across the Trust.

As part of the Trust’s improvement plan, leadership of the hospital sites has been strengthened recently with the appointment of dedicated Hospital Management Teams - including a Managing Director, Medical Director and Director of Nursing for each of the main sites – accountable for day-to-day delivery on the site. Alongside these changes, the Board has agreed a revised corporate directorate structure to support delivery of operational performance and strategic planning.
1. ROLE DETAILS

Role Title: Chief Nursing Officer
Grade: Trust director grade
Location: Barts Health NHS Trust
Accountable to: Chief Executive Officer

2. ROLE PURPOSE

The Chief Nursing Officer is the lead executive director for nursing and midwifery strategy; responsible for the delivery of high quality nursing care, patient engagement and experience and driving improvements in safety, compassionate care, end of life care and safeguarding.

The Chief Nursing Officer will lead the continuous improvement in these areas to meet Trust objectives and nationally determined standards for excellent care.

This role also includes responsibility for HCAI prevention and control as the Trust DIPC.

This directorate also provides corporate support services to our sites in the form of trust compliance and governance including complaints and SI management. Ensuring harm free care is delivered; s/he will lead the continuous improvement and implementation of the associated Trust’s goals, in accordance with patient needs and national and locally determined standards.

3. DIMENSIONS

Budgetary: Full operational control of the corporate nursing budget
Manages: Direct management responsibility for >100 staff across various services. Professionally accountable for over - 5,700 WTE Registered Nursing and 1,700 WTE Non-Registered Nursing
Located: Trust Executive Offices, Royal London Hospital and with a Trust-wide remit.

4. KEY RESULT AREAS

a. Leadership

- To provide visible and inspiring leadership for staff, setting and delivering standards of performance and behaviour, ensuring effective communications and engagement, and gaining staff commitment while ensuring compliance with policy and systems
- Provide professional nursing advice to the Chief Executive and the Trust Board
- To support the continuing development of nursing and midwifery leadership capability
• Support and actively contribute to the development of the nursing and midwifery profession nationally, regionally and locally

• Lead the design and implementation of nursing revalidation

• Lead the development of a nursing and AHP workforce increasingly representative of local populations at all levels of seniority

• Enable the Trust’s adoption of Listening Into Action in order to maximise staff led change quickly for the benefit of patients and staff themselves

b. Strategic Development

• As a board and executive team member, to contribute to the development of the strategic direction of the Trust and the wider local health community

• Lead the development of the Trust’s nursing and midwifery strategy to enable the delivery of the Trust’s corporate strategy and programmes of change with external partners

• To develop the strategic management capability of the trust’s nursing and midwifery leaders, and ensure that they and their teams are fully supported, involved and engaged in the strategic planning and management of the Trust

• To develop the patient engagement and experience strategy and lead on improvement in these areas

c. Operational

• To lead workstreams and contribute to the development of the Trusts quality improvement (Safe and Compassionate) and cost improvement plans

• To take a leading role in the development of partnership working across patient pathways with other NHS organisations and health system partners

• To lead on patient engagement through, securing feedback and ensuring action on the results to continually improve patient experience

• To manage and continually improve various support services, such as the advocacy service, PALS, chaplaincy and clinical governance

d. Governance
- Working with the Deputy Chief Executive and especially alongside the Chief Medical Officer, site Managing Directors, Medical Directors and Nursing Directors develop and implement the Trust’s clinical governance strategy ensuring this is integrated into the Trust’s overall corporate governance arrangements. Ensure the quality of healthcare and services provided by the Trust meets the standards required by the Board, Commissioners and the Trust’s Regulators.

- Ensure that there is an effective clinical safety policy framework in place for nurses and midwives supported by procedures, training, and sound revalidation processes as necessary to meet and exceed the safety and quality objectives of the Trust.

- Responsible for the maintenance of professional standards and practice in all aspects of nursing and midwifery within the Trust, including adherence to all statutory regulations.

- To be the Trust’s lead executive director for Safeguarding.

e. Teaching and Research

In conjunction with the Director of Academic Health Sciences:

- Support the development and implementation of a nursing, midwifery, and professionals allied to medicine education and development strategy, which supports best practice and a culture of continuous learning and self-development in partnership with UCLP and educational partners.

- Promote and develop opportunities for non-medical research and clinical academic careers.

- Promote high quality teaching and research standards among nursing, midwifery and allied health professions. Ensure that those education strategies are compatible with the Trust’s service needs.

- Work with Director of Academic Health Sciences and Workforce Development Director to ensure that the Trust delivers appropriate levels and quality of training, which anticipates and meets future service needs and ensure that post registration training is linked to organisational priorities.

f. Corporate Responsibility and Governance

As a member of the Executive Team, contribute to the key business decisions of the organisation and to contribute to the development, communication and promotion of corporate core purpose, vision, mission and values.

g. Equality and Diversity

Actively ensure that the organisation is meeting its statutory responsibilities in respect of equality and diversity.

h. Personal and Staff Development
Provide support, through objective setting, appraisal and the agreement of personal development plans, to all direct reports and other senior staff as required.

i. **Other Responsibilities**

- As required, deputise for the Chief Executive in her/his absence;

- To undertake the strategic lead on specific projects or work on behalf of the Chief Executive as required.

j. **On Call**

To take part in the Trust gold on-call rota and provide practical leadership, advice and guidance during specific periods.

5. **COMMUNICATIONS AND WORKING RELATIONSHIPS**

**Internal:** Chief Executive Officer and all Executive Team colleagues, Non-Executive Directors Clinical Academic Group Directors, Site Managing Directors, Senior Clinicians and Managers, all Staff and Staff Representatives.

**Other NHS:** Other NHS Trusts, Commissioners, GPs, Local Authorities, UCL Partners and the Medical School at Queen Mary University of London

**External:** TDA and CQC, Department of Health, Charities, other educational bodies, local authorities, voluntary sector and patient groups.

6. **ADDITIONAL INFORMATION**

6a. **Professional Standards**

As an NHS Manager, you are expected to follow the Code of Conduct for NHS Managers (October 2002) [www.nhsemployers.org/~/media/Employers/Documents/Recruit/Code_of_conduct_for_NHS_managers_2002.pdf](http://www.nhsemployers.org/~/media/Employers/Documents/Recruit/Code_of_conduct_for_NHS_managers_2002.pdf). All staff employed in recognised professions are required to ensure they work to the professional standards and/or Codes of Practice set out for their professional group.

6b. **Equal Opportunities and Dignity at Work**

It is the aim of Barts Health NHS Trust to ensure that no job applicant or employee receives less favourable treatment on the grounds of race, colour, creed, nationality, ethnic or national origin, sex, marital status or on the grounds of disability or sexual preference, or is placed at a disadvantage by conditions or requirements which cannot be shown to be justifiable. Selection for training and development and promotion will be on the basis of an individual’s ability to meet the requirements of the job. To this end Barts Health NHS Trust has an Equal Opportunities Policy and it is for each employee to contribute to its success. All staff should treat other staff, patients and the public with dignity and respect.

6c. **Appraisal**
All staff will actively participate in an annual Appraisal process. All staff should have a personal/professional development plan and in conjunction with their manager, should actively determine and pursue agreed training and development needs and opportunities.

6d. Safeguarding

Barts Health NHS Trust is committed to safeguarding and protecting children and vulnerable adults. All health employees have responsibility for safeguarding and promoting the welfare of children and young people in accordance with "Working Together to Safeguard Children" HM Gov 2006. This applies to employees with both direct and indirect contact with children and families.

Employees who do not provide specific services for children and families or vulnerable adults require basic knowledge of their responsibilities to identify and refer concerns appropriately. All employees must undertake training in safeguarding children and vulnerable adults but will have different training needs to fulfil their responsibilities depending on their degree of contact with vulnerable groups and their level of responsibility.

6e. Confidentiality and Data Protection

Employees will have access to confidential information and will be required to ensure that the highest level of confidentiality is maintained at all times, adhering to all policies relating to confidentiality.

Employees are required to obtain, process and/or use person identifiable information in a fair and lawful way. The use of such information is governed by the Data Protection Act 1998 (DPA) and includes both manual and electronic records. Staff are expected to hold data only for the specific registered purpose and not to use or disclose it in any way incompatible with such purpose, and to disclose data only to authorised persons or organisations as instructed, in accordance with the Data Protection Act 1998.

6f. Access to Health Records

All staff who contribute to patients’ health records are expected to be familiar with, and adhere to Barts Health NHS Trust’s Records Management Policy. Staff should be aware that patients’ records throughout Barts Health NHS Trust will be the subject of regular audit. In addition, all health professionals are advised to compile records on the assumption that they are accessible to patients in line with the Data Protection Act 1998. All staff that have access to patients’ records have a responsibility to ensure that these are maintained and that confidentiality is protected in line with Barts Health NHS Trust Policy.

6g. Health and Safety

All staff are required to comply with the requirements of the Health and Safety at Work Act and other relevant health and safety legislation and Barts Health NHS Trust Policies and Procedures. All staff are required to make positive efforts to promote their own personal safety and that of others by taking reasonable care at work, by carrying out requirements of the law or following recognised
codes of practice and co-operating with safety measures provided or advised by Barts Health NHS Trust to ensure safe working.

Managers are responsible for implementing and monitoring any identified risk management control measures within their designated area/s and scope of responsibility. In situations where significant risks have been identified and where local control measures are considered to be potentially inadequate, managers are responsible for bringing these risks to the attention of the appropriate Committee if resolution has not been satisfactorily achieved.

All staff must ensure that waste produced within Barts Health NHS Trust is disposed of in such ways that control risk to health, or safety of staff and the public alike in accordance with relevant legislation and procedures contained within the policy.

6h. Infection Control

Barts Health NHS Trust has made a public commitment to make healthcare associated infection a visible and unambiguous indicator of the quality and safety of patient care and work towards reducing it. All Directors and staff will demonstrate their ownership of, and their support, to this goal through management and corporate action.

6i. No Smoking Policy

There is a no smoking policy in operation in Barts Health NHS Trust. In accordance with this policy smoking is positively discouraged and is not permitted in any areas.

7. REVIEW OF RESPONSIBILITIES AND DUTIES

This Role Profile is not an exhaustive list of duties, but is intended to give a general indication of the range of work undertaken and will vary in detail in the light of changing demands and priorities within the organisation. Substantial changes in the range of work undertaken will be carried out in consultation with the Role holder.

8. CQC FIT AND PROPER PERSONS TEST (FPPT)

All NHS Directors are expected to comply with the Fit and Proper Persons Test, and this post will be subject to all the relevant checks contained within the regulations relating to FPPT.

9. VALUES OF OUR ORGANISATION
All candidates and role holders are expected to help us live our values in order to deliver the high standards of care.

The Barts Health vision and values were developed with staff, patients and stakeholders, and define the way we are perceived as individuals and as an organisation. They set out how we expect staff to behave, what we believe in and what we aspire to.

**Our vision**

Our ambition is for east London to have health services in which we can all take pride. These services will reach beyond our hospitals and provide care where it is needed most – at home, in our communities, or in specialist facilities across the boroughs. Outstanding research, a commitment to learning and improvement, and a focus on partnership, will allow Barts Health to succeed. Success will see the health of the population transformed and inequalities in health reduced substantially. This commitment is what defines our organisation and our values.

**Our values**

Our core behaviors set out how all of us will work, regardless of the role we hold in the organisation. These behaviors, consistently carried out, will embed the Barts Health values in our everyday working lives, and support delivery of our vision to change lives.

**Value: Caring and compassionate with patients, each other and our partners.**

At Barts Health, we champion dignity, compassion and respect, putting the individual at the heart of all decisions, striving to get it right for every person, every time.

Our behaviors:

- Welcoming and courteous
- Dignity and respect
- Humanity and kindness
- Meet basic needs

**Value: Actively listening, understanding and responding to patients, staff and our partners.**

Engagement and involvement is essential in making improvements. We engage our staff and patients to achieve; better patient and staff experiences, fewer mistakes and better clinical outcomes.

Our behaviors:

- Listen and involve
- Understand and respond
• Engage with others
• Open and honest

Value: Relentlessly improving and innovating for patient safety.

We support and challenge ourselves and others to do better. Being average isn’t good enough, we strive for excellence. We believe we can always do better.
Our behaviors:

• Get things right
• Try new ideas
• Improve through learning
• Strive for excellence

Value: Achieving ambitious results by working together.

We all need to understand the big health issues facing our population and use every opportunity to promote good health. Working as a cohesive team across Barts Health, we recognise the importance of partnership in achieving success, be that with staff, patients, communities, or any other partners to achieve life changing results.
Our behaviors:

• Personal responsibility
• Team working
• Promote good health
• Courage to speak up

Value: Valuing every member of staff and their contribution to the care of our patients.

Whether a staff member has a clinical or non-clinical role, is involved in direct patient care or is undertaking a supporting function (e.g. finance, information technology, estates, human resources) everyone at Barts Health is making an important contribution to patients’ experiences. Ensuring staff are appropriately trained, feel valued and empowered to make decisions in the best interest of patients is vital.
Our behaviors:

• Appreciate colleagues
• Develop others
• Build trust
• Fairness and equality
Person Specification

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<th>ROLE</th>
<th>Chief Nursing Officer</th>
<th>GRADE</th>
<th>Trust director</th>
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<td>DEPARTMENT</td>
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<td>Registered Nurse;</td>
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<td>Degree level education;</td>
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<td>Post-registration Senior Clinical Qualifications and potentially Dual Qualified as Midwife or other Professional Qualifications;</td>
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<td>Evidence of continue personal and professional development;</td>
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<td>Further professional or management qualification is desirable.</td>
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<td><strong>Experience</strong></td>
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<td>Significant experience in a similar senior leadership role within Nursing and</td>
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<td>experience as Board member capacity in a Teaching Trust, within the NHS</td>
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<td>or similar complex organisation;</td>
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<td>Executive leadership in a large and complex NHS organisation;</td>
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<td>Experience of leading across organisational and professional boundaries;</td>
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<td>Proven ability to optimise customer/patient focused care in hospitals and/or</td>
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<td>health systems and evidence of applying lessons learned and improving outcomes</td>
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<td>for patients and the organisation;</td>
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<td>Experience of leading, implementing and evaluating major change;</td>
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<td>Demonstrable experience of achieving improvements in a high standard of Inpa</td>
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<td>tient care.</td>
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<td><strong>Knowledge</strong></td>
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<td>A thorough understanding of all current issues relating to professional</td>
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<td>nursing practice and health service management;</td>
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<td>Sound knowledge of NHS and Government health policy, change programmes and</td>
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<td>particularly Foundation Trust governance requirements;</td>
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<td>Current knowledge of the leadership and management context of the NHS, and</td>
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<td>of systems for delivering operational excellence in health care;</td>
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<td>Demonstrable understanding of the trust’s strategic, operational, financial,</td>
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<td>and management challenges and requirements;</td>
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<td>Understanding of theory and practice in clinical leadership development,</td>
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<td>professional development and nursing practice;</td>
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<td>Knowledge of the local health community and the health challenges for the</td>
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<td>population of northeast London.</td>
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<td>Extensive ability to develop, implement and evaluate clinical governance, quality improvement and patient safety strategies;</td>
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<td>Evidence of successfully leading and developing a geographically dispersed large team where outcomes are improved and sustained;</td>
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<td>Capable of inspiring people to think and act innovatively and to challenge established ways of doing things;</td>
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<td>To have highly developed problem-solving, negotiation, interpersonal, budgetary, analytical, presentational, communication and leadership skills.</td>
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<td>Attributes</td>
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<td>High energy levels, an innovative approach and ability to inspire and enthuse others;</td>
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<td>The intellect and interpersonal skills to command the respect of clinicians, managers and academics;</td>
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<td>Expert facilitation skills and the ability to deliver challenging messages in a way that engages staff to emphasise the setting direction and holding to account;</td>
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<td>Evidence of holding to a clear strategy in a complex system-facing competing short-term challenges and priorities;</td>
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<td>Personal attributes include emotional intelligence and communication skills, resilience, determination and an energising innovation and improving spirit, combined with operational and financial rigour and discipline and holding to account for standards and performance;</td>
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<td>Agility and flexibility to respond to changing conditions while remaining clear-sighted on corporate strategies and objectives;</td>
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<td>To have the ability and resilience to deliver on the most challenging of issues;</td>
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<td>Commitment to supporting clinical leaders and leadership teams, and the principles of devolved accountability and authority.</td>
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