DIRECTOR OF NURSING, WHIPPS CROSS

ROLE PROFILE

Draft and subject to refinement

October 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:
- Safe and effective care
- Workforce
- Outpatients and medical records
- Emergency pathway and patient flow
- Compassionate care and patient experience
- End of life care
- Leadership and organisational development

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: Director of Nursing, Whipps Cross
Grade: Band 9
Location: Whipps Cross Hospital
Accountable to: Chief Nursing Officer

2. ROLE PURPOSE

Reporting to the site managing director for Whipps Cross Hospital, with a professional line to the Chief Nursing Officer, the post holder is accountable for the delivery of the professional nursing agenda on behalf of the Chief Nursing Officer (CNO) with a specific focus on the workforce, education, clinical effectiveness and patient safety, professional practice, research and innovation and adult nursing. You will provide professional leadership across all care settings and be the professional lead for adult nurses. You are responsible for standards of nursing and midwifery care and for the implementation of practice and service developments in line with the Trust’s objectives.

You will have responsibility for site nursing standards and delivery of care, clinical audit and risk management across nursing on a specified site.

Working directly to the site Managing Director and with the wider Site leadership team, you will manage and lead a full range of professional duties and provide leadership to the site nursing workforce. A peer to other hospital site directors you will ensure that service objectives are implemented through nursing and there is demonstrable continuous improvement in standards of patient care. You will provide site based nursing leadership to a defined group of hospitals and services.

3. DIMENSIONS

The turnover of the Trust is £1.3 Billion and operates with an establishment of around 16,000.

Budgetary: c.£145 million

Hospital Staffing Establishment: 2,495 wte

Located: Whipps Cross Hospital
4. KEY RESULT AREAS

a. Leadership

- To provide professional leadership and support to nurses and midwives within the hospital and support operational delivery of high quality care in line with the NMC code

- Promote quality, innovation, productivity and prevention in health and health care services within the scope of one’s work and the work of others

- To actively promote the NHS constitution by championing the values and principles in the NHS constitution and addressing inequalities in access to healthcare provision

- Create a culture of openness and transparency where staff are able to raise concerns and know they will be listened to and where they will be able to get feedback

- To represent the Trust externally and to work where appropriate with stakeholders to establish good working relationships with the local CCG and local clinical leaders and to chair the Clinical Forum for the site

- To work in partnership with other peers, site leadership teams and with CAG Directors to deliver successful outcomes

- Positively role models and reinforces the Trust values and behaviours, always celebrates success and is a proud ambassador for nursing and midwifery and for the Trust

b. Strategic Development

- To support the development of the vision and strategy (based around Transforming Services Changing Lives and Leadership in Action) for the Trust with a particular responsibility for the rotational placement site

- Creates an environment where nurses see change as an essential element of healthcare, demonstrated through a quick and positive response in the face of the need for change.

- Through the change process, provides stability and openly re-evaluates decisions in light of new data, conditions or situations and develop alliances that extend beyond the sphere of nursing

- Takes a strategic approach which anticipates the future demands for nurses and the impact on patient care in order to identify potential options and risks.
c. **Operational**

- To support the site Managing Director in the delivery of clinical services to the highest standards of clinical safety and quality

- Develop working relationships with the Clinical Academic Group Directors and clinical leadership to manage and intervene where necessary to ensure that the hospital operates at the required standards for safety, quality and performance on a daily basis

- Innovate and excel - by actively involving, developing and encouraging staff to shape and influence how the hospital can improve patient experience, operate more effectively and create a great environment where staff thrive, develop and recommend their hospital as a good place to work

- Ensures that nursing and midwifery workforce planning is actively undertaken, that nursing and midwifery establishments are regularly reviewed and informed by appropriate nursing activity tools and that appropriate education is commissioned.

- Identifies dysfunctional nursing teams and develop appropriate programmes to address behaviour that impacts on clinical practice such as leadership programmes, team coaching for delivery by the lead nurses.

d. **Clinical**

- Increase the pace of change – quickly resolve and progress actions that impact on staff’s ability to work effectively or impact on safety and or experience for patients.

- To act as a champion for patients and their interests and involve the public and patients in the policy development and decision making at NHS England area level.

- Acts as the professional contact for patient’s relatives and carers where local resolution cannot be achieved, relatives and carers to advise on clinical practice standards.

e. **Governance**

- To ensure compliance with all confidentiality and governance requirements within the directorate

- To provide support to ensure nurses within the site, governance structures and executive team can develop to fulfil and deliver the expectations of their role

- To adhere to the NHS Managers Code of Conduct and any other relevant professional codes of conduct at all times
f. **Equality and Diversity**
Actively ensure that the organisation is meeting its statutory responsibilities in respect of equality and diversity.

g. **Personal and Staff Development**

All staff are expected to participate in individual performance management processes and reviews. Senior leaders are expected to encourage and develop a high performance culture individually, with their teams and across the organisation.

To ensure the development of effective succession planning to ensure a sustainable cohort of senior nursing and midwifery workforce is in place with the right competencies and credibility.

h. **Other Responsibilities**

- To intervene locally where performance or health care has the potential to become compromised or sub-optimal and driving the continues improvement in clinical care and patient experience
- To promote equality and diversity and the reduction of inequalities in all activities
- To assist the Chief Nurse and Clinical Academic Director of Nursing in supporting the nursing and midwifery workforce’s development, contribution to service excellence and efficiency, good patient experience and professionalism, especially as it relates to this site
- To actively support the development of individuals and the team through appraisal, personal and development planning, coaching and mentoring
- Demonstrates high levels of personal and professional judgement in determining the acceptable level of risk.

i. **On Call**

To participate in the relevant on-call rota and maintain competency in line with on-call operational requirements and major incident management.

5. **COMMUNICATIONS AND WORKING RELATIONSHIPS**

**Internal:** CNO, Deputy CNO, Site Leadership team including medical director, Site DONs, Corporate nursing team, Senior Nursing site teams.

**Other NHS:** TDA, CCG, NHS England

**External:** Local Authority, Safeguarding Boards, Social Care, Community Providers,
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. 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. Statutory and Mandatory Training

All staff need to ensure that their statutory and mandatory training is up to date so that they can work safely and efficiently to provide the very best care to our patients. It is essential that all staff are fully compliant with the Statutory and Mandatory training as outlined in the Trusts Statutory and Mandatory Policy

6e. 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.

6f. 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.

6g. 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.

6h. 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.
6i. 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.

6j. 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>Director of Nursing, Whipps Cross</th>
<th>BAND</th>
<th>Band 9</th>
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<td>Absolute commitment to put patients at the heart of all we do</td>
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