



JOB DESCRIPTION

Post: Deputy Site Chief Nursing officer

Grade: Band 9

Hours (p/w): 37.50

Base: ESTH or SGUH, and required to attend other sites

Accountable to: Group Chief Nurse and Director of Infection Prevention and Control

Reports to: Site Chief Nurse

After many years of collaboration and creating closer working ties, Epsom and St Helier University Hospitals NHS Trust and St George's University Hospitals NHS Foundation Trust formed a hospital group and appointed a Group Chief Executive in August 2021 (following the appointment of a Chairman in Common in 2019) and a single executive team in January 2022.

Working as a hospital group under one executive leadership team allows for more joined up decision making for local people, a larger and more resilient clinical workforce, reduced variation in care and access to a wider range of services for our patients.

The Group Chief Nurse (GCNO) and Group Chief Medical Officer (CMO) are the Executive Directors jointly accountable to the Trust Boards for the delivery of the quality and safety agenda, including patient experience.

Job Summary

The Site Deputy Chief Nursing Officer (DCNO) is required to work at pace to support the Site Nursing and Medical Leadership Team and regularly interact with healthcare professionals and patients. Consequently, the DCNO may need to work long hours, including weekends and holidays, depending on the needs of the hospital.

As an integral part of the professional nursing senior leadership team they will work proactively with senior colleagues to provide professional leadership and support operational delivery of services at Site with strategic oversight and support from a lead at Group.

They are responsible for supporting the Site CNO with overseeing and coordinating the hospital's nursing department and its daily operations. Together the Site DCNO and Site CNO's primary focus is on Site leadership for day to day operational issues and the provision of support to Group Corporate Functions, Site Nursing and Medical Leadership and Site clinical divisions.

Together with the Site CNO they are responsible by working in partnership with Group colleagues for the delivery of all nursing strategies with reference to the following 12 service functions which will be managed and overseen at Group:

- Corporate Nursing
- Infection Prevention and Control
- Clinical Standards, including fundamentals of care
- Patient Safety
- Safeguarding
- Quality Governance
- Compliance
- Complaints and PALs
- Patient Engagement and Experience, including Chaplaincy, Volunteers and Carers
- Workforce and Professional Standards
- Non-Medical Education
- Non-Medical Research
- AHP Services

Role of Department

Led by the Site CNO, the DCNO and Site Nursing Teams are responsible for day to day quality and safety on site, alongside the Site Chief Medical Officer (CMO). The Site DCNO and Nursing Teams are accountable for operational service delivery on Site in conjunction with the COO and CMO as directed by the Managing Director.

In addition to site-based focus and leadership the Site DCNO will support the Site CNO in their professional leadership and operational responsibility for a group wide function (as agreed with Site CNO colleagues and delegated by the GCNO). They will support the strategic oversight of this function with additional support from a Group lead in coordination and delivery. The Site Deputy CNO together with the Site CNO also holds responsibility for patient experience on the Site.

The Site Deputy CNO will support the Site CNO and work in partnership with Group to provide collective leadership of Professional Nursing, Midwifery and Allied Healthcare Professionals in all 12 Corporate Nursing Functions.

Key Responsibilities

- Offer senior nursing opinion and ensure senior opinion in decision making when required as a core member of the Site Senior Leadership Team
- Lead discussions on highly complex and/ or sensitive issues in situations such as complex and sensitive patient and family meetings, coroners court, disciplinary meetings and employment tribunals.
- Have responsibility for the day to day operational delivery of the nursing/midwifery and AHP functions at Site, working with the Site CNO, Site teams and Group Directors
- Ensure that systems of assurance are in place at site to monitor and minimise risks to patients
- Provide professional leadership to all services included in the Clinical Standards (Fundamentals of Care) Function by ensuring that key nursing indicators are reflected in a balanced scorecard for nursing – includes falls, tissue viability, nutrition, sepsis, older people's services, VTE prevention, back care, resus
- Ensure collaborative and partnership working with all services at Group
- Provide strong, visible leadership to the nursing and midwifery profession, encouraging innovation, creativity and strategic development of service provision.
- Support the Group CNO in their capacity as Director of Infection Prevention and Control, ensuring that patients risk of infection is minimised, and that the Trust is fully compliant with national standards and expectations.
- Ensure a consistent culture of putting the patient first along with effective team working across all sites and clinical services.
- Promote and support group-led functions such as safeguarding and patient experience, and strategies and clinical collaboration and implement national strategy relevant to nursing and midwifery.
- Support the Group CNO to maintain robust systems for clinical governance, ensuring there are appropriate systems (including information) in place to monitor performance, minimise avoidable harm and identify areas for improvement and support the Group CNO in delivering consistent clinical governance practice across the Group including effective Ward to Board reporting
- In conjunction with the Site and Group Chief Nurse collaborate in the annual nursing establishment review to ensure safe staffing and inform any investment requirements in nursing

- Have professional responsibility for all site nurse leaders for nursing, midwifery and AHP issues at Site
- Provide strong, visible leadership to the site nursing, AHP and midwifery workforce
- Have responsibility for supporting the operational delivery of Corporate Nursing strategies and functions at Site
- Be responsible for the operational service delivery on site in conjunction with the CNO, COO and CMO, as directed by the managing Director.
- Hold responsibility for day to day patient experience at Site
- Work with the leads for nursing functions at Site to address patient quality and safety issues locally as far as possible
- Work with the relevant staff to resolve complaints/PALS issues at site where possible and engage where required to ensure any recommendations from PHSO investigations are implemented in full and any learning embedded at Site
- Promote groupwide strategies and clinical collaboration and implement national strategy relevant to nursing, midwifery and AHP's
- Support the Site CNO with the leadership of one Corporate Nursing function on behalf of the Group:
 - Non-Medical Research (ESTH CNO)
 - Non-Medical Education (Integrated Care CNO)
 - Workforce and Professional Standards (SGUH CNO)

Key Working Relationships

Internal	External
Group Chief Nurse and Group Chief Medical Officer	Integrated Care Board
Site Managing Directors	Care Quality Commission (CQC)
Site Chief Nursing Officer	NHSI/E
Site Chief Medical Officers	ICB Patient Safety and Quality Leads
Group Chief Executive Office	
Non-Executive Director for Quality and Safety Committee	
Group Director of Nursing Quality Governance and Safety	
Group Director of Compliance	
Group Clinical DIPC	

Internal	External
Group Chief Midwifery Officer	
Group Director of Allied Healthcare Professionals	
Clinical leads for Quality and Safety	
Quality Improvement Colleagues	
Group Chief Corporate Affairs Officer	
Deputy Chief Nurse	
Divisional Triumvirates and Governance Leads	
Heads of Department	
Site FTSU Guardians	

Key Result Areas

To support the leadership and promotion of the hospital's nursing department and its daily operations. Together with the Site CNO the DCNO's primary focus is on the fundamentals of care (clinical standards), ensuring that all patients receive high-quality, efficient, and effective healthcare through effective leadership and the provision of support to Group Corporate Functions, Site Nursing and Medical Leadership and Site clinical divisions to demonstrate:

Leadership

- Provide leadership and direction to nursing staff, fostering a team-oriented environment that encourages professional growth and development
- Ensure appropriate professional standards are in place including the professional regulation and revalidation of nursing and midwifery staff (in conjunction with the Head of Midwifery), and that nurses and midwives have access to appropriate professional advice
- Working with the group lead for non-medical education, ensure that appropriate professional development programmes and education and training opportunities are in place and available to all staff.
- Ensure that effective strategies are in place for workforce development, recruitment and retention within nursing and midwifery, working with the Group CPO and Trust HR/People leaders.
- Demonstrate strong visible leadership to the nursing and midwifery professions and will build upon the nursing and midwifery leadership at all levels.
- Lead on clinical competency and ensure competencies are developed for advanced practice maximising the opportunity to develop new roles and new ways of working that are in line with Modernising Nursing Careers.

- Ensure the unregulated workforce is fully integrated into the nursing and midwifery workforce by ensuring development opportunities and competency developments are available.
- Ensure that senior nursing and midwifery staff have development programmes in place and will ensure that aspiring nurse directors are identified and supported by appropriate supervision and development.

Patient Care

- Ensure the delivery of patient care through the coordination of nurse training, patient scheduling, and the implementation of innovative nursing practices focused on the fundamentals of care.
- Evidence of measurable improvements in the performance indicators for clinical standards, both outcomes and outputs, year on year
- Evidence of measurable improvements in quality standards both outcomes and outputs, year on year

Safe Staffing

- Support the Site CNO to maintain evidence of safe staffing
- Support processes for the recruitment, hiring, and training of nursing staff, always ensuring adequate staffing levels.

People Management

- Responsible for the line management
- Ensure that appropriate systems are in place for directly managed staff and their development.
- Share the values that are important to the Group, and behave in a way that reflects these
- Be a visible leader facilitating and encompassing staff and clinicians to contribute to the overall strategic direction of the Group and Sites.
- Ensure that the recruitment, retention, motivation and development of staff is a key management priority.
- Ensure that sickness absence is managed and recorded in accordance with the Trusts Sickness Absence Management Policy and is reported accurately to inform Trust workforce information systems.
- Conduct highly complex human resource meetings in line with HR policy

Quality Assurance

- Support the development and enforcement of quality assurance standards, analyzing patient outcomes and using data to improve care and patient satisfaction
- Participate in the delivery of regulatory requirements and actions, for example development and delivery of CQC action plans

Financial Management:

- Comply with Trust standing financial instructions and ensure that all accountable staff comply with the Trust's Standing Financial Instructions.
- Responsible for managing, co-ordinating and monitoring multiple budget expenditure and making recommendations and implementing cost improvements and investments programmes.
- Manage services within his/her control to ensure that budgets are adhered to and that end of year targets are met.
- Responsible for managing departmental budget / approved project implementation costs and benefits delivery, including realising agreed financial saving

Patient safety and patient involvement

- Ensure that patient safety remains at the centre of the Site's core business.
- Ensure that systems of assurance are in place at Site to monitor and minimise risks to patients
- Support the work of the DIPC and Clinical DIPC at site
- In conjunction with the Site CNO, Site CMO and COO, and Group CNO, ensure that patient safety is reflected as a priority within the decision-making processes of the site.
- Work as part of the Group Chief Nursing Office on improving the patient experience and ensuring that the Trust learns from patient feedback including complaints and PALS

Safeguarding

- Support the Group lead for safeguarding in the delivery of their role
- Ensure good safeguarding practice has the appropriate visibility and compliance at site level and that local policies reflect groupwide strategy and best practice
- Support day to day operational safeguarding issues on site as they arise ensuring that there is a close process for escalation to the Site CNO and Group Director of Safeguarding

Expert Practice

- Offer senior nursing opinion within the Site Leadership Team
- Participate in the teaching and education of clinical staff either through formal

teaching or through supervision.

- Ensure that nursing and midwifery practice across the organisation is up to date and evidence based.
- Ensure that key nursing indicators are reflected in a balanced scorecard for nursing and that this is implemented across the Trust.

Research, Education and Training:

- To develop, facilitate, co-ordinate and evaluate a programme of Nursing education and training across the Trust.
- To respond to the outcome of training requirements in the organisation identified through training needs analysis, incidents and root cause analysis.
- To contribute to the development of the undergraduate and postgraduate training programmes locally and nationally in order to facilitate the advancement of structured, evidence-based career progression.
- Lead and advise on Trust wide research projects that impact on clinical practice in Nursing.
- Contribute to multidisciplinary clinical audit and review of mortality and incidents to ensure lessons are learnt from any Nursing related incident analysis.
- Contribute to the development and implementation of in-house education and training programmes, working with the Head of Training and Development in the Trust.
- Contribute to the Trust Research & Development strategy.
- To be responsible for any Nursing clinical risk management and competency-based training requirement that arises from role development.

General

The Group is committed to safeguarding children and vulnerable adults and expects that all staff will share in this commitment. The Group is clear that all staff have a responsibility to be aware of children and adult safeguarding policies and procedures and that each member of staff, clinical and non-clinical, will attend child or adult safeguarding training that is provided at an appropriate level to suit their role. The Trust has the additional expectation that all staff will be able to identify concerns and know what action to take.

General Management duties

- To have responsibility for the Health, Safety and Welfare of self and others and to always comply with the requirement of the Health and Safety Regulations

- To always ensure confidentiality, only releasing confidential information obtained during the course of employment to those acting in an official capacity in accordance with the provisions of the Data Protection Act and its amendments
- To work in accordance with the Group Equality and Diversity policy to eliminate unlawful discrimination in relation to employment and service delivery
- To always promote equal opportunities for staff and patients in accordance with the Trust's policies to ensure that no person receives less favourable treatment than another on the grounds of age; disability; marriage and civil partnership; pregnancy and maternity; race (ethnicity); religion or belief; sex (gender); gender reassignment or sexual orientation
- To ensure skills are up-to-date and relevant to the role, to follow relevant Group and Trust policies and professional codes and to maintain registration where this is a requirement of the role
- To be trained in and demonstrate fair employment practices, in line with Group and Trust policies
- To comply with the Group and Trust's No Smoking Policies
- To undertake such duties as may be required from time to time as are consistent with the responsibilities of the grade and the needs of the service.

This job description is not an exhaustive document but reflects the current position. Details and emphasis may change in line with service needs after consultation with the postholder.

PERSON SPECIFICATION

Factor	Essential	Desirable	Method of Assessment
Education / Qualifications	<ul style="list-style-type: none"> • Clinical qualification • NMC registered • Educated to masters level (or equivalent) • Postgraduate clinical qualification • Postgraduate Leadership/ Management qualification • Evidence of CPD relevant to post 		A
Experience	<ul style="list-style-type: none"> • Experience at senior nurse/ midwife level in a variety of settings • Experience of highly complex performance management • Experience of developing innovative and creative relationships with key stakeholder organisations • Evidence of presentations on highly complex subject matter • Excellent understanding of NHS agenda particularly in field of compliance and assurance • Experience of taking action based on own interpretation of broad clinical and professional polices, ability to advise on how these should be implemented 		A I

	<ul style="list-style-type: none"> • Highly experienced human resources investigator who has led disciplinary investigations, presented in panel hearings, chaired disciplinary hearings and appeal hearings 		
Skills & Knowledge	<ul style="list-style-type: none"> • Significant experience and knowledge of nursing issues and national nursing agenda • Able to respond at pace to critical and immediate changes of work priorities and demands • Excellent communication skills, in particular the ability to write clear and lucid reports and to contribute to debate and discussion forums with confidence • Capacity to absorb a variety of information and interpret quickly • Ability to set and maintain personal standards, objectives, and priorities • Demonstrate a positive use of networking skills, with the ability to gain support for the Group and Site Agenda • Understanding of the major legislation affecting the Group and the impact on Site • Highly developed negotiation skills • Ability to influence, motivate and lead teams of staff in an open and transparent management style • Ability to remain focused and demonstrate vision and direction, utilising highly developed communication, listening, and questioning skills 	<ul style="list-style-type: none"> • Recognised qualification in leading change 	I

	<ul style="list-style-type: none"> • Excellent team player and able to communicate at all levels in the Trust and across the Group, with highly developed communication skills, interpersonal and presentation skills 		
Planning and Organisation skills	<ul style="list-style-type: none"> • Evidence of ability to operate effectively with a variety of leadership styles as appropriate to the circumstances • Evidence of skill and effectiveness as a member of a team, contributing especially to team building and inspirational leadership • Evidence of the ability to motivate and to enthuse colleagues (i.e. personality, credibility, intelligence, and charisma) locally and across organisational boundaries • Evidence of the ability to take hard decisions when needed, or to be firm or compassionate as the situation demands and to be credible throughout the behavioural spectrum • Ability to constructively challenge • Ability to empower team members to take smart risks within an appropriate governance framework • Recognises others' anxieties and problems and encourages them to find ways of dealing constructively with their stress: models a healthy work life balance 		A I
Equality and Diversity	<ul style="list-style-type: none"> • Able to demonstrate a commitment and understanding of the importance of treating all individuals with dignity and respect appropriate to their individual needs. 		A I
Personal attributes	<ul style="list-style-type: none"> • A sound personal value system that will underpin the approach to and style of consistent 		I

	<p>management that will instill confidence in colleagues, managers, and clinicians</p> <ul style="list-style-type: none"> • A strong desire to work corporately and recognise responsibilities which cross both strategic and operational boundaries and actively work to promote the development of the Site as a whole • The ability to withstand significant and unexpected pressure and challenge in a manner, which demonstrates high standards of personal integrity • Willing and able to travel across sites 		
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Key:

I = Interview

A = Application Form