

## NHS 24 JOB DESCRIPTION

<b>Job Title</b>	<b>Director of Nursing and Care</b>		
<b>Executive Director</b>	Yes	<b>Location</b>	Lumina HQ
<b>Immediate Line Manager</b>	Chief Executive		

### 1 Job Purpose

To provide professional clinical leadership to all NHS 24 Nurses and frontline staff providing care to the public, and to assure the highest standards of clinical practice and care are enabled by robust systems of education, training, professional development, and support.

As an NHS 24 Board and Executive Team member, to fully contribute to and participate in the governance, strategic development, and corporate management of NHS 24. To provide professional clinical leadership, expertise and advice to the Board and the Executive Team.

To work in partnership with the Medical Director for the delivery of effective Clinical and Care Governance disciplines, systems, and processes within NHS 24. Clear lines of responsibility will be agreed with both post holders and the CEO. The emphasis is on delivering continuous improvements in person centered care across all services NHS 24 has responsibility for.

To be NHS 24 Executive Lead for Healthcare Staffing.

To provide clinical leadership into the design, development and delivery of person centered and safe digital services to the population of Scotland.

To be a national leader, advocate, and innovator in the field of digitally based healthcare.

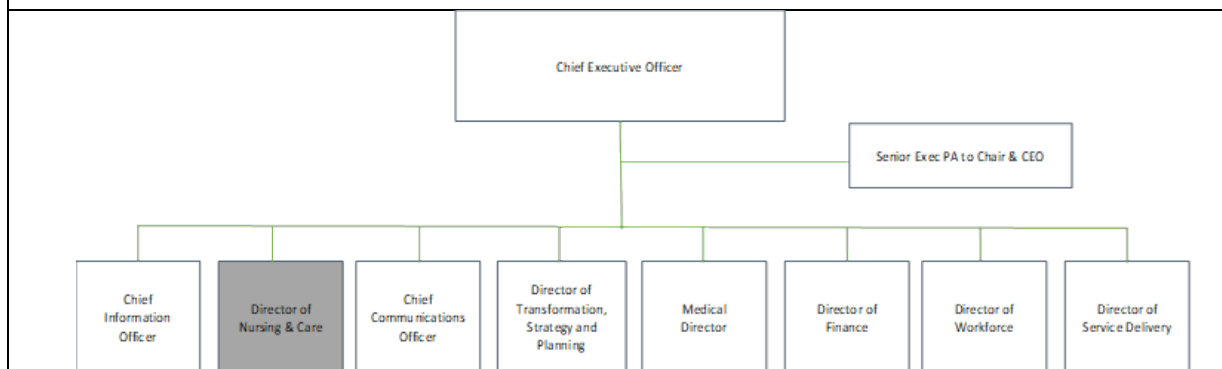
### 2 Dimensions

NHS 24 is the national provider of digital and telephone-based health and care services for Scotland. The Board provides people with access to information, care and advice through multiple channels including telephone, web and online and is rapidly moving to omni-channel delivery. The service works in collaboration with partners, the public and our people to co-design services using technology and a digital first approach to sustainable service development and delivery.

NHS 24 currently employs circa 2000 staff (comprising medical, nursing, technical, management and administrative) across its 5 regional and 10 local contact centers across Scotland.

The post holder monitors and controls a budget of approximately £3.2 million per annum. The total number of staff managed by the post holder is circa 67 wte. However, as the new Executive Management structure evolves, both the budget and responsibility for staff management may change in line with changing requirements.

### 3 Organisational Chart



### 4 Role of Department

NHS 24 is a National Health Board, serving the whole of Scotland. It is Scotland's provider of national telehealth services, providing a wide and developing range of services, via a range of channels, for people across Scotland.

NHS 24 provides a 24-hour telephone unscheduled care clinical assessment and triage service, which handles approximately 1.5m patient contacts per annum. The range of clinical health and care services provided by NHS 24 is expanding and includes services using telephony (for example the Scottish Emergency Dental Service, Breathing Space), web (for example NHS inform, nhs24.com), video conferencing, Digital TV, and services using media such as web cam and social networking.

The role of the Nursing and Care Directorate is to provide professional clinical leadership into the design, development and delivery of NHS 24 telehealth and telecare services, and into the underpinning governance, management, and planning processes.

A key role of the Nursing and Care Directorate is to develop, deliver, monitor, and support robust organisational Clinical and Care Governance and Patient Safety systems, policies, processes and reporting for the Board and the Executive Team, ensuring that legal and corporate governance requirements in relation to these aspects are met. The Directorate supports the work of the Clinical Governance Committee.

The Directorate leads the development and delivery of clinical education and training programmes for multi-disciplinary staff. It is responsible for ensuring that all frontline clinical and care staff providing services directly to the public, have the necessary competence to provide world class telehealth and telecare clinical assessment, referral, and advice services to Scotland. This includes ensuring that NHS 24 has in place a strong professional governance framework and processes to safeguard the public and the quality and the effectiveness of clinical and care services.

In addition, the Nursing Directorate provides specialist clinical leadership, subject matter expertise and support in the following areas: Allied Health Professions, Public Protection, Midwifery, Clinical Decision Making, Mental Health & Learning Disabilities, Clinical Systems Development, Clinical Supervision, Continuing

Professional Development, Clinical Audit, Research & Development, Practice Education and Development and Health and Social Care Integration.

## **5 Key Result Areas**

1. As an NHS 24 Board Member, and an Executive Director of NHS 24, participate in the corporate management, decision-making, planning and strategy development of NHS 24, ensuring that clinical strategies are effectively integrated and aligned within the corporate management process.
2. Provide effective clinical leadership to NHS 24 and advise the Board, Executive Team and Senior Staff on all clinical professional practice and regulatory matters.
3. Share Executive leadership with the Medical Director for all Clinical Governance activity, with clear lines of responsibility agreed by the CEO, to provide assurance to the Executive Team and the NHS 24 Board (through the Clinical Governance Committee) that appropriate policies, procedures, processes, and systems are in place for the appropriate management of all clinical risks facing the organisation. Operate a robust framework for Clinical Governance, ensuring that there are effective systems in place to meet Scottish Government Health Directorates Healthcare Improvement Scotland standards for Clinical Governance and Risk Management, Professional regulatory bodies, legal and corporate governance requirements, working in partnership with internal services and external bodies to influence, develop and deliver continuous risk reduction, patient safety and quality improvement measures.
4. Develop, deliver, and regularly review and improve the clinical standards and plans ensuring that they reflect national policy and strategy documents, are in line with effective clinical and people governance, and incorporate leading-edge Telehealth and Telecare clinical practice.
5. Lead and manage Practice Education and Development Team, ensuring contemporary practices are in place to provide training and education across a range of staff in NHS 24.
6. Ensure appropriate education and training arrangements and standards are in place so that nursing, and the wider multidisciplinary team of staff within NHS 24 achieve clinical care competence and expertise in Telehealth and Telecare that meets statutory and regulatory requirements. Demonstrate and exemplify positive behaviours and attitudes which will support cooperative and partnership working to achieve progress in the redesign and provision of clinical, non-clinical and telecare services and deliver NHS 24's vision for high quality, modern, integrated services.
7. Lead the development of continuing professional development and clinical education and training needs of all NHS 24 staff delivering care under protocol/clinical supervision, and contribute to the development and implementation of the learning and development strategy which ensures the success of NHS 24 in expanding the role and professional competence of NHS 24 staff in person- centred safe and effective Digital, Telehealth and Telecare clinical assessment, consultation, critical thinking and decision-

making.

8. Deliver Quality Management System to support Safe, Effective, Person Centred Care and the NMAHP contribution to the NHS Quality Strategy within NHS 24 and in partnership with clinical and managerial colleagues ensure that effective patient safety and clinical risk management processes are developed and implemented to manage risks, eliminate, or reduce potential hazards and safeguard patients and the public. As executive lead for patient safety, drive forward assurance systems to deliver safe services and Person Centred Care and report to the Executive and Board as required. Deliver a robust Patient Experience Framework, including policies and processes for the management of complaints, concerns and feedback which enables learning and continuous improvement, and act as NHS 24's designated executive lead for addressing complaints.
9. To provide professional and managerial leadership and to act as NHS 24's designated Executive lead for Public Protection, establishing key relationships between NHS 24, NHS Partners, The Care Inspectorate and Social Work Departments. Act as Executive Lead for Corporate Parenting and provide support and manage child health commissioner role, delivering on NHS 24 responsibilities to The Promise and UNCRC. In partnership with the Medical Director, implement the NHS 24 Mental Health Strategic Framework. Lead a strong research and development approach and Research Governance system within NHS 24 which ensures effective evidence-based practice and directly contributes to quality assured practice and high standards of clinical excellence.
10. Participate in and influence national (Scottish), UK NHS and international groups leading the development of related Telehealth and Telecare services e.g., NHS Direct, and develop new clinical networks, particularly in relation to out-of-hours/unscheduled care/care in the community, nurse and AHP Telehealth assessment and consultation. Contribute to national and regional working groups and initiatives to ensure high-level Nursing and Care management input, to represent the interests of NHS 24 and to be well informed to reflect regional and national policy and strategy developments within NHS 24.
11. Work closely with, and develop effective working relationships with, the Chief Nursing Officer, Chief Health Professionals Officer, and Health Board Nurse Directors across Scotland, and to participate in and influence the national nursing, midwifery and AHP agenda in NHSScotland, SGHD and Higher Education Institutions, by ensuring that NHS 24 is represented appropriately on national committees and in consultation exercises. Present the views of the organisation and influence national policy, developments, and decision-making. Monitor the external environment for issues which may affect professional practice, clinical governance, quality, and patient safety and make recommendations to the Executive Team, Clinical Governance Committee, and the Board to ensure NHS 24 responds appropriately, as they apply to NMAHPs and healthcare support staff.
12. Recruit, lead, develop, and manage staff within the Nursing and Care Directorate to create an open, supportive, and positive culture to maximise the potential of individuals and ensure efficiency, effectiveness and high standards of professionalism and contribution to the work of NHS 24.

Ensure that the Directorate delivers objectives in line with financial and workforce budgets

13. Work closely with and support the Medical Director to ensure that Digital Services are designed and developed to be of the highest quality and provide effective and integrated care in line with Scottish Government's national policy to support health and social care.
14. Act on behalf of the Chief Executive, share Executive leadership of NHS 24's process in relation to CNORIS liaising appropriately with Central Legal Office and families.
15. Lead NHS 24's work on public protection ensuring proper processes are in place in relation to vulnerable children and adults.
16. Lead the planning and implementation of Health and Care Staffing Act (2019) in conjunction with Scottish Government and Health Improvement Scotland and ensure effective governance and reporting.
17. Lead Whistleblowing Standards implementation to ensure local and national compliance in conjunction with the Non-Executive Board lead.

## **6 Assignment and Review Work**

The postholder is directly accountable to the Chief Executive for the effective delivery and performance of clinical governance, quality clinical strategies, patient safety and patient affairs services required by NHS 24. He/she has the authority to take decisions required to achieve agreed objectives within the constraints of NHS 24 Board, national policy, and legislation. Performance objectives are agreed annually with the Chief Executive. He/she is responsible for providing leadership in the development of these services, and professional leadership to all staff employed within the nursing, care and AHP disciplines.

The postholder is expected to fulfill these roles within the parameters of established national and organisational priorities, policies, and procedures. The post operates within the NHS 24's Strategic and Delivery Plans to which the postholder contributes as a member of the Board and Executive Team. The postholder must also take account of national regulatory requirements such as legal and professional frameworks relating to the various professions, clinical and corporate governance. The postholder is responsible for providing the Chief Executive and Board with specialist advice on all clinical issues.

Review of performance in the post is undertaken through the agreement of performance objectives and individual performance appraisal by the Chief Executive, reviewed by the Remuneration Committee. Formal appraisal is undertaken on an annual cycle, but the Chief Executive will undertake more frequent ongoing, informal reviews of current developments and progress on significant issues on an ongoing basis, giving authority where necessary for the postholder to proceed with matters out with the scope of his/her delegated authority.

The post holder is the Information Asset Owner for the information and activities aligned to their directorate and function. As the Information Asset Owner, they are responsible for the confidentiality, integrity, and availability of information assets

(both corporate and personal data) ensuring that the processing and sharing of personal data is conducted appropriately and in compliance with the data protection legislation including, where appropriate, data protection impact assessments and data (information) sharing agreements.

## **7 Communications and Working Relationships**

Excluding the Chief Executive and the postholder's immediate direct reports, the following are key working relationships, with examples of the purposes of these contacts:

### Internal

- With the NHS 24 Board, Clinical Governance Committee, Executive Team, Senior Managers, and all clinical staff to develop NHS 24 strategy, review organisation performance, provide expert advice and to review, analyse, develop, and continuously improve clinical governance systems, quality, and clinical practice.
- With staff at all levels, and their representatives, to establish, review and develop NHS 24 Digital, Telehealth and Telecare practice, quality patient safety and clinical effectiveness
- With the Medical Director, work closely and in partnership to ensure all clinical activities are safe, effective and evidence based, securing the engagement and commitment of the wider clinical community in the development and delivery activities of the organisation ensuring professional and clinical requirements are translated effectively into NHS 24 delivery environment.
- With the Director of Workforce on the development and delivery of training and education and on patient/public involvement.

### External

- With Directors and Senior Managers of Health Boards, to develop joint approaches to key issues (clinical practice and education strategies) and to develop NHS services in ways that reflect their needs.
- With the Chief Nursing Officer, Chief Allied Health Professions Officer, and senior officers of the Scottish Government, to ensure NHS 24 strategies appropriately reflect national policy.
- With NHS Board Nurse and Medical Directors, the Scottish Ambulance Service, and key staff across Territorial Boards to ensure their needs are understood and to influence their perception of NHS 24 ensuring effective partnership relationships are in place.
- With patients and the public, including members of the NHS 24 Public Partnership Forum, to ensure that a person centred approach is taken in relation to the design, development, and delivery of services.
- With Directors and senior Managers of equivalent Healthcare organisations

in the UK and elsewhere (e.g., NHS Direct, other Digital, Telehealth/Telecare and contact centre organisations), to learn from their experience and encourage joint working where appropriate.

- With the Deans and Academic Heads of the Nursing and Midwifery Schools and other departments of the Universities in Scotland to progress NMAHP education, practice development and research.
- With national officers of professional and staff organisations, to ensure a partnership approach to developing working clinical and operational practices and procedures unique to NHS 24.
- With Local Authority Social Work Directors, The Care Inspectorate and Child and Adult Protection Leads to develop robust Child and Adult Protection communication and risk management and the development and delivery of care at home and in the community services.
- With Central Legal Office and NSS Services
- With the Nursing and Midwifery Council
- With professional organisations e.g., RCN, RCM
- With MPs/MSPs/Local Health Council Chairs/Public Pressure Groups/Patient Representatives/etc. in order to impart information about or respond to questions or concerns about Nursing, AHP and clinical issues within NHS 24
- With the media in order to respond to media questions about matters pertaining to Nursing, Midwifery, Care, AHP and Clinical Management of NHS 24.
- With Staff Side colleagues to ensure effective partnership working

## **8 Most Challenging Part of the Job**

Leading and delivering significant clinical, professional, educational and practice developments, and cultural change within a complex and challenging environment which ensures clinical and non-clinical staff have the professional and technical competence to develop new practice and provide a world class clinical assessment, consultation, decision-making, advice, care, and referral services and maintaining an effective service delivery.

Providing meaningful visibility and contact with staff based in centres throughout Scotland.

Digital, Telehealth and Telecare are new and developing professional areas of healthcare and as such requires robust education, training, ongoing professional development, and establishment of a robust research approach. The clinical roles in NHS 24 require high levels of critical thinking and decision-making skills. Additional issues of complexity include no physical contact with the patient and minimal prior information or follow up on patient progress.

Significant challenge is based on levels of understanding within professional

groups of the practice and complexity of Telehealth and Telecare.

**9 Qualifications and/or Experience Specified for the Post by the Employing Authority**

The post requires to be undertaken by a Registered Nurse with a high level of technical, professional, leadership and managerial knowledge and qualified to master's level or with equivalent experience. Current registration with the UK Nursing & Midwifery Council is essential, along with at least ten years' previous experience at a senior level within a health-related environment.

The job requires an individual who can establish and maintain a high level of credibility with the Directors and senior managers with whom they interact with across the NHS in Scotland. The post therefore requires mature levels of professional and managerial knowledge reflected by the following:

- Demonstrable leadership skills, particularly influencing and inter-personal skills
- Experience in contributing substantively to discussions at Board and Executive Team level
- A track record of leading effective and innovative service delivery
- Proven organisational and change management capability