

# Job description

## 1. Job Details

<b>Job title:</b>	Executive Director of Nursing
<b>Location:</b>	NHS Golden Jubilee
<b>Immediate Line Manager:</b>	Chief Executive, NHS Golden Jubilee

## 2 Job Purpose

The Executive Director of Nursing will provide strong, effective and visible strategic leadership of the nursing profession across the Board and lead on the development and monitoring of new and innovative person-centred initiatives to improve the patient experience and to continually provide enhanced safe, effective and person-centred care. The post holder is responsible for development and delivery of the organisations Nursing and AHP Strategy.

The Executive Director of Nursing attends NHS Golden Jubilee Board and is a member of the Executive Team. This post has responsibility for providing expert professional advice and assurance to the Board and its Committees, leading the Nursing policy, practice, and workforce development agenda, and provide leadership to, and represent the interests of all Allied Health Professions at a strategic level. Accountable for providing expert professional advice to the Golden Jubilee Board on statutory and regulatory nursing requirements and assuring the Boards of their delivery. This post is responsible for Infection Control, Child and Adult Protection strategies for NHS Golden Jubilee (NHS GJ), working in collaboration with partner agencies

The Executive Director of Nursing is jointly accountable and works in collaboration with the Executive Medical Director for providing strategic leadership and assurance to the management of clinical risk, clinical and care governance and person-centred care. They will also work in collaboration with the Executive Medical Director advising and ensuring compliance with the Patient Rights Act and leading the Healthcare Quality Strategy, influencing and shaping the strategic vision which will enable NHS Golden Jubilee to deliver high quality, safe and effective person-centred care and an improved patient experience.

As a key strategic leader within NHS Scotland, you will work collaboratively across the system to ensure that Nursing and AHP functions deliver continuous and quality improvement to its services that enable NHS Golden Jubilee in delivering its strategic objectives both in the delivery of direct clinical care, innovation and also the resilience and sustainability of health and care within Scotland. As Executive Director of Nursing you will be expected to contribute to national and regional policy formulation and planning and ensure implementation at a local level. You will lead on national pieces of work, as directed by the Chief Nursing Officer.

### 3 Dimensions

#### Nursing and AHP Directorate

As the professional leader and most senior of Nursing and Allied Health Professionals across NHS Golden Jubilee, this post has significant responsibility for providing professional clinical leadership, expertise, advice and decision making to the Board, Chief Executive, the Executive Management Team and nursing/allied health staff on all matters relating to clinical governance, professional standards and practice, including regulatory matters.

The Executive Director of Nursing will lead on the development and monitoring of new and innovative person-centred initiatives to improve the patient experience and to continually provide enhanced safe, effective and person-centred care.

The Executive Director of Nursing provides corporate management and governance of the Nursing Directorate in the Board, and expert professional leadership and advice for the functional areas of:

- Nursing teams across the organisation
- Prevention and Infection Control
- Housekeeping
- Clinical Governance (jointly accountable with the Executive Medical Director)
- Professional leadership for all Nursing Allied Health Professionals
- Professional leadership to NHS Scotland Academy
- Professional leadership to the National Centre for Sustainable Delivery (CfSD)

The post holder has direct management of 1427wte and manages total Revenue budget across these services of £60 million budget but has significant influence across the total NHS GJ Budget.

NHS Golden Jubilee has expanded as an organisation in addition to current services operating in NHS Golden Jubilee the Executive Director of Nursing has a leadership role with respect to clinical and care governance for the NHS Centre for Sustainable Delivery, and NHS Scotland. Academy. The post holder has a significant influence on the plans and priorities of the entire organisation and is responsible for leading on and driving forward operational excellence across the whole of NHS GJ. In addition, this post has the ability to change and shape the range of services across NHS GJ and how these are designed.

#### **Workforce Dimensions**

The range of new portfolios are briefly described below – each requires the Executive Director of Nursing to influence and collaborate within NHSGJ and across NHS Scotland in order to maximise the potential for these services to make a significant impact for health and care resilience and sustainability in Scotland

#### **NHS Golden Jubilee Portfolio**

**NHS Golden Jubilee** includes the following distinct national services and facilities which serve the whole population of Scotland of circa 5.5m by providing care to people from all parts of NHS Scotland:

- Golden Jubilee University National Hospital
- Golden Jubilee Elective Treatment Centre
- Golden Jubilee Conference Hotel
- Golden Jubilee Research Institute

- Centre for Sustainable Delivery
- NHS Scotland Academy

The post holder as an Executive Director has a direct and significant influence on the design, delivery and continued expansion of these services as outlined below. This includes influencing and collaborating within NHS Golden Jubilee and across NHS Scotland in order to maximise the potential for these services to make a significant impact for health and care resilience and sustainability in Scotland.

### **Golden Jubilee University National Hospital**

Golden Jubilee National Hospital provides a range of clinical specialities for NHS Scotland including diagnostics, cardiothoracic surgery, orthopaedic, general, ophthalmic surgery, endoscopy and colorectal surgery as well as interventional and diagnostic cardiology. Scottish National Centre for the whole of Scotland's population for Scottish Adult Congenital Services (SACCS), Scottish Advance Heart Failure Service (SNAHFS), The Scottish Pulmonary Vascular Unit (SPVU).

### **NHS Golden Jubilee Conference Hotel**

This unique facility provides hotel services to patients, carers and relatives as well as customers through its commercial activity. In addition the conference centre is the preferred option for all NHS Scotland conference events that are suitable for the size of the centre.

### **Golden Jubilee Research Institute**

A world leading research facility with a skilled workforce supporting a significant research and innovation portfolio.

### **Centre for Sustainable Delivery (CfSD)**

The Centre for Sustainable Delivery (CfSD) is a specialist national centre, which designs, and drive national redesign and transformation programmes to enable a sustainable health and care system providing excellent excellence in care experience, outcomes through optimal care pathways across both health and social care. Specific programme budgets (circa £177m). CfSD programmes include:

- Earlier Cancer Diagnosis
- Innovation, including the Accelerated National Innovation Adoption (ANIA) pathway
- National Green Theatres Programme
- National Elective Coordination Unit
- Modernising Patient Pathways
- Planned Care
- Urgent and Unscheduled Care

### **NHS Scotland Academy**

The NHS Scotland Academy (Joint national venture with NHS NES) is responsible for the planning and delivery of a significant level of accelerated innovative clinical and non-clinical education programmes across NHS Scotland health and social care sectors. NHS Scotland Academy has a direct and significant influence on the design, delivery and continued expansion of a range of programmes, which require influence and collaboration across Health and Social Care workforce, in order to maximise the potential for these services to make a significant impact for Health and Care resilience and sustainability in Scotland.

## **4 Organisational chart**

Please see Appendix 1.

## **5 Role of the department**

To provide professional leadership and governance for the Nursing and Allied Health Professionals staff of NHS Golden Jubilee (NHSGJ) and to develop effective policies and strategies so that the best professional standards that underpin excellent outcomes for people, are deployed across all services.

Accountable for providing expert professional advice to the Board on statutory and regulatory nursing requirements and assuring the Board of their delivery.

Executive management lead and professional advisor for NHS Scotland Academy providing strategic leadership, and significant influence and drive to establish innovative approaches to education training and engage and influencing a diverse range of stakeholders to meet future workforce needs across NHS Scotland.

Workforce Planning and the inter-relationships between undergraduate education and postgraduate training to deliver a workforce that is knowledgeable, educated and contemporary in practice to meets the needs of NHSGJ services.

The Executive Director of Nursing is accountable for the Nursing Directorate and professionally accountable for the Allied Health Professionals and responsible for Children and Adult protection, Healthcare Associated Infections Executive Lead, Prevention and Control of Infection and safe care.

The Executive Director of Nursing and the Executive Medical Director work collaboratively, sharing significant responsibility and accountability for areas within their respective portfolios, in particular, providing leadership and assurance to mitigate clinical risk and ensure professional, clinical and care governance across NHSGJ.

## **6 Key Result Areas**

1. The Executive Director of Nursing provides leadership and responsibility in operational, clinical, financial, staff and corporate governance, including responsibility for leading on and delivery the Boards 5 year Nursing and AHP Strategies.
2. As a member of the Executive Leadership Team, to participate fully in the corporate management and governance so that high level expertise in the areas of nursing and clinical and care governance is directly available to the Board. Advise the Board on all professional matters in relation to Nursing and AHP's.
3. Lead and direct the implementation of strategic programmes and key developments to support the effective delivery of the Board Strategy embeds a culture of continuous improvement and ensures standards from NHS Scotland's Healthcare Quality Strategy, Safe Staffing Act and Patients' Rights Act are achieved in accordance with the Nursing and Midwifery Excellence in Care Framework.
4. Provide leadership to and represent the interests of Nursing and Allied Health Professions at a strategic level across NHSGJ ensuring effective professional, regulatory and governance frameworks are in place and that these are underpinned by NHS Scotland's and NHSGJ's core values.

5. Executive management and professional lead for the NHS Scotland Academy, providing strategic leadership and a significant influence and drive to establish innovative approaches to education, training and engage and influence a range of diverse stakeholders to meet future workforce needs across NHS Scotland.
6. In partnership with the Executive Medical Director lead in the development of policy and practice in key interdisciplinary areas such as the Scottish Patient Safety Programme; Quality Improvement, Clinical and Care Governance and Assurance, and Prevention and Control of infection.
7. Lead on the development, monitoring and scrutiny of a range of innovative initiatives including Patient Experience to drive continual improvement in patient care underpinned by the NHSS Quality Strategy and to develop the hospital as a Centre of Clinical Excellence accessible to patients from all over Scotland.
8. Provide high-level contributions and leadership on national and regional working groups and initiatives, ensuring the best and most contemporary practice is adopted within NHSGJ.
9. Lead the strategic development of Child and Adult Protection strategies for NHSGJ working in collaboration with other stakeholders.
10. Joint accountability with the Executive Medical Director to lead and drive the development and implementation of appropriate clinical governance systems and processes, so that the Board may be assured that risk management, and the security and quality of clinical services delivered at NHSGJ conform with the highest standards of care which are regularly scrutinised by external bodies.
11. Lead the development of the nursing and AHP components of NHSGJ Workforce Development Strategies and Plans and oversee the implementation of the nursing workforce planning tools to comply with the Health and Care (Staffing) (Scotland) Act 2019 legislation.
12. Lead the development and implementation of the Prevention and Control of Infection Team and ensure appropriate Healthcare Acquired Infection Controls and Hospital Cleaning Standards so that the Board may be assured that the quality of these services delivered at NHSGJ conform at the highest standards developed by NHS Health Protection Scotland and other appropriate bodies.
13. Ensure the effective management of Housekeeping services to safeguard the delivery of high standards of hygiene and patient service.
14. As support to NWTC Endowment Fund, responsible to ensure that these funds are executed within the context of the charity's legal framework.
15. Establish and maintain a dynamic corporate culture that reflects the innovative, creative and influential nature of NHSGJ and embeds a culture that promotes effective behaviours and demonstrates a clear commitment to the NHSGJ Values.
16. Ensure planning, resource allocation, services delivery, performance management and governance reflects Board decisions and national direction.
17. Ensure that services meet their financial targets and achieve savings in line with the strategic corporate objective incumbent on all Boards.
18. Undertake Out of Hours Escalation Director responsibilities.

## **7 Assignment and Review Work**

This post reports directly to the Chief Executive and is responsible for providing professional leadership and management for nursing and AHP services, and for managing other associated non-clinical support services provided within the Board's areas of responsibility.

The Executive Director of Nursing as part of the Executive team is giving strategic leadership to the Board during a period of significant growth and new developments and portfolio. The post has executive management and nursing leadership for the NHS Scotland Academy, providing strategic leadership and significant influence and drive to establish innovative approaches to education, training and engaging with a wider range of stakeholders to meet future workforce needs across NHS Scotland.

The post holder is expected to fulfil this role autonomously within the parameters of established national and local priorities, policies and procedures. The post operates within NHSGJ's own strategic framework to which the post holder contributes as a member of the Executive team. The post holder must also take account of national regulatory requirements such as legal and professional frameworks governing nursing and clinical practice. The responsibility for providing specialist professional advice to the Chief Executive and the Board on nursing and other clinical issues rests with the post holder.

Review of performance is undertaken through the agreement of performance objectives and individual performance appraisal by the Chief Executive, reviewed by the Board Chairperson.

Formal appraisal is undertaken on an annual cycle, and the Chief Executive and post holder will meet regularly during the year to review progress against objectives, giving authority where necessary for the Executive Director of Nursing to proceed with matters out with the scope of his/her delegated authority.

The leadership for local interpretation and implementation of central guidance and the achievement of organisational aims comes primarily from the post holder who is responsible for ensuring the provision of appropriate information, analysis and advice to the Board and for executing its decisions.

The post holder may be tasked with undertaking specific projects on behalf of NHS Scotland, the Scottish Government and wider public sector. These will be subject to external review and monitoring within the context of appraisal and review outlined above.

## **8 Communications and Working Relationships**

The post holder is expected to communicate with and influence a wide range of senior clinical and non-clinical staff within NHSGJ, and with senior officials of external organisations. Excluding the postholder's immediate line manager (the Chief Executive) and direct reports and teams within areas of responsibility, the following are key working relationships, with examples of the purposes of these contacts:

- With Non-Executive Directors of the Board (including the Employee Director) to ensure the provision of information and support to enable them to effectively fulfil their roles as non-executives.
- With other executive directors, senior managers and clinical staff within the hospital – working closely with them in the planning, delivery, evaluation and development of nursing and other clinical and non-clinical services managed by the post-holder.

- Regarding the NHSS Academy communications with NHS stakeholders at executive level, academic partners, royal colleges, strategic partners and third sector to accelerate driving forward the success of the Academy.
- With officials of the Scottish Executive Health and Social Care Directorate, such as the Chief Nursing Officer for NHS Scotland – to influence national policy relating to the nursing profession and other clinical professions; to participate in national working groups e.g. Scottish Executive Nurse Directors or planning groups and to respond to parliamentary questions.
- With national NHSS advisory, support and regulatory bodies such as Health Improvement Scotland (HIS) Health Protection Scotland Central Legal Office ISD – to provide information/seek advice/generally progress issues in relation to the ongoing interactions between these specialist bodies and NHS Golden Jubilee
- With national and local representatives of Trades Unions and Professional Organisations – proactively for communication and/or consultation on issues relating to nursing and clinical services within the NHS Golden Jubilee to address employee relations matters such as grievance or disciplinary issues. Lead on any Board interactions with the Nursing & Midwifery Council (NMC).
- With Directors of Nursing of other NHS organisations (SEND) through regular national meetings and working groups – to discuss issues of common concern, share good practice, contribute to the development of common strategies etc.
- With Professional Academic Heads of Nursing and Healthcare Departments in Universities and Colleges and representatives from NHS Education for Scotland to contribute to issues related to the continuing development of nursing and other clinical staff and the future of nursing and clinical education requirements in Scotland
- With the Media ensuring proactive engagement to inform the population on the work of the Board. Respond to media questions/enquiries relating to the Board business or specific health issues.
- With patient/carer representatives, MP's/MSP's to respond to concerns, questions relating to health issues or Board business.

The principal purpose of maintaining these relationships is to build co-operation and added value relationships to improve health across Scotland.

## **9. Most Challenging Part of the Job**

In a changing environment, delivering the ongoing development and implementation of effective Nursing and AHP strategies that improve the health of the patients of NHS Golden Jubilee and the quality of health services experienced, within allocated resources.

Ensuring a culture in which staff feel valued and supported.

To continue to develop and deliver high quality person centred services, which make a significant impact on patient care and waiting times nationally in order to facilitate the achievement of NHSS and the Board's Vision.

To continue to provide, develop and enhance a range of National and Regional services for the benefit of patients across NHS Scotland and to have to influence other Boards.

To remain focused on creating and sustaining the positive culture of the organisation in the context of significant expansion and change in collaboration with other Executive Directors, and in particular, workforce recovery post pandemic.

Ensuring that the Board continues to deliver excellent patient experiences and outcomes for all whilst having regard to resource constraints and statutory regulatory requirements.

Ensure professional nursing and allied health professionals' oversight of CfSD function in a potentially hostile environment overcoming challenges by influencing staff and stakeholders.

The post holder will be required to operate within an environment that is both complex and uncertain, whilst managing difficult professional and technical negotiations which may be challenging and emotive.

Engaging with the wide range of stakeholders and achieving effective integrated and collaborative working through persuasion and the development of good working relationships.

The unique nature of NHSGJ requires engagement with a wide range of stakeholders across every Health Board in Scotland and diverse range of stakeholders on a continuous basis, ensuring equity of access and addressing the varied requirements of all.

## **10. Qualifications and/or Experience**

### **Qualification**

- Current registered qualification with the Nursing and Midwifery Council.
- Masters level or an equivalent qualification is essential, with significant post-qualification experience.
- Evidence of continuing professional/personal development, including management and leadership development.
- The job requires an individual who can establish and maintain a high level of credibility with the directors and senior managers with whom they will require to interact across the NHS in Scotland and also with external key partners. The post therefore requires demonstrable levels of professional and managerial knowledge, demonstrable leadership and communication skills with a high level of interpersonal, strategic, technical, and influencing abilities.

### **Experience**

- Senior leader with considerable experience of operating at Board level in a diverse, complex and expanding organisation which requires the operation and understanding of matrix management skills.
- Experience of Working at an NHS board or director level
- Significant and demonstrable track record of success in management of service improvement, and in the delivery and monitoring of high quality standards of care, in the planning and delivery of successful organisational change and in proactive partnership working within the NHS.
- The post requires high levels of specialist knowledge and skills combined with excellent interpersonal skills to engage others and to influence practice and behaviour.
- Demonstrate a high level of interpersonal, planning, financial and people management skills, combined with a supportive and visible leadership style.
- High credibility within the national nursing and midwifery profession with demonstrable professional acumen, detailed knowledge and understanding of nursing best practice and theory

- The post-holder must have the stature to earn the confidence and respect of senior clinicians, academics and executives across NHS Scotland and beyond to effectively contribute to a national as well as a local and regional agenda.
- Demonstrate extensive senior strategic, clinical and operational experience in the NHS or another complex multidisciplinary public or private sector organisation with an evidenced track record of success within a complex organisation.
- The post holder will require the highest levels of communication skills and an open, supportive and visible management style in order to earn the confidence and respect necessary to deliver effectively the agenda on major change; to develop a culture that encourages initiative, individual and team responsibility and open communication that motivates staff.
- A record of achievement in managing change within a complex organisation
- Professional and personal credibility to earn the confidence and respect necessary to motivate and inspire staff facing work pressures and competing demands and to effectively deliver major change programmes
- Emotional intelligence
- Proven financial management capabilities

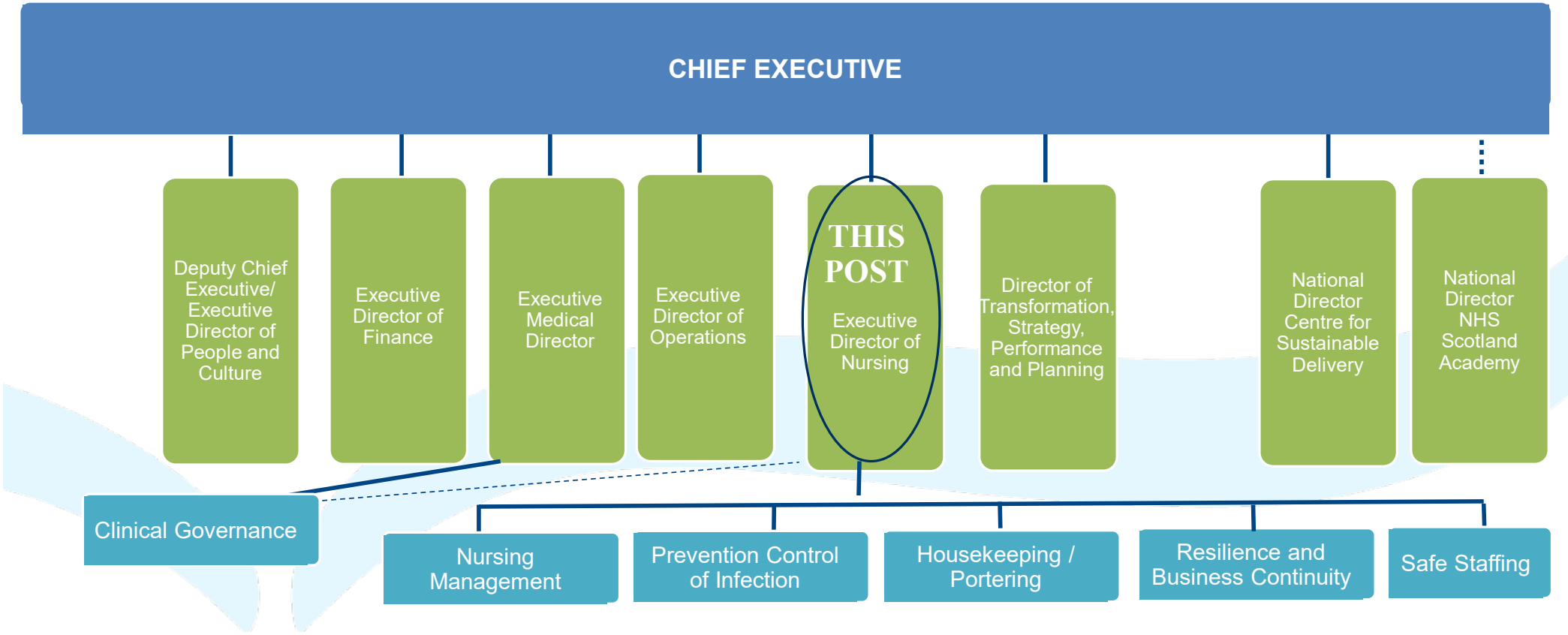
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- Political Sensitivity – Fostering and building effective alliances, underpinned by a strong ethos of partnership working with a broad range of stakeholders to enable effective working at a national level, both within SGHSCD and across NHS Boards.
- Working in Partnership – Builds effective relationships with staff, customers and other stakeholders.
- Improving Performance through Team-working – Works effectively as a team member and leads the team with tenacity to deliver shared goals.
- Caring for Staff – Creates a healthy, safe and dynamic working environment in which staff well-being is promoted and individuals are supported and motivated in their roles.
- Communicating Effectively – Communicates clearly and consistently and ensures that staff, customers and other stakeholders influence service planning and delivery.
- Promotes a Learning Organisation – Views learning as integral to service planning and delivery and develops organisational learning plans to maximise staff potential.
- Demonstrates through behaviours and actions an absolute commitment to the NHS GJ Values.



Our NHS Golden Jubilee Values

# Appendix 1 – Organisational Chart



## Person specification

Education/ Qualifications	Essential	Desirable
Degree / equivalent qualification or level of experience.	X	
Current registered nurse qualification with the NMC.	X	
Robust evidence of continuous professional development	X	
Relevant post-graduate professional or management qualification	X	
Personal Qualities		
Drive, determination and commitment to transformational change.	X	
Open, supportive and visible leadership style.	X	
Positive, professional approach, leading by example.	x	
Commitment to and history of collaborative working.	X	
Resilience, stamina in pace of work required to deliver in a demanding and high profile role.	X	
Personal integrity and credibility delivering a culture of openness and accountability.	X	
Experience & Knowledge		
Significant management experience working with Board members at a strategic level in a large complex organisation.	X	
Previous, substantial nurse management experience working in or with the NHS at Director level.		x
Track record of success in leading transformational change.	X	
Significant knowledge, understanding and experience of financial management, financial planning, budget management, corporate governance and people management in a large scale, complex organisation.	X	
Experienced in effective management of performance and in ensuring that key targets are met. Track record of success identifying innovative ways to address complex issues involving multiple stakeholders.	X	
Track record of successful partnership working involving multiple stakeholders.	X	

Skills & Attributes		
Ability to integrate thinking across an organisation.	X	
Excellent ambassadorial, leadership and motivational skills.	X	
Builds and sustains effective teams, values partnership working and is committed to staff development	X	
Highly skilled communicator with ability to engage with politicians, the media, diverse groups and people at local and national level.	X	
Well-honed persuasion, influencing mediation, facilitation and negotiating skills.	X	
Highly effective analytical skills and informed decision making.	X	
Strong business management skills, and intellectual reasoning.	X	