1. JOB IDENTIFICATION

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Clinical Nurse Manager</th>
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<tbody>
<tr>
<td>Job Family</td>
<td>Care</td>
</tr>
<tr>
<td>Location</td>
<td>Rachel House or Robin House</td>
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<tr>
<td>Responsible to</td>
<td>Associate Nurse Director for Care</td>
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<tr>
<td>Salary</td>
<td>CHAS Band 8</td>
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2. JOB PURPOSE

Working within the culture, and values of Children’s Hospices Across Scotland (CHAS), as part of a nursing team, takes overall responsibility for the delivery of a high standard of specialist palliative nursing care and support for babies and children and young people (hereafter referred to as child or children) with life-shortening conditions and their families within a children’s hospice. Plays a key role in the provision of strategic operational management and professional leadership within the hospice.

3. ORGANISATIONAL POSITION

![Organisational Diagram]
4. MAIN TASKS

- Clinical Leadership
- Management
- Professional Leadership
- Service Development and Delivery
- Learning and Development

5. JOB ACTIVITIES

Clinical Leadership
- As the Registered Manager for the hospice takes overall responsibility for the hospice nursing team ensuring a high standard of holistic palliative care for children and families, which is aligned to the National Health and Care Standards.
- Leads the nursing team to prepare for Healthcare Improvement Scotland’s inspections.
- Participates in clinical sessions to gain assurance that the care is of the highest quality and to inspire and motivate the nursing team to continually improve the families' experience.
- Works with the nursing team to develop family-centred care practices and individualised care planning.
- At other times provides a visible, accessible and authoritative presence for staff and families.
- Leads the referral team, reviewing assessments of referrals and the decision making process around whether a referral is appropriate or not.
- Responsible for clinical governance within the hospice and takes a proactive approach with the team around all aspects of clinical governance.
- Prioritises own workload and delegates to others within the nursing team to meet the needs of the child and their family.
- Collaborates and liaises with a range of professionals to meet the needs of the child, and their family demonstrating an awareness of the legal and ethical issues surrounding delivery of care.
- Has overall accountability for the standard of record keeping of the nursing team ensuring that standards and accuracy are maintained taking action when discrepancies arise.
- Represents CHAS at regional and National palliative care meetings taking opportunities to promote and raise awareness of the services provided by CHAS.
- Any other reasonable requested task.

Management
- Line manages a team of Charge Nurses ensuring regular 1:1 meetings take place to monitor individual and team performance, discussing aspects of good practice within the team as well as areas for improvement.
- Working closely with the Associate Nurse Director for Care develops the hospice nursing team budget monitoring it on a monthly basis with and other budget holders.
CHILDREN'S HOSPICE

Ensures practice complies with CHAS organisational policies and procedures including Clinical, Health and Safety and Human Resources

Ensures all nurse managers and nursing team comply with CHAS’s Promoting Attendance at Work Policy

Takes frontline responsibility for all complaints pertaining to the nursing team. Oversees the review process, communication with those who have made the complaint and ensures learning and outcomes are acted upon.

Plays a lead role in recruitment of the nursing team.

Addresses detrimental behaviour from nursing staff through the use of HR policies and discussion with the CHAS HR Team.

Plays an active part in adverse event management. This may involve the review of complex, sensitive or contentious information, and by seeking and attaining understanding and engagement from a range of staff, the development of recommendations and action plans.

Deputise for the Associate Nurse Director for Care

Professional Leadership

Provides professional leadership to the nursing team and actively develops the clinical leadership skills of the Charge Nurses. This is done through informed, relevant, and timely support and guidance utilising CHAS policies and procedures and other relevant national and professional guidance.

Acts as a role model to the nursing team, through encouragement, promoting positive attitudes, commitment to team work and as a source of clinical expertise and knowledge.

Develop support mechanisms within the clinical setting for NMC nurse revalidation and effectively monitor that all nurses maintain fitness to practice.

Learning and Development

In conjunction with the Quality and Care Assurance Team and the Learning and Development Manager, assists in planning and facilitating the clinical learning and development of the nursing team.

Closely monitors compliance with staff induction and training requirements

Responsible for own continuing professional development by maintaining and improving leadership, management and clinical skills and knowledge relevant to the needs of the service and the nursing team.

Service Development and Delivery

As the Registered Manager for the hospice works closely with the Hospice Support Services Manager to ensure all non-clinical services the National Health and Care Standards.

Works with the Director for Children and Families, Associate Nurse Directors and other departments Directors in supporting CHAS in the development of services and achieving the organisational goals and objectives in line with the CHAS Strategic plan.

Creates a monthly report, in partnership with Associate Nurse Director for Care, to demonstrate the impact of the service on children and families incorporating, every quarter, analysis of service activity data.

Ensures safety and efficiency in staff rostering that staffing levels/skill mix is appropriate for safe and effective care and meets staff needs.
CHILDREN’S HOSPICES ACROSS SCOTLAND

- Ensures efficient and effective allocation and reallocation of nursing staff to maximise safe and quality child and family care. This includes overseeing workforce and workload planning e.g. acuity and dependency monitoring, staff roster management and additional and bank and overtime monitoring/authorisation.
- Creates a monthly report, in partnership with Associate Nurse Director for Care, to inform on and describe the management of nursing complement versus funded establishment, recruitment and absence levels.
- Works with the Associate Nurse Directors to develop effective career succession planning processes.
- Works closely with the Quality and Care Assurance team in the development, implementation and review of CHAS clinical policies, procedures, standards and protocols.
- Ensures robust infection control monitoring practices are in place and actions from audits are completed in a timely manner.
- Identifies and addresses areas for improvement by implementing evidence based practice and utilising improvement methodology from the Scottish Patient Safety Programme.
- Acts as a champion and role model in managing change at a local level motivating the nursing team to create a ‘can do’ culture of ongoing safety and improvement that places families at the centre of all that we do.
- Develops collaborative external networks to keep up to date with service and professional developments and acts as a champion for CHAS.
- Delivering talks and presentations at events.

6. DIMENSIONS

- Works within the Nursing and Midwifery Council Code of Conduct.
- Has overall line management responsibility for team of over 40 staff that supports around 200 families in each hospice of 8/9 beds.
- Participate in an on call manager rota.
- Contributes to the strategic direction of CHAS.
- Authorised signatory on expenditure and purchases up to £1,500.
- Contributes to budget setting and processes, responsible for hospice budget in conjunction with Hospice Support Services Manager.
- Occasionally responsible for handling petty cash and receiving donations.

7. KNOWLEDGE, SKILLS AND EXPERIENCE

- First level registered nurse (Child Branch/RSCN).
- Educated to degree level or equivalent post graduate qualification
- Demonstrates evidence of commitment to continuing professional development
- Five years’ relevant post registration experience of working with children or young people with complex nursing and palliative care needs.
- Four years’ experience of line management of others.
- Experience in dealing with employee relations matters including performance management, absence management, employee conduct and capability.
### CHILDREN'S HOSPICES ACROSS SCOTLAND

- Evidence of delivering the strategic direction of care through applied operational activity.
- Experience of prioritising a busy workload and demonstrating good time management.
- Experience of assessing, planning, organising, implementing and evaluating nursing care for children, young people and families, demonstrating awareness of the legal and ethical issues surrounding delivery of care.
- Advanced communication skills, innovative thinker, self-motivated and problem solver.
- Interpersonal skills and an ability to motivate others.
- Ability to teach and develop others.
- Experience of working competently and confidently with IT equipment in a care setting including accurately inputting patient notes.
- Utilises experience of documenting observations, results, decisions and actions and communicates these effectively to members of a multidisciplinary team to set high standards of practice across the nursing team.
- Evidence of managing adverse events.
- Evidence of leading in multidisciplinary meetings.
- Experience of auditing and reviewing standards and quality of care.

### 8. DECISIONS AND COMMUNICATIONS

- Uses own expert professional competence and has freedom to take action based on own interpretation of clinical care, providing advice to clinical colleagues and families on a daily basis.
- Has overall line management responsibility and is required to make decisions based on own interpretation of organisational policies.
- Reviews and develops care policies with the Quality Care Assurance team
- Regularly communicates highly complex information about the child, young person and their family, to the Clinical Nurse Managers, Nursing team, Allied Healthcare Professionals, Medical Team, Family Support Team, CHAS at Home, Voluntary Services, Volunteers and external health care professionals working collaboratively to deliver the care.
- Occasionally communicates highly sensitive emotional and contentious information to the child or young person with a life shortening condition and the family.
- Frequently communicates highly complex, sensitive or contentious information about the management of staff and physical resources, often where there is a requirement to consult with the Associate Nurse Director for Care.
- Frequently has contact with the child or young person and their family; the Associate Nurse Directors, Clinical Nurse Managers, Charge Nurses, Nursing team, Allied Healthcare Professionals, Medical Team, Family Support Team, CHAS at Home, Clinical Effectiveness Team, Hospice Support Services Manager, Voluntary Services, Volunteers and external health care professionals working collaboratively to deliver the care.
- Frequently has contact with other staff across the organisation.
- Positively promotes the organisation, through internal and external contacts, by hosting professional visits and acting as speaker at conferences, internal and external events.
- Maintains confidentiality on a daily basis as required by CHAS and professional codes of conduct.

9. **SPECIAL CONDITIONS**

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<tr>
<th>Equipment</th>
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| On a daily basis is required to use the following IT systems and packages; Microsoft Office or similar packages; Electronic Record System; learnPro and other CHAS IT systems.
| Occasionally required to use a range of equipment for patient monitoring, respiratory support, nutritional support and delivery of medication.
| Occasionally required to use a range of equipment to support moving, handling and positioning.
| Occasionally required to use the following equipment; prams, car seats, cars and minibuses. |

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<tr>
<th>Working Conditions</th>
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| Regular requirement to travel to other CHAS location and to the child or young person’s home address or other place of care.
| Occasionally comes into direct contact with body fluids and soiled linen.
| Occasional exposure to verbal abuse or aggressive and threatening behaviour. |

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<tr>
<th>Physical Effort</th>
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| Occasional requirement of moving and handling of the child or young person with a life shortening condition, utilising appropriate training and equipment in the process.
| Occasional requirement to conduct invasive clinical care where accuracy is important, including administering intravenous lines and tracheostomy care. |

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<tr>
<th>Mental Effort</th>
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| Frequent interruptions to the normal working pattern, in order to deal with staff regarding the needs of the child, young person and their families.
| Frequent concentration required when inputting into electronic patient records.
| Frequent concentration required when contributing to strategic planning.
| Concentration required when interpreting clinical information and when taking a lead role in clinical decisions. |

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<tr>
<th>Emotional Effort</th>
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| Frequent exposure to difficult situations in relation to line management of staff.
| Regular exposure to distressing or emotional situations when dealing with the care of a child or young person who has complex care needs and a life-shortening condition.
| Occasional exposure to highly distressing or emotional situations such as imparting unwelcome news to the family of the child or young person.
| Occasional exposure to verbal abuse or aggressive and threatening behaviour. |
## PERSON SPECIFICATION

### CLINICAL NURSE MANAGER – HOSPICE RACHEL HOUSE OR ROBIN HOUSE

<table>
<thead>
<tr>
<th>Attributes</th>
<th>Essential</th>
<th>Desirable</th>
<th>Method of Assessment</th>
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</thead>
<tbody>
<tr>
<td>Education, Qualifications and Training</td>
<td>▪ First Level Registered Nurse (Child Branch/RSCN)</td>
<td>▪ Qualified to Master’s Degree level</td>
<td>Application Form</td>
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<tr>
<td></td>
<td>▪ Qualified to degree level or equivalent Post Graduate Qualification</td>
<td>▪ Palliative Care Qualification</td>
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<td></td>
<td>▪ Demonstrates evidence of commitment to professional development.</td>
<td>▪ Infection prevention and control education</td>
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<tr>
<td>Skills, Abilities and Knowledge</td>
<td>▪ Demonstrates effective clinical practice including audit, evaluation and research</td>
<td>▪ Ability to be innovative and problem solve</td>
<td>Application Form and Interview</td>
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<tr>
<td></td>
<td>▪ Advanced Communication skills</td>
<td>▪ Good supervisory and assessment skills</td>
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<td></td>
<td>▪ Knowledge in Children’s Palliative Care field</td>
<td>▪ Ability to use initiative and prioritise busy workload.</td>
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<td></td>
<td>▪ Demonstrates knowledge and application of evidence base relevant to own area of practice</td>
<td>▪ Ability to work as part of a team</td>
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<td>▪ Demonstrates awareness of the legal and ethical issues surrounding delivery of care.</td>
<td>▪ Good time management skills</td>
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<tr>
<td></td>
<td>▪ Ability to be innovative and problem solve</td>
<td>▪ Excellent numeracy skills</td>
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<th>Desirable</th>
<th>Method of Assessment</th>
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<tr>
<td></td>
<td>Ability to teach and develop others</td>
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<td></td>
<td>Ability to document observations, results, decisions and actions effectively in patient notes and communicate these to appropriate members of the multidisciplinary team.</td>
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<td>Evidence of good IT skills and competency and a commitment to working confidently with IT in a care setting</td>
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<td></td>
<td>Excellent interpersonal skills</td>
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<td></td>
<td>Evidence of delivery of a strategic direction of care through operational activity.</td>
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<tr>
<td>Experience</td>
<td>Five years’ relevant post registration experience of working with children or young people with complex nursing and palliative care needs.</td>
<td>Evidence of recruitment and selection experience.</td>
<td>Application Form and Interview</td>
</tr>
<tr>
<td></td>
<td>Assessing, planning, organising, implementing and evaluating nursing care for children, young people and families.</td>
<td>Evidence of facilitating meetings.</td>
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<td>Four years’ experience of line management of others.</td>
<td>Evidence of project management.</td>
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<td></td>
<td>Evidence of managing adverse events and complaints</td>
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<td></td>
<td>Experience of dealing with employee relations including performance management, absence management, employee conduct and conflict.</td>
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<tr>
<td>Personal Qualities</td>
<td>Child and family focused.</td>
<td></td>
<td>Interview</td>
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<td></td>
<td>Acts with integrity</td>
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## CHILDREN’S HOSPICES ACROSS SCOTLAND

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</table>
|            | - Works co-operatively with colleagues to improve service.  
|            | - Forms meaningful relationships with others.  
|            | - Accountable for own actions and decisions.  
|            | - Commitment to ongoing learning and development.  
|            | - Commitment to CHAS core value, vision and purpose.  
|            | - Commitment to working with/supporting volunteers.  
|            | - Professional attitude to work.  
|            | - Motivated to work within speciality.  
|            | - Views change as a natural, positive and a continuing process.  |           |                     |
| Other Requirements | - Willingness to travel between CHAS sites and other care settings.  
|            | - Has a full driving licence  | - Access to a car | Application Form and Interview |