



**Job Title:** Director of Nursing & Clinical Services

**Location/Base:** Highgate Hospital

**Responsible for:** All Clinical Staff

**Accountable to:** Hospital Director

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## **1. JOB PURPOSE:**

To provide clinical leadership and operational management to all clinical services provided within the hospital to support the business and all clinical departments whilst delivering the objectives of the facility.

Deputises for the Hospital Director in their absence.

A member of the Senior Management Team.

## **2. KEY ACCOUNTABILITIES**

### **Clinical/Professional**

- The Director of Nursing must consistently see patient safety and staff safety as the highest possible priority.
- Provides highly visible professional leadership and direction to the nursing and allied health professional (AHP) workforce, ensuring that they are clear about the clinical objectives and high standards of service delivery.
- Fosters a patient centred, customer services culture within nursing and clinical areas, such that staff strive to achieve clinical service excellence in the delivery of patient care within the clinic, driving best in class performance.
- Drives continual improvement and transformation to embed high standards of safe, personalised high quality care at all times whilst creating a compassionate environment which enhances the patient experience.
- Ensures staffing levels meet the needs of our patients and the requirements outlined by national bodies and Aspen Group initiatives.
- Demonstrates and articulates the resources required and quality of services delivered
- In partnership with the Hospital Director, develops and implements the strategy on excellence in patient experience.
- Provides professional clinical advice to the Hospital Director and ensures there are effective and robust systems and processes in place to enable him/her to fulfil his/her assurance responsibilities.
- Ensures the production of the regular quality governance reports (local and corporate), including for the quarterly Quality Governance Committee, the Hospital

Director and Medical Advisory Committee (MAC), ensuring that these drive the provision of safe and high quality care in all areas.

- Actively manages issues and incidents as they arise and highlights to the Hospital Director any issues that may adversely impact on patient care, the service or the facility.
- Responsible for the delivery of all patient care, the associated care pathways, and coordinates activities of all nursing and clinical teams, through directing Heads of Department (HODs), ensuring patient outcomes are achieved within budget and whilst meeting best clinical practice requirements.
- Reviews and examines all clinical practices, applying and evaluating research and other leading edge thinking to support efficient and cost effective clinical practice in all clinical areas and to improve patient outcomes.
- Critically reviews all clinical operating policies and procedures to ensure they remain relevant to the needs of the facility and patients and are in line with professional guidance, regulatory requirements and best practice.
- Commissions clinical reviews as necessary across all clinical services and feeds back to relevant stakeholders to ensure that clinical practice meets legislative and best practice guidance and to drive quality improvement.
- Ensures appropriate medical cover is available for patients, managing the Resident Medical Officer service, including duty rotas and recruitment.
- Represents all clinical operations at MAC and ensures clinical governance policies across all areas are fully and effectively implemented. Leads and manages the quality and clinical governance committee structure.
- Supports the Hospital Director in the review of Consultant performance and the granting, reviewing and withdrawing of practising privileges and in the provision of the supporting clinical data/reports to enable this
- Co-ordinates the identification, review and management of clinical operations in line with changes in clinical practice, HCPC/NMC/General Pharmaceutical Council and any other pertinent professional and regulatory standards, needs of regulatory authorities, Health and Social Care Act 2008/2012, insurance companies and Aspen group and local policies and procedures.
- Ensures the hospital/clinic meets requirements in relation to the national regulator (CQC/HIS), proving assurance to the Hospital Director as Registered Manager and taking any necessary corrective action as appropriate.
- Provides clinical review and oversight of all clinical complaints ensuring that these are utilised to maximise all opportunities for learning and improvement.

### **Team Management**

- Leads and inspires HODs/team managers to mobilise their teams, promoting a patient centric and safety culture.
- Manages direct reports effectively, delegating appropriately and holding them accountable for the delivery of specific objectives and targets.
- Develops and maintains a communication plan to ensure that all staff are aware of operating procedures and key developments.
- Works with HODs/team managers to establish appropriate work and time plans for all staff in departments to maximise the efficient use of staff time and ensure that regular reviews of staffing establishments are undertaken to ensure these meet patient needs

- Select, appoint, retain and promote the most appropriately qualified and experienced staff as appropriate
- Builds a pipeline of talent that will sustain the performance of nursing and clinical services in the future.
- Encourages a positive, can do attitude within the teams by role modelling the appropriate behaviour and instilling a sense of pride in delivering truly excellent care.
- Maximises the performance and potential of direct reports through regular one to one meetings, appraisals and performance coaching and review, and reflective practice, ensuring they meet the required standards in their current job and develop their skills and knowledge.
- Ensures all employees within nursing and clinical departments attend and complete their annual mandatory training and that annual appraisals are completed.

## **Operations Management**

### **Financial**

- Focus on meeting or exceeding budgetary and agreed performance targets.
- Ensures that all clinical services are financially viable, operationally efficient and of an appropriate customer care standard.
- Responsible for the financial performance of all nursing and clinical teams.
- Works in partnership with and supports the Hospital Director to maximise the operational and financial performance of the clinic.
- Actively involved in discussions with Consultant users to drive the effective utilisation of clinic facilities and assets e.g. outpatients and theatres.
- Support the Hospital Director in developing business cases for clinical services/initiatives.

### **Customer Service**

- Be a role model for excellent customer service and coach others in appropriate customer care standards.
- Manages complaints across all clinical areas in a timely sensitive manner in accordance with policy. Provides full investigation and learning outcomes from all complaints and uses this information to drive up standards across all clinical departments
- Utilises all feedback received from patients (including HWA patient satisfaction surveys, complaints and quality audit) to improve the patient experience.
- Ensures all incidents, accidents, and errors are fully investigated to a good standard and taking appropriate action.
- Collects and analyses information from DATIX (incident management system – internal quality control) to respond to adverse incidents, complaints and audit data and design and ensure oversight of the implementation of improvement actions. Ensures all staff are comprehensively completing DATIX investigations where appropriate, completing RCA's and action plans, and implementing a system to ensure learning outcomes are communicated to all staff.

### **Risk**

- Responsible for overseeing clinical risk assessments within each clinical department to ensure all risks are identified, understood and managed. Actively promotes the updating and review of the risk registers.

- Ensures the facility meets the requirements of the Health and Social Care Act 2008, and any subsequent changes and other national applicable legislation.
- Act as the senior infection prevention and control (IPC) lead and lead on IPC ensuring effective systems are in place, including audits and investigation of any issues across all clinical areas on site.
- As local safeguarding senior management team lead ensure adherence to statutory requirements with regards to safeguarding children, young people and vulnerable adults/adults at risk and represents the organisation at the Local Safeguarding Board (or equivalent)
- In conjunction with the Group Pharmacist ensure that medication practice meets require legislation and best practice guidance
- Participates in the facility Duty Manager on call rota as required and deputise for the Hospital Director.

### **Communication**

- Demonstrates excellent communications skills which will be the benchmark for other staff. Coaches HODs to develop their skills in this area further.
- Holds (minimum) monthly team meetings with team managers/HODs to cascade information, reviews operations and develops improvement plans as necessary.
- Attends and actively contributes to monthly meetings with SMT and HODs.

### **Personal Development**

- To actively participate in maintaining own professional development, identifying own educational and clinical training needs with Hospital Director.
- Keep up-to-date and maintain personal skills in nursing and clinical practice issues.

### **Other**

- Ensure the security and confidentiality of patient information is maintained at all times.
- Any other duties deemed to be commensurate with the role and to support the development of nursing and clinical practice.

### **3. SUPPLEMENTARY INFORMATION**

#### **Our Values**

Whilst we are 'one Aspen', our people are 'Individually different. Altogether better' and it is only through our people that we will achieve our mission to:

“Provide first-class independent healthcare for the local community in a safe, comfortable and welcoming environment; one in which we would be happy to treat our own families”

We do this by asking you to work within our core values:

- Beyond Compliance – Going above and beyond to improve our business
- Personalised Attention – Taking time to care for others
- Partnership and Teamwork – Inclusive and collaborative
- Investing in Excellence – Working to be the best
- Always with Integrity – Respected, admired and reliable.

#### **Code of Conduct**

- ✓ I will make the CARE and SAFETY of our patients my first concern and will always act to protect them from risk.
- ✓ I will always be respectful to the public, patients, relatives and carers, colleagues and business when representing Aspen Healthcare.
- ✓ I will always be honest and act with integrity.
- ✓ I will accept responsibility for my own work and if appropriate the proper performance of the people I manage.
- ✓ I will show my commitment to working as a team member with all my colleagues and the wider community.
- ✓ I will take responsibility for my own learning and development.
- ✓ If a member of a professional body, I will comply with the relevant professional code of ethics and conduct at all times

#### **Equality & Diversity**

Aspen Healthcare Limited is an Equal Opportunity Employer. Its policy is to treat everyone in the same way regardless of their race, religion, marital status, physical/mental disability, gender, sexual orientation, and age, responsibilities for dependents, trade union membership or offending background. The Company values the diversity of its work force as a strength and aims to provide a working environment in which people have the opportunity to contribute and develop according to their individual merits and aspirations.

#### **Health & Safety at Work**

You are reminded that, in accordance with the Management of Health and Safety at Work Regulations 1992 (as amended) and other relevant Health and Safety legislation, you have a duty to take responsible care to avoid injury to yourself and to others by your work activities, and to co-operate with the organisation and others in meeting statutory and mandatory requirements.

#### **Statutory & Mandatory Training**

You are required to complete mandatory training as required, and if unable to attend ensure this is rectified with your line manager's support at the earliest opportunity.

## **Infection Prevention & Control**

It is the responsibility of all staff to ensure high quality patient care is based upon principles of best practice in infection prevention and control, either directly through personal contact or indirectly through supervision of practice.

It is the responsibility of all staff to fully co-operate with managers in achieving compliance with Infection Control policies and in adopting safe systems of work when undertaking activities that present a risk of the spread of infection.

## **Confidentiality**

Information about any individual, which includes either some or all details of their identity is personal and is subject to the Data Protection Act (2018), the Human Rights Act (2000) and other Aspen Healthcare requirements such as the Caldicott principles.

- Patient information, in any form is confidential. This means that information should only be shared or accessed by someone with a legitimate reason, related to the care of the patient.
- Information about members of staff or others in relation to sensitive issues, such as appraisals, investigations, complaints or payroll details is also confidential.

All staff must always maintain confidentiality when dealing with sensitive material and information of this nature and immediately report any potential confidentiality issues that may arise.

## **Information Security**

All staff are required to read and comply with all Aspen communications and policies that are issued relating to the electronic security of Aspen and patient information particularly in relation to:

- Saving data and information
- Password management and responsibilities
- Transfer of data and data sharing

## **Whistleblowing - Raising Concerns**

It is the responsibility of all staff to raise any concerns to their line manager or the HR department if they reasonably believe that one or more of the following concerns is either happening, has taken place, or is likely to happen in the future relating to the company's business:

- A criminal offence
- The breach of a legal obligation
- A miscarriage of justice
- A danger to the health and safety of any individual
- Damage to the environment
- Deliberate attempt to conceal any of the above.
- any other legitimate concerns.

## **Data Protection**

All staff must be aware of the Caldicott principles, the Data Protection Act 2018 and the Human Rights Act 2000. The protection of data about individuals is a requirement of the law

and if any employee is found to have permitted unauthorised disclosure, Aspen Healthcare and the individual may be prosecuted. Disciplinary action will be taken for any breach.

### **Mobility/Flexibility**

Your normal place of work will be as stated above, but as a term of your employment you may be required to work from any of the companies' facilities.

### **Safeguarding the Welfare of Children and Vulnerable Adults**

Post holders have a general responsibility for safeguarding children and vulnerable adults in the course of their daily duties and for ensuring that they are aware of the specific duties relating to their role. The expectation is that the post holder is familiar with the relevant procedures and guidelines relevant to their job role

### **For all posts requiring professional registration**

You are required by law to maintain professional registration for the duration of your employment and cannot be lawfully employed should registration lapse. Lapsing may render you subject to disciplinary action. You are also required to abide by the codes of professional practice as detailed by the professional body (Nursing and Midwifery Council, General Medical Council, Health and Care Professions Council etc.)

### **Other responsibilities**

You will be required to be aware of and adhere to all relevant Company Policies and Guidelines.

This job description is neither exclusive nor exhaustive and the duties and responsibilities may vary from time to time and where possible be in consultation with the post holder.

### **Review**

The post-holder must act in such a way to promote a positive image of Aspen Healthcare UK Ltd at all times. This job description is not conclusive and will be regularly reviewed with the post-holder.

**This list is not to be regarded as exclusive or exhaustive as there may be other duties and requirements associated with the post which you may be called upon to perform from time to time.**



## Director of Nursing and Clinical Services

### PERSON SPECIFICATION

Selection Criteria	Essential	Desirable
<b>Education / Qualifications</b>	<ul style="list-style-type: none"> <li>• Registered General Nurse</li> <li>• ENB 998 - teaching &amp; assessing in clinical practice or equivalent</li> <li>• Certificate/Diploma in Management</li> <li>• Evidence of Continuous Professional Development</li> </ul>	<ul style="list-style-type: none"> <li>• Diploma or Degree in healthcare subject</li> <li>• Educated to Master's Degree level</li> <li>• Root Cause analysis training</li> </ul>
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Current and extensive experience working in a healthcare organisation</li> <li>• Minimum of five years at senior nurse level</li> <li>• Suitable management and leadership experience to meet the requirements of the post</li> <li>• Budget and financial management</li> <li>• Able to translate strategy and vision into a workable plan and then implement plan</li> <li>• Leading on meeting regulatory standards</li> <li>• Able to demonstrate well led and safety leadership</li> <li>• Able to demonstrate practice which shows continuous improvement</li> <li>• Significant experience of multi-disciplinary team management and employee relations</li> <li>• Uses direct and indirect influence to gain widespread support</li> <li>• Demonstrates commercial and business acumen via a track record of providing financially viable, clinically effective services.</li> </ul>	<ul style="list-style-type: none"> <li>• Private hospital experience</li> <li>• Change management</li> <li>• Strategy development and implementation of new clinical services</li> <li>• Audit experience</li> </ul>
<b>Specific skills / knowledge/ Abilities</b>	<ul style="list-style-type: none"> <li>• Able to demonstrate the intellectual capacity to solve complex problems and to have an understanding of what is required to provide effective and efficient clinical services across all clinical areas in a hospital.</li> <li>• Able to demonstrate proven clinical leadership skills across a range of healthcare professions.</li> <li>• Planning and organisational skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Ambulatory and day case pathway experience.</li> </ul>



	<ul style="list-style-type: none"> <li>• Ability to make decisions but with sound judgement about reporting 'up the line'</li> <li>• Good understanding of regulatory and compliance requirements</li> <li>• Knowledge of quality assurance tools and systems.</li> <li>• Up to date clinical and professional knowledge</li> <li>• Sound written (reports) and verbal communication skills</li> <li>• RCA skills</li> </ul>	
Personal attributes	<ul style="list-style-type: none"> <li>• Appropriate professional attitude and appearance to act as a visible role model for the facility and Clinical Teams</li> <li>• Able to energise, shape and direct teams to maximise motivation and meet objectives</li> <li>• Challenges behaviour that undermines collaborative working</li> <li>• Effective relationship management with all staff and key stakeholders</li> <li>• Positive, can-do attitude</li> <li>• Excellent customer care skills</li> <li>• Assertive, energetic and driven to succeed</li> <li>• Passionate about clinical excellence, patient safety and best practice</li> <li>• Emotionally intelligent; aware of personal impact on others and adapts personal style according to the audience</li> </ul>	

<b>Author:</b>	Liz Adair	<b>Date:</b>	22/11/2019
<b>Revision:</b>	Douglas Watson	<b>Date:</b>	21/05/2020
<b>Agreed Post Holder:</b>		<b>Date:</b>	
<b>Agreed Manager:</b>		<b>Date:</b>	