

## Head of Nursing/Allied Health Professionals

### The Opportunity

It's an exciting time at Royal Cornwall as we implement our proposed new Care Group structure, moving from four divisions to seven distinct care groups – designed to deliver better patient care, improve accountability and make our colleagues' working lives more fulfilling. If you've got the passion, commitment, patient focus and skills we need, and you can really demonstrate our values in your leadership style then we're eager to hear from you.

We're recruiting for permanent and interim roles for these positions. These are demanding, strategic and visible senior roles that we've put in place to really bring about positive change in our hospitals and services; establishing more manageable portfolios and bringing leadership closer to our all-important front-line colleagues. We'd love for you to be part of it!

Our proposed structure includes the following seven care groups - General Surgery & Cancer, Specialist Surgery, Clinical Support, Women, Children & Sexual Health, Anaesthetics, Critical Care & Theatres, Specialist Medicine and Urgent, Emergency & Trauma. The proposed leadership team is the same across all care groups and we're recruiting the following posts:

- Head of Nursing/AHPs - Urgent, Emergency and Trauma
- Head of Nursing/AHPs - Anaesthetics, Critical Care and Theatres
- Head of Nursing/AHPs - Specialist Medicine (fixed-term 6 - 9 month maternity cover)

Full details of these roles, including the person specification and job description are attached.

Starting January 2019, we are launching an extensive leadership development programme across the Trust. You'll be one of the first leaders to experience this innovative and exciting programme which will deliver real benefits to how we work together to achieve the best outcomes possible for our patients and colleagues.

You'll need to upload your current and full CV to NHS Jobs detailing your career and achievements to date. Please also complete the online application in full. Alternatively, you can apply online using the Trust's website at [jobs.royalcornwall.nhs.uk](http://jobs.royalcornwall.nhs.uk).

Interviews and assessments are expected to be held during week commencing 21 January 2019.

If you'd like to have an informal chat with us beforehand, please contact Phil Orwin, Interim Chief Operating Officer on 01872 253105.



## Job Description – Head of Nursing/Allied Health Professionals

Job Information	
<b>Job Title:</b>	Head of Nursing/Allied Health Professionals
<b>Band/Salary Scale</b>	£Competitive – Banding subject to final job matching
<b>Division /Service:</b>	This opportunity exists across all seven care groups
<b>Accountable to:</b>	Chief Operating Officer
<b>Base Location:</b>	Truro

Job Summary
<p>The Head of Nursing/Allied Health Professionals (AHP) with the Clinical Director and General Manager are expected to deliver the effective integrated clinical, operation and financial performance of the Care Group.</p> <p>This role will take the lead on quality, safety and patient experience across the Care Group. This role will be responsible for the leadership of the non-medical workforce, through the provision of support and guidance that will ensure our patients and staff are safe, cared for and listened to within a culture that promotes safety and openness. The post holder will lead on the development and delivery of both clinical and professional standards in line with the agreed performance objectives, targets, quality standards, resource controls and constraints. Importantly this role takes a championing role in patient and family experience. They will have a portfolio that reflects this as delegated by the Chief Nurse.</p> <p>The Head of Nursing/ Midwifery/AHP will have responsibility for actively leading the delivery of the RCHT Nursing, Midwifery and Allied Health Professionals Vision within the Care Group and wider organisation and the achievement of service objectives within the available resources. To enable them to execute this responsibility, the post holder is expected to provide proactive and visible leadership. Leadership will span four key areas; service leadership, people and personal leadership, quality leadership and collaborative leadership.</p> <p>All senior leaders are expected to work as part of a cohesive team and, when necessary, to take lead responsibility for corporate issues outside their immediate sphere of responsibility in order to achieve the corporate objectives of the Trust.</p> <p>To engage and lead the wider community to promulgate best practice and represent the organisation on Local, Regional and National Committees or working groups where appropriate for Care Group.</p>



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To work in partnership with Care Group colleagues to ensure that there is an effective communication pathway for 'Ward to Board' and 'Board to Ward' reporting.

The post holder will be responsible for the line management of the clinical staff and a specified budget. This supports the effective delivery of the Care Group key performance indicators.

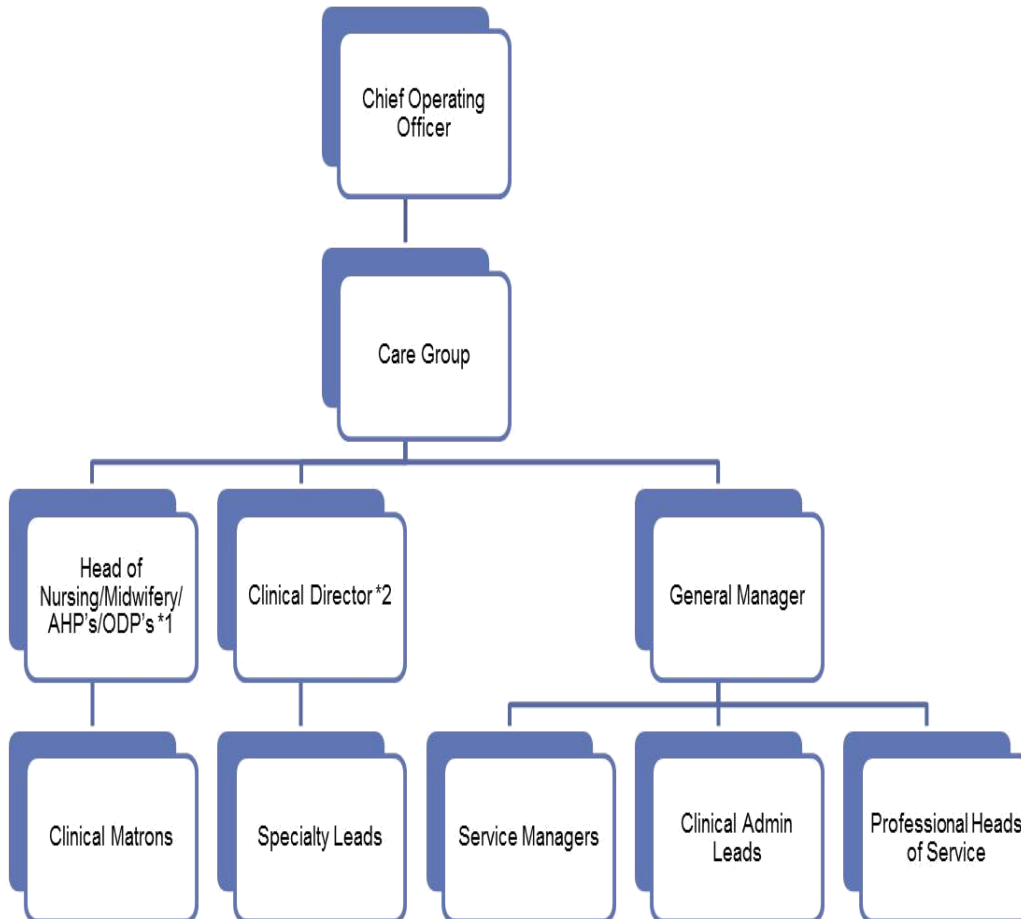
### Trust Organisational Expectations

The post holder will:

1. Proactively and positively contribute to the successful overall performance of the Trust.
2. Deliver excellent levels of customer service to all patients/visitors and staff at the Trust.
3. Develop effective ways of working and create strong partnerships and relationships with all stakeholders to support the implementation of the Government's policies on Health and Social Care.
4. Lead on the development of an organisational culture that fosters collaborative working among all staff groups, to ensure a focused commitment to delivering quality services and outcomes.
5. Act as an advocate for the Trust and its contribution to the Health Service arena through creating effective partnerships and relationships with internal and external stakeholders.
6. Comply with corporate and integrated governance structure in keeping with the principles and standards set out by the Trust.
7. Support the Trust culture of collaborative, flexible cross-team working and commitment to delivering quality services and outcomes.
8. If your employment is to a post that requires you to be registered with a professional body, the continuation of your employment is conditional upon you continuing to be registered with the appropriate professional body. The Trust will require evidence of current registration.



### Proposed Care Group Structure



\*1 Professional Accountability to the Director of Nursing, AHP's and Midwifery or Medical Director for medical lead

\*2 Professional Accountability to the Medical Director or Director of Nursing, AHP's and Midwifery

#### KEY WORKING RELATIONSHIPS

Chief Operating Officer, Deputy Chief Nurse, General Manager, Clinical Director, Clinical Matron/AHP Head of Profession, Lead Clinician, Service Managers.

**Liases with:**



Chief Nurse  
 Deputy Chief Operating Officer  
 Other Clinical Matrons  
 Clinical Nurse Specialists  
 Advanced Nurse Practitioners  
 Specialty Consultants  
 Site Management Team  
 Infection Prevention and Control Team  
 Consultant Nurses  
 Integrated Governance Team  
 Finance and HR managers  
 RCHT Clinical School  
 Care Group Doctors, Nurses, Midwives and Allied Healthcare Professionals,  
 Administrative staff, Care Group Quality and Patient Safety support team  
 Training and Development /Workforce Teams  
 Department Hotel and Facilities representatives

**Manages:**

Clinical Matrons / Heads of Professions

### Specific Responsibilities

#### People and Personal Leadership

1. To take a lead in the management of specific professional functions across the Trust's Care Group Structure as agreed with the Chief Nurse
2. To represent the Trust on local, external and national groups from a nursing / midwifery / AHP perspective.
3. To support service lines where specific non-medical professional advice is required.
4. To respond to delegated duties from the Chief Nurse and Deputy Chief Nurse regarding leadership of key strategic agendas. To deputise for the Chief Nurse and Deputy Chief Nurse when required.
5. Be accountable for effective and productive nursing /midwifery/AHP staffing levels and financial controls.
6. Lead on Care Group Recruitment and Retention to ensure safe and cost effective staffing is maximised across the non-medical workforce.
7. With the Clinical Director and General Manager, report to the monthly performance review meeting on Care Group performance.
8. Monitor and manage Care group performance at all levels, instituting timely remedial action



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where necessary.

9. Lead and role model team working with triumvirate colleagues to support and improve cross Care Group working.
10. Ensure feedback secured via the national staff survey, and any local staff surveys, are acted upon to deliver a continuous improvement in the staff experience.
11. Promote a learning and coaching culture based on openness, learning and continuous improvement and support continuing personal development.
12. Support the development of processes and systems to improve organisational effectiveness.
13. Act as a positive role model through the provision of visible, effective, accessible and authoritative leadership.
14. Champion professional practice standards by directly leading, managing and inspiring clinical teams.
15. Provide direct support and supervision to a designated group of Clinical Matrons/AHP Heads of Professions, ensuring that they are empowered and skilled in clinical practice; workforce management; and decision making.
16. Lead the development of new non-medical workforce roles to advance practice and facilitate the delivery of high quality patient care.
17. With the Senior Nursing and Midwifery Team, lead the development of and support the implementation of the Trust's Nursing Midwifery and AHP and Allied Health Professional Vision Strategy across area of responsibility and be an effective member of the Chief Nurse's Clinical Cabinet.
18. Lead, support and monitor the Trusts Quality Improvement Plan, ensuring the delivery and sustainability of the three key objectives.
19. Lead and participate in professional and clinical committees and/or projects both within the Trust and externally.
20. Act as a mentor/role model to enhance the performance and capability of others through formal and informal interactions. Provide constructive feedback to support and enable others to develop their potential.
21. To oversee and take responsibility of the Care Group's systems and processes to ensure that the day-to-day operational input into the management of patient flow is available and provide advice, guidance and professional support to staff with triumvirate colleagues.
22. Act as a resource for those seeking to expand their knowledge and experience across their area of responsibility.
23. Develop and agree a system of delegated responsibility for Nurses/ Midwives/ and AHPs across their area of responsibility.



24. Represent the Trust and the professions at local, regional and national events and networks as required.

25. Promote and actively engage with the RCHT Clinical School

### Service Leadership

1. To contribute to the development and implementation of Trust delivery plans within the Care Group through the provision of effective and sustainable service and business strategies. This includes taking responsibility for project delivery.
2. Contribute to the development and implementation of the Care Group's business plan and service strategy, paying special attention to the clinical standards and service improvements that enhance patient care, within and outside the organisation.
3. Manage the Care Group budget in line with standing financial instructions and standing orders
4. Utilise workforce data and the e-rostering system to ensure that all non-medical workforce resources are utilised and deployed appropriately to ensure safe patient care
5. Undertake non-medical workforce redesign aligned to the trust-wide annual workforce plan.
6. Deliver efficiency improvements and costs savings to meet the Trust's annual financial plan
7. Develop longer-term efficiency improvement plans to support the Trust's long-term financial model requirements and regulator risk rating.
8. Lead the implementation of change at scale and pace
9. Ensure all local and national targets are delivered within a safe, high quality environment.
10. To lead the Care Group's non-medical workforce strategy development, to have comprehensive workforce plans sufficient to meet the Trust's strategic objectives.
11. Working with the Chief Nurse / Deputy Chief Nurse ensure there is effective staff engagement and that staff development is included within workforce planning: including succession planning.
12. Work in tripartite with the Clinical Director and General Manager to develop clinical services and make progress towards realising the Trust's long-term strategy.
13. Ensure through the effective management of staff, the delivery of high quality clinical care and services within available budgets.
14. Ensure all aspects of nursing management within the Care Groups are visibly led.
15. Ensure performance is regularly monitored and remedial action taken as necessary, to ensure that plans are achieved.
16. Supporting the Director of Finance to ensure SLAs are agreed with local commissioners.
17. Ensure staff are managed within agreed performance standards, which are achieved, including



the delivery of efficiency, and cash releasing savings required.

18. Ensure a strategy for improvement of services within the Care Group is agreed, which incorporates Trust initiatives including all aspects of Integrated Governance with the focus on the patient.
19. Prepare robust full business cases to develop or sustain services in line with the strategic direction of the Trust.
20. Participate in the Senior Managers On-call rota.
21. Work in partnership with all members of the Health and Social Care community to promote collaborative working and develop robust patient pathways.

### Quality Leadership

1. Ensure professional practice is integrated with the operational performance agenda through the Care Group Teams.
2. Take the lead on aspects of Integrated Governance for the Care Group, including incidents complaints and patient experience
3. Ensure the Care Group is compliant with national requirements including CQC, NHS Improvement etc.
4. Ensure clinical quality improvement is embedded in all professional practice.
5. Ensure clinical standards meet best practice, and recommendations of national initiatives are met and implemented.
6. Take responsibility for mitigations put in place to ensure that safe and effective care is maintained in the Care Group.

### Personal Development

1. Ensure personal development objectives are agreed and reviewed annually with the Chief Operating Officer and Deputy Chief Nurse
7. Ensure continuing professional development is undertaken as agreed with the Chief Operating Officer and Deputy Chief Nurse
8. Ensure the role of Head of Nursing/AHPs is developed in partnership with the Chief Operating Officer and Deputy Chief Nurse



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## Other

Job Holders are required to:

1. Maintain personal and professional development to meet the changing demands of the job, participate in appropriate training activities and encourage and support staff development and training.
2. Always keep requirements in mind and seek out to improve, including achieving customer service performance targets.
3. Adhere to Trust policies and procedures, e.g. Health and Safety at Work, Equal Opportunities, and No Smoking.
4. Act in such a way that at all times the health and wellbeing of children and vulnerable adults is safeguarded. Familiarisation with and adherence to the Safeguarding Policies of the Trust is an essential requirement for all employees. In addition all staff are expected to complete essential/mandatory training in this area.
5. Respect the confidentiality of all matters that they may learn relating to their employment and other members of staff. All staff are expected to respect conform to the requirements of the Data Protection Act 1998, including the responsibility to ensure that personal data is accurate and kept up to date

## Trust Organisational Expectations

The post holder will:

1. Proactively and positively contribute to the successful overall performance of the Trust.
2. Deliver excellent levels of customer service to all patients/visitors and staff at the Trust.
3. Develop effective ways of working and create strong partnerships and relationships with all stakeholders to support the implementation of the Government's policies on Health.
4. Develop an organisational culture that fosters collaborative working among all staff groups, to ensure a focused commitment to delivering quality services and outcomes.
5. Act as an advocate for the Trust and its contribution to the Health Service arena through creating effective partnerships and relationships with internal and external stakeholders.
6. Comply with corporate governance structure in keeping with the principles and standards set out by the Trust.
7. Support the Trust culture of collaborative, flexible cross-team working and commitment to delivering quality services and outcomes, which support the Government's policies on public



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8. If your employment is to a post that requires you to be registered with a professional body, the continuation of your employment is conditional upon you continuing to be registered with the appropriate professional body. The Trust will require evidence of current registration.
9. In compliance with the Trust's practices and procedures associated with the control of infection, you **are** required to:
10. Adhere to Trust Infection Control Policies assuring compliance with all defined infection control standards at all times.
11. Conduct hand hygiene in accordance with Trust policy, challenging those around you that do not.
12. Challenge poor practice that could lead to the transmission of infection.
13. Proactively, meaningfully and consistently demonstrate the Trust Values in your every day practice, decision making and interactions with patients and colleagues.
14. Proactively and positively contribute to the achievement of deliverables through individual and team effort. Manage the production of the required deliverables and control risks,
15. Support team members to deliver on their functionally relevant objectives through offering advice, guidance and support as appropriate.
16. Ensure that approved budgets are spent effectively and in accordance with agreed procedures.
17. Liaison with Senior Professionals and related functions to ensure that work is neither overlooked nor duplicated
18. Build and sustain effective communications with other roles involved in the shared services as required
19. Maintain and continuously improve specialist knowledge in an aspect of Health Service which significantly contributes to the Trust's stated objectives and aims
20. Establish and maintain strategic links with a range of external partners/stakeholders or manage the links made through the team. Engage with external partners/stakeholders to gain their necessary level of contribution and commitment to the successful delivery of your work.
21. Undertake proactive horizon scanning for either developments relating to Trust work or opportunities for Trust involvement around health issues
22. Increase the level of knowledge and skills within the Trust through documenting key learning



and supporting others to develop their professional abilities.

23. Dissemination of knowledge through engagement in report writing, and reviewing, taking full responsibility for technical accuracy and reliability and being sensitive to the wider implications of that dissemination.
24. Ensure that expertise is seen as a resource within and outside the Trust and form working partnerships with government departments, national agencies and key stakeholders.
25. Develop structures, systems, ways of working and personal values that will support the Trusts sustainable development objectives with regard to issues such as Carbon reduction and waste minimisation; and to encourage all stakeholders of the Trust to act as enthusiastic agents of change.

## GENERIC DUTIES FOR ALL STAFF

### Trust's Vision and Values

All staff are expected to support the Trust's vision of "One + all we care". We Care about:

**Our staff and patients** - treating everyone with kindness and respect.

**Quality** - giving our patients the best possible care.

**Safety** – making our patients as safe as we possibly can.

**The future** – building a sustainable organisation which thrives within a strong local health economy.

**Serving local people** – giving Cornwall and the Isles of Scilly residents a comprehensive local service which they can rely on.

**Improvement** – always seeking to make our services better.

**Being stronger together** – working across the Trusts and with others to support patients at every stage of their care.

Staff are expected to demonstrate appropriate behaviours and attitudes that contribute to an organisational culture where patients are at the heart of everything we do. This means being:

- |                                     |  |
|-------------------------------------|--|
| <input type="checkbox"/> Kind       | <input type="checkbox"/> Professional  |
| <input type="checkbox"/> Friendly   | <input type="checkbox"/> Compassionate |
| <input type="checkbox"/> Respectful | <input type="checkbox"/> A Team        |

### Diversity and Rights

- Promote people's equality, diversity and rights, and treat everyone with dignity and respect.



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## Confidentiality

- Ensure confidentiality at all times. Employees of the Trusts must not without prior permission disclose any information regarding patients or staff obtained during the course of employment, except to authorised bodies or individuals acting in an official capacity. Failure to adhere to this instruction will be regarded as serious misconduct and may lead to disciplinary action.
- The Data Protection Act may render an individual liable for prosecution in the event of unauthorised disclosure of information.

## Trusts Policies and Procedures including Control of Infection

- To be familiar with and to comply with the Trust's policies and procedures, which are available via line managers in each department and on the Trust intranet. Failure to adhere to this instruction will be regarded as serious misconduct and may lead to disciplinary action.
- Be aware of and adhere to the Trust's infection control policy. Infection control is everyone's business and it is important that all members of clinical and non-clinical staff observe good infection control practice at all times. Failure to adhere to this instruction will be regarded as serious misconduct and may lead to disciplinary action.

## Safeguarding Children and Vulnerable Adults

- Employees of the Trusts have a responsibility at all times to ensure the wellbeing and safety of children under the care of the organisation and to comply with the Trust's policies and procedures in this.

## Cybersecurity and Counter Terrorism

- Employees of the Trusts have a responsibility at all times to ensure the safety and effectiveness of our systems and processes and security of our data and information.
- An enhanced DBS is required for this leadership role.

## Risk Management and Health and Safety

- Be aware of the Trust's risk management strategy and policies.
- Support the departmental manager in promoting a risk management culture within your working environment, ensuring participation and involvement when requested.
- Identify potential risks that may impact on the Trusts ability to achieve its objectives, and report concerns to the line manager.
- Health and Safety is the responsibility of all staff and the post holder is required to take due care at work, report any accidents or untoward occurrences and comply with the Trust's Health and Safety Policy in order that it can fulfil its Health and Safety responsibilities.
- Both Trusts operate a "Smoke Free" Policy, and smoking is forbidden throughout the Trust's premises.



## Training and Development

- Attend mandatory training updates as required.
- Undertake training as necessary in line with the development of the post and as agreed with the line manager as part of the personal development process.
- Achieve and demonstrate agreed standards of personal and professional development within agreed timescales.
- Take responsibility for identifying what learning you need to do your job better and jointly plan with your line manager what training you require.
- Participate in the Trust's appraisal process to discuss how your role will help deliver the best possible care to our patients and help to deliver any changes in service.

## Patient and Public Involvement

- The Trusts have a statutory duty to ensure that patients, clients and members of the public are consulted and involved in decisions about local health service developments. You should be mindful of this and do what you can, as appropriate to your role and level of responsibility, to meet this duty.

## Data quality

- Ensure that accurate data is entered into all data collection systems, manual or electronic.
- Report non-compliance with the Data Quality Policy, erroneous production of data and any factors affecting the production of valid data to the Data Quality Manager.

## Research Governance

- The Trusts manage all research in accordance with the requirements of the Research Governance Framework. As an employee you must comply with all reporting requirements, systems and duties of action put in place by the Trusts to deliver Research Governance.

## Major Incident

- In the event of a major incident or civil unrest all Trust employees will be expected to report for duty on notification. All Trust staff are also expected to play an active part in training and preparation for a major incident or civil unrest.

## Modernisation and Change

- To be aware of internal and external targets to achieve in respect of service delivery and improving and progressing patient care, and contribute and work to achieve them.



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**Sustainability**

- The post holder will be required to embrace the concepts of sustainability within the workplace and will carry out all duties in a way that ensures a high regard for energy efficiency, carbon reduction, waste management and the most appropriate use of materials and other resources. The post holder will also be required to give due consideration to the use of sustainable travel to the post holder's base and travel between the hospital sites, where applicable.

This job description is an outline of the role and responsibilities. From time to time due to the needs of the service, we may ask you to flexibly undertake other duties that are consistent with your role and banding, including project work, internal job rotation and absence cover.

Job holders are required to act in such a way that at all times the health and wellbeing of children and vulnerable adults is safeguarded. Familiarisation with and adherence to the Safeguarding Policies of the Trust is an essential requirement for all employees. In addition all staff are expected to complete essential/mandatory training in this area.

**Print Name:**

**Date:**

**Signature:**



## Person Specification – Head of Nursing/Allied Health Professionals

<b>Job Title</b>	<b>Head of Nursing/Allied Health Professionals</b>
<b>Band/Salary Scale</b>	

**Method of Assessment:** 'A' Application Form/CV 'C' Certificate/document 'I' Interview  
 'PT' Psychometric Test

Person Specification		Essential	Desirable	Assessment
<b>Qualifications</b>				
1	Registered Healthcare Professional either NMC or HCPC registration	X		
2	Mentor qualification	X		
3	Masters Degree	X		
4	Post registration courses / equivalent level of experience	X		
5	Leadership programme	X		
6	Management qualification		X	
7	Education / teaching certificate		X	
Person Specification		Essential	Desirable	Assessment
8	Evidence of experience within operational management in an acute hospital setting in a senior Nurse/Midwife/AHP role	X		
9	Matron or equivalent level experience	X		
10	Extensive experience of working within the specialty environment	X		
11	Clinically credible role model in the specialty environment through demonstrable leadership skill and experience	X		
12	Knowledge and experience of leading change, demonstrating sustained improvements	X		
13	Track record of effectively handling competing priorities, meeting challenging deadlines and delivering under pressure.	X		
14	Experience of developing business and workforce plans in line with future service requirements	X		
15	Thorough knowledge and understanding of the key issues facing the NHS e.g. relevant NSF, NICE Guidance	X		
16	Experience of dealing with financial systems i.e. budgetary control, Integrated Governance, Health	X		



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	and Safety and Human Resources			
17	Experience of motivating staff and improving performance.	x		
18	Organisational skills – able to deliver objectives within an agreed timeframe	x		
19	Leadership skills – excellent leadership and influencing skills with the ability to enthuse, motivate and involve individuals and teams	x		
20	Able to build rapport and credibility with senior clinical and managerial colleagues	x		
21	Understanding of business planning – able to think and plan in order to articulate clear objective setting / requirements for service delivery	x		
22	Successful track record in conflict resolution and performance management	x		
23	Understanding of professional and current issues	x		
24	Accountability for own practice	x		
25	Understanding of audit and research methodologies	x		
26	Experience of assessing /auditing practice standards	x		
<b>Knowledge and Skills</b>				
27	Effective managerial, leadership and organisational skills	x		
28	Excellent verbal and written communication skills	x		
29	Effective decision making skills in challenging environments	x		
30	Ability to work well within a team.	x		
31	Able to motivate and develop teams	x		
32	Able to work across professional teams and organisational boundaries	x		
33	Ability to delegate	x		
34	Able to act as a positive role model with the ability to demonstrate a credible, professional approach and manner at all times	x		
35	Committed to patient centred care.	x		
36	To be able to manage own time.	x		
37	Problem solving skills	x		
38	Ability to analyse complex and diverse local data in order to identify trends to demonstrate appropriate changes that will be required to be undertaken	x		
39	Ability to deputise for Chief Nurse/Deputy for Chief Nurse	x		
40	Information and technology literate	x		
<b>Personal Attributes</b>				
41	Positive, can do attitude. Good problem solver.	x		



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	Proactive approach			
42	Assertive	x		
43	Demonstrate and role model the five Trust Values	x		
44	Able to deal with work based stressful experiences and support others	x		
45	Able to prioritise in challenging situations and lead / direct care	x		
46	Have a flexible approach to working	x		
47	Moving and handling of patients and equipment	x		
48	Able to deal with exposure to sudden bereavement	x		
49	Able to deal with exposure to difficult circumstances	x		
50	Ability to positively role model. Trust values and behaviours at all times.	x		



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