

Chief Nursing Officer

Candidate information pack July 2023



Welcome

Thank you for your interest in working for Lancashire and South Cumbria NHS Foundation Trust.

The Chief Nursing Officer is accountable for nursing practice across the organisation and will provide highly visible and inspiring nurse and Allied Health Professional leadership across the Trust. Champion a professional and open culture which empowers nurses and Allied Health Professionals to deliver safe and compassionate care. Work closely with the Chief Medical Officer to ensure Trust clinical services continue to be evidence based and co-created with service users and carers at the heart.

The Chief Nursing Officer will provide strategic vision in planning for the nursing and Allied Health Professional workforce of the future ensuring that professional standards are maintained in line with National and Trust Strategy. Put effective clinical leadership, recruitment and retention strategies at the centre of everything we do so that our nursing and Allied Health Professional workforce is highly skilled, caring and accountable.

As a responsible registered professional and Board lead ensure that we have an effective, respected and positive relationship with the Care Quality Commission (CQC), Nursing & Midwifery Council and other regulatory stakeholders ensuring that the Trust provides consistent and audited assurance on the Fundamental Standards of Care across the Trust.

The post holder will lead on the implementation and assurance of quality governance, implementing the National Patient Safety Strategy, utilising quality improvement and coaching frameworks to deliver continuous quality and safety improvement at scale, embedding change and achieving an impact.

With a passion for improving patient experience, the post holder will ensure patients voice is at the forefront of decision making drives improvements across the Trust.

The Chief Nursing Officer, as part of their portfolio, undertakes a number of other statutory and non-statutory roles such as the Director of Infection, Prevention & Control and Safeguarding Senior Nominated Officer.

The Chief Nursing Officer is a voting member of the Board of Director and, in addition to the key elements of the role outlined above, will contribute to the wider business of leadership across the organisation, specifically in ensuring that diversity is at the core of our thinking, that staff wellbeing is a key consideration in all that we do, that the trust values are evidenced in our behaviours at all times, that there are good systems for financial control, that there is efficient use of resources and that the trust senior leaders are working in a collaborative manner towards to achievement of the trust vision and strategy.

If you think you're the ideal candidate to help drive our mission, please review the information in this recruitment pack and contact **Matthew Simpson** at Hunter Healthcare on 07739 649 791 if you wish to learn more.

Chris Oliver Chief Executive Lancashire and South Cumbria NHS Foundation Trust



Our Values & Behaviours

The values and behaviours represent what we as an organisation, and the individuals who make up that organisation, are about. It is our aim that everything we do fits in with, and reinforces, these values:

VALUES	BEHAVIORS WE EXPECT
We are always learning	 We seek our opportunities to learn so we are supported to reach our potential We set high standards and are open to change and improvement We value appraisals, supervision and learning opportunities We speak up if we are concerned about safety and focus on opportunities to improve
We are respectful	 We are open and honest, ensuring people receive information in ways they can understand We seek, value and support diverse perspectives, views and experiences We put service users and carers at the heart of everything we do, proactively seeking feedback We take pride in our work and take responsibility for our actions
We are kind	 We are approachable and show compassion We actively listen to what people need and proactively offer our support We pay attention to our own wellbeing and the wellbeing of others We celebrate success and provide feedback that is sincere and genuine
We are a team	 We take personal and team accountability to deliver the highest standards of care We work in active partnership with service users and carers We actively build trusting relationships and take time to celebrate success We work in collaboration with our partners to enable joined up care

About us

Established in October 2019 as LSCFT, the Trust serves a population of 1.8 million. It operates across five networks – The Bay, Fylde, Central and West, Pennine and Specialist – and works across four geographical areas.

LSCft provides:

- All age Mental Health, Learning Disability & Autism Services across Lancashire & South Cumbria
- Specialist services in Low and Medium Mental Health Forensic Services, Acquired Brain Injury, and Inpatient Tier 4 Services for Children and Young People, which we both commission and provide. Specialist Perinatal Services
- Physical Health services including Community nursing, district nursing, health visiting and a range of therapy services (across two localities)
- Wellbeing services including smoking cessation and healthy lifestyle services

LSCft has just over 7200 staff and we deliver services from 25 CQC registered locations and have 200 locations in total.

Our main hospital sites are:

- The Harbour, Blackpool
- The Orchard, Lancaster
- Hillview/Pendleview at the Royal Blackburn Hospital
- Chorley inpatient service and Ribblemere perinatal facility at Chorley Hospital
- Scarisbrick Unit, Ormskirk Hospital
- The Cove, Heysham
- Guild Lodge, Preston
- Longridge Community Hospital, Longridge

Key facts

- The overall non-white population In Lancashire is 7.6%, which was around 136,800 people, out of a total of 1,800,000.
- The non-white population varies significantly, ranging from 1.4% In the north of the region to 30.8% in the south.
- Blackburn with Darwen have the highest percentage and headcount of non-white people at 30.8% (145,4110) and the highest number of Asian people (41,500).
- Preston has the highest number of black people (1600), followed by Blackburn with Darwen (933).



Our Vision

To support our local communities by excelling in everything we do, together

Together our staff, service users, carers and partners will experience a culture of compassion and inclusivity, making LSCFT a place where we can all thrive and feel proud. Our values and behaviours are the principles that guide all that we do very day.



We are Kind

We are Respectful

We are Always Learning

We are a Team

Our Quality Priorities



Our Strategic Objectives













The Trust at a glance

We are a large provider of physical health and well-being services in the community and the only specialist mental health, learning disability and autism Trust across Lancashire and South Cumbria



Our Board





EXECUTIVE DIRECTORS



Dr. David FearnleyChief Medical Officer /
Deputy Chief Executive
Officer



Julie Anne Murray Interim Chief Nursing Officer



Emma McGuigan Chief Operating Officer



Ursula MartinChief Strategy and
Improvement Officer



Rob Cragg Chief People Officer



NON-EXECUTIVE DIRECTORS



Steve Wilson
Deputy Chair and
Chair of Finance &
Performance
Committee



Paul Farrimond Senior Independent Director and Quality Committee Chair



Phil Huggon Chair of People & Culture Committee



Ruth LowryChair of
Audit Committee



Anika Ephrain Non-Executive Director



Lucinda McArthur Non-Executive Director



Stephen Watkins
Associate
Non-Executive

Our Strategy

Our Trust Strategy sets out our strategic objectives until 2026. This is supported by a number of **enabling strategies**.

The Trust strategy takes into account the ongoing impact of the Covid-19 pandemic, including its impact in widening the gap in health inequalities; changes to the local health and social care system structures; increased demand and an ageing population; a move away from competition to collaboration; and a greater focus on reducing health inequalities and providing tailored local support based on population health.

To make a real difference to reducing health inequalities, we will remove traditional organisational, service and sector boundaries, to make sure that the needs of the individual, whether physical or mental, take priority.

Our strategy builds on our work listening to service users, carers, staff and system partners. It will ensure our readiness to become the system leader for mental health, learning disability and autism pathways across Lancashire and South Cumbria.

We will deepen our knowledge and understanding of the different locality population health needs and the contribution our partners can make, and we will ensure the services needed are provided as close to home as practical.

Our improvement priorities also aim to support and empower our staff to deliver the best care to the population that we serve in a timely, safe, clinically effective and most efficient way possible.



Equality, Diversity & Inclusion

Respect at the heart of our strategy

At Lancashire and South Cumbria NHS Foundation Trust we are committed to ensuring that everyone involved in the Trust, including staff, service users and carers are treated equitably and with dignity and respect.

We are working hard to ensure our workforce reflects the diversity within Lancashire and South Cumbria and that our services meet the needs of our local communities.

Trust employees have collaborated to define what equality, diversity and inclusion mean to them.

Inclusion

We believe that a more diverse workforce brings diversity of thought, which will drive success, and we want to ensure every individual is comfortable being themselves and is respected. We want to show that everyone can thrive, develop and succeed in our Trust based on their talent, regardless of ethnicity, gender, sexual orientation, or any other dimension that can be used to differentiate people from one another.

We are developing a workforce strategy to help everyone at Lancashire and South Cumbria NHS Foundation Trust think about their personal responsibility to treat people with respect and to judge others on the value of what they do and what they can bring. Our aim is to equip our managers, supervisors and those with caring responsibilities for NHS people to confidently hold supportive and compassionate conversations, and lead by example.

Staff networks

Lancashire and South Cumbria NHS Foundation Trust has four diversity networks to connect people who share experiences such as gender, race/religion, sexual orientation, disability and parenting/caring responsibilities. These networks play a vital role in fostering a culture of inclusion, and an environment where we all feel safe and look out for one another. They engage staff from across the Trust to provide support and a shared sense of belonging to our people, influence and assist in shaping and delivering organisational strategy and policy and help improve staff experience.



Equality Standards

To support our Public Sector Equality Duty, we participate in external monitoring standards which hold us accountable for improving workforce diversity and equality. These are the Workforce Race Equality Standard, and the Workforce Disability Equality Standard. Our organisational accreditations include Disability Confident Employer, which commits us to a wide range of actions to attract, recruit, retain and support staff who are disabled and differently-abled.

Reasonable adjustments

We understand our legal duty to provide adjustments on request for employees with long term conditions, impairments, disabilities and caring responsibilities. We are committed to ensuring there are no barriers in the way of colleagues carrying out their duties. We know our colleagues thrive when they have the necessary support in place.

Disability Confident Employer Scheme

In 2016, the government launched the Disability Confident Scheme, which aims to help employers successfully employ and retain people with disabilities and other health conditions. This replaced the Disability Equality 'Two ticks' Scheme awarded by Jobcentre Plus, which Lancashire and South Cumbria NHS Foundation Trust was previously accredited for.

The new scheme consists of three levels for organisations to complete before moving on to the next. Lancashire and South Cumbria NHS Foundation Trust has been accredited at Level 2: Disability Confident Employer. Accredited employers can use the above certification on recruitment materials and correspondence.

We are focused on ensuring that we have an inclusive culture, underpinned at all times by respect – we firmly believe that diversity is simply not possible without this foundation.

Agile working

Lancashire and South Cumbria NHS Foundation Trust is committed to developing working practices through a combination of formal and informal arrangements, that support agility in terms of where, when and how we work. With the right consideration given to individual needs, those of the team and the nature of the work. Our approach helps our people manage the balance between personal and professional priorities.

Our approach is underpinned by three principles: trust and respect; focus on output not presenteeism; and open two-way communication

The Role

Job Title: Chief Nursing Officer

Band: VSM

Department: Nursing & Quality

Base: Sceptre Point **Accountable to:** Chief Executive

Key Relationships

- Board Members
- Triumvirates
- Directors/Deputy Directors
- Nursing and Allied Health Professional Staff
- Nursing and Quality Team
- Other NHS Providers, notably within the Integrated Care System
- Integrated Care Board
- NHS England
- CQC
- Patient and Carer representatives
- Voluntary & Community, Social Enterprise leaders
- Partner Universities
- Local Authorities

Key Responsibilities

Quality & Nursing Service Delivery

- Promote the vision, values, aims and priorities of the organisation through appropriate and visible leadership behaviours and actions.
- Provide professional leadership to all nursing and non-medical professional staff employed by the organisation.
- Provide advice and act as a conduit for nursing and Allied Health Professional views to the Board of Directors and Executive Directors to ensure that strategic and policy decisions are well informed by nursing and professional staff at all levels.
- Remain abreast of national policy developments in relation to nursing and non-medical professionals and ensure the implications of these are understood by the Trust.

- Ensure systems and processes are in place to support ongoing registration with the Care Quality Commission and other relevant external assessments. Ensuring that the Board of Directors receives appropriate assurance on performance and compliance.
- Maintain rigorous systems and processes to deliver on the quality governance agenda, playing a key role in the development of clinical practice and securing on-going assurance of consistently high standards of clinical quality, safety and experience across the organisation.
- To act as Strategic Lead for Safeguarding children and families (including vulnerable adults) and Control and Prevention of Infection (ensuring compliance with the Hygiene Code and acting as the DIPC).
- Play a significant role in developing the quality of the Trust's services, working closely with the Chief Medical Director and Chief Strategy Officer in ensuring the Quality Strategy and other associated strategies are implemented effectively.
- Play a key part in the design and delivery of strategic service and transformation plans in conjunction with other Executive Directors and senior managers.
- Promote and facilitate the involvement of nursing and non-medical professional staff in research, development and innovation and support its implementation into practice.
- Provide professional nursing input into workforce transformation plans and advise the Board and senior colleagues on nursing and non-medical workforce planning.
- Ensure the training and professional development needs of nurses and nonmedical professionals are addressed.
 Maintain high quality learning environments and implement effective educational strategies with engagement from local Universities.

Board of Directors

- Ensure that accurate, relevant and timely information is provided to the Board, Chief Executive, NHS and others as required.
- Work closely with Executive and Non-Executive Directors to contribute to strategic development and change management.
- Work corporately with other Board members in determining and delivering the Trust's strategic plans, managing the organisation's performance and assuring good governance across all of the organisation's functions.

HR and Workforce

- Develop a culture that encourages the use of initiative, individual and team responsibility and open communication within the Nursing & Quality Directorate.
- Develop a high profile as professional leader with the workforce by 'walking the floor' and maintaining clinical credibility and visibility.
- Ensure that all duties carried out conform to equal opportunities practice in line with the Trust's Equal Opportunity and other related policies, including national legal requirements.
- Promote a common vision and ownership of the Trust's values and strategic objectives, ensuring that all Nursing & Quality staff understand the strategic direction of the Trust and so can contribute to its development.
- Take part in the Director On-call rota.
- Comply with NHS Code of Conduct for Managers and any other Professional Code of Conduct relevant to the post.
- Carry out other duties that may be reasonably requested by the Chief Executive to ensure that the Trust objectives are delivered.

Financial Management

- Ensure robust quality impact assessment processes are in place to consider the quality implications of financial decisions.
- Responsible for the budget setting and financial efficiency process within the Nursing & Quality Directorate.
- Accountable for ensuring the Nursing & Quality Directorate deliver its agreed financial target at the end of each financial year including Efficiency Improvement Programmes (EIPs).
- Responsible for ensuring that the activities of the Nursing & Quality Directorate adhere to the scheme of delegation and standing financial instructions of the Trust.
- Ensure that the procurement, maintenance and replacement of equipment are undertaken in a planned, systematic way, meeting all legal and statutory requirements.

Equality and Diversity

- Responsible for ensuring that the Nursing & Quality Directorate comply with legislation and that services meet the needs of local communities in a culturally sensitive manner.
- Carry out your duties in a way that supports
 Trust values. This responsibility includes
 your actions in relation to service users,
 carers, work colleagues, people in other
 organisations and members of the public.
- Ensure the physical health of mental health and learning disability patients is prioritised across the Trust.

Health Inequalities/Population Health

- With Executive colleagues, drive the Trusts approach to population health management aiming to improve physical and mental health outcomes, promote wellbeing and reduce inequalities across our local populations.
- With Executive colleagues, support the Trusts strategic approach to reducing inequalities working alongside all partners within a place based approach.
- Develop proactive approaches to engage with the most vulnerable/high risk communities in partnership with other Executive Directors.

Health and Safety

- Responsible for ensuring that the Nursing & Quality Directorate complies with all Health and Safety legislation and for taking appropriate action if required.
- Ensuring that all services have effective arrangements for managing risk, providing assurance, delivering clinical governance, clinical supervision and handling and learning from complaints.
- Ensure that staff apply and understand the required quality targets and that their actions and conduct will be judged by customers, an indication of the quality of the service provided by the Nursing & Quality Directorate, Networks and the Trust as a whole.
- Ensure confidentiality of patient and staff information is maintained at all times.

- Comply with the Health and Safety at Work Act and subsequent legislation regarding the management of risks and personal safety. This includes:
 - Undertaking risk assessments in line with the Trust risk assessment process
 - Reporting all incidents, near misses and hazards in line with the significant event reporting system
 - Undertaking a statutory duty of care for your own personal safety and that of others
 - Attend statutory health and safety training in the Trust
 - In addition there is a requirement to attend all mandatory and any other health and safety training appropriate to the role.

Partnership and Collaborative Working for Health

- Ensure that the Network leadership team play an active part in the appropriate local integrated care arrangements, through engagement with the Chief Operating Officer.
- Provide corporate representation and leadership to local partnerships on behalf of the Trust as agreed with the Chief Executive.
- The range of duties and responsibilities outlined above are indicative only and are intended to give a broad flavour of the range and type of duties that will be allocated. They are subject to modification in the light of changing service demands and the development requirements of the postholder.

Personal Specification

AM = Assessment Method A = Application; I = Interview

DESCRIPTION	ESSENTIAL CRITERIA	AM
EDUCATION/ QUALIFICATIONS	 Registered Mental Health or Learning Disability Nursing qualification (desirable). 	А
	 Is educated to Master's degree level or equivalent experience. 	
	 Appropriate management and/or post graduate qualification. 	
	 Can evidence recent and on-going professional development action as well as planning. 	
KNOWLEDGE	Has current and broad knowledge of the whole NHS context.	A/I
	Strong understanding of mental health services.	
	Has specific in-depth knowledge of the national agenda.	
	 Comprehensive understanding of all aspects of risk management and regulation within the NHS, with a strong wider understanding of national policy and the strategic direction of the NHS. 	
EXPERIENCE	Demonstrable track record gained in leadership roles at or near Board level, within a large and complex healthcare organisation.	A/I
	Substantial experience gained in clinical leadership & management.	
	 Detailed knowledge of the professional nursing and non-medical professionals agenda. 	
	 Evidence of working collaboratively and effectively with clinical colleagues, across the strategic health community. 	
	 Experience of leading large staff teams and achieving excellent patient safety performance. 	
	 Evidence of leading and managing complex change and transformation programmes across a large organisation and of supporting and inspiring individuals through this. 	
	 Experience of working with service users and carers within a self-care/ self-directed support framework and communicating effectively with the public. 	
	 Experience of working effectively with a diverse range of staff groups including clinicians and of developing opportunities for staff to continuously enhance patient experience. 	
	 A passion for patient experience and the vision and ambition to drive through and achieve first class outcomes. 	
	 High degree of political sensitivity and experience of dealing with a range of complex issues within a political or demanding stakeholder environment. 	
	Demonstrable experience of financial and HR implications of managing a complex organisation.	
	Ability to provide specialist advice when required to Trust Board.	

AM = Assessment Method A = Application; I = Interview

DESCRIPTION	ESSENTIAL CRITERIA	AM
PERSONAL	Highly visible leader, resourceful with an inclusive style.	I
	Demonstrates confidence and self-belief when under pressure.	
	 Is acutely self-aware, which includes awareness of impact on others. 	
	Is resilient in the face of difficulty.	
	Is politically astute.	
	Has personal integrity, is open and honest.	
	 Demonstrates ability to self-manage workload and complexity in order to operate effectively. 	
	Display strong collaborative leadership qualities.	
	Flexibility.	
	 Can lead, motivate and inspire others, and allow others to lead if appropriate. 	
	 Is immediately credible to internal and external stakeholders. 	
	 Is committed to promoting equity and has a sound understanding of diversity issues. 	
	 Have a deep sense of vocation for the values and principles of public service in general and the NHS in particular. 	
OTHER	Full Driving Licence.	N/A

Effort Factors

sitting office work

PHYSICAL EFFORT				
What physical effort is required for the job?	How often?	For how long?	What weight is involved?	Any mechanical aids?
Minimal physical effort. Carrying and lifting of personal IT equipment and paperwork.	Daily / as required	Less than 1 hour per day	Dependent upon what the person chooses to carry around	Wheeled laptop bags available to order
Is the job holders expected to sit / stand in a restricted position?	How often?	For how long?	What activity is involved?	
Much of the role will involve	Daily	7.5 hours	Dependent upon diary commitments	

MENTAL EFFORT		
Are there any duties requiring particular concentration?	How often?	For how long?
Significant requirement for complex concentration and mental assessment of data and information.	Daily	Dependent upon diary commitments and role priorities
Are there any duties of an unpredictable nature? – Please detail.	How often?	For how long?
Low risk of unpredictable duties but diary arrangements can change at short notice potentially requiring travel or extended working hours	Occasionally	Dependent upon diary commitments and role priorities

EMOTIONAL EFFORT		
Does the job involve dealing with any distressing or emotional circumstances? – Please detail.	Direct / Indirect exposure	How often?
Occasional exposure to traumatic circumstances	Indirect	Not possible to predict

WORKING CONDITIONS	
Does the job involve exposure to unpleasant working conditions? – Please detail.	How often?
Minimal exposure to unpleasant working conditions	Not possible to predict

Special Conditions:

As a member of staff you have:

- Legal duties and responsibilities under Health & Safety legislation, plus a general duty to work safely and not to put others at risk i.e. colleagues, service users, visitors, as a result of any activity or omission at work.
- A duty to report any practice that you consider compromises standards of risk and health & safety. The Whistle-blowing Policy gives effect to the Public Interest Disclosure Act under which an individual who raises such concerns for unfair treatment is protected.

All Lancashire & South Cumbria NHS Foundation Trust staff employed within all environments that have contact with service users, their families or systems to support them have a responsibility to safeguard and promote the welfare of children, adults and vulnerable families.

As a member of staff you must:

- All Lancashire & South Cumbria NHS
 Foundation Trust staff employed within
 Clinical Environments have contact with
 children, vulnerable adults, service users and
 their families must familiarise themselves
 and be aware of their responsibilities and
 adhere to Local Safeguarding Children's
 Board, Local Safeguarding Adult Board and
 LSCFT Procedures for Safeguarding and
 Protecting Children.
- The Trust places great emphasis on the need for the strictest confidentiality in respect of personal data - both that of service users and staff. All information about people will be treated in the strictest confidence at all times. Breaches of confidentiality will be investigated and may lead to Disciplinary action being taken.

- The Trust view its responsibility under the Data Protection Act and the Caldicott Principles as central to all activities that are carried out in its name. Staff are therefore expected to acquaint themselves with the principles of Information Governance, and to complete the mandated training modules that have been agreed."
- The Trust places great importance on sustainable development, reducing their carbon footprint and maximising the positive social, economic and environmental outcomes of Trust actions and activities. As an employee it will be your responsibility to minimise your environmental impact, use resources efficiently, saving energy by switching off unnecessary equipment, reducing waste generation, using recycling / redistribution facilities, minimising travel and saving water when possible. If your role involves purchasing / ordering supplies you must consider the environmental / sustainable impacts and purchase optimal environmental / sustainable products / services.

Promoting Equality and Reducing Inequalities:

- To understand and uphold organisational policies and principles on the everyday promotion of equality, diversity and inclusion
- To create an inclusive working environment which values a variety of ideas, experiences and practice, where differences are respected and celebrated for the benefit of ourselves, the Trust and the communities we serve
- To uphold the Trust's commitment to health and wellbeing

How to apply

The closing date for applications is **TBC**.

Applications should include:

- A covering letter explaining why the appointment interests you, how you meet the appointment criteria and what you specifically would bring to the post.
- A Curriculum Vitae (CV) with education and professional qualifications and full employment history. Please include daytime and evening telephone contact numbers and e-mail addresses. The CV should include names and contact details of three referees. References will not be taken without your permission.
- A completed Equal Opportunities
 Monitoring Form
- A completed Fit and Proper Person Monitoring Form.

Please note that the information you provide will be treated as confidential, and is for monitoring purposes only. It will not form part of the application process. All applications should be sent to: applications@hunter-healthcare.com. All applications will be acknowledged.

For an informal conversation about the post, please contact Matthew Simpson at our recruitment partners, Hunter Healthcare by email: **msimpson@hunter-healthcare.com** or phone: 07739 649 791

Selection timetable

Candidates included on the longlist will be interviewed in week commencing **TBC**.

Shortlisted candidates will be asked to meet groups of stakeholders in week commencing **TBC**, with formal interviews with the selection panel taking place in week commencing **TBC**.





Hunter Healthcare T: 020 7935 4570 E: enquiries@hunter-healthcare.com







