

Meeting of South Ayrshire Health and Social Care Partnership	Integration Joint Board
Held on	14th September 2022
Agenda Item:	13
Title:	Professional Nursing Leadership for SAHSCP
Summary:	
<p>This paper proposes changes to the arrangements for professional nursing leadership in South Ayrshire. These proposals are in part a response to changes to nursing leadership emerging from the Adult Services restructure also being considered by the IJB. The proposal is to delete the role of Community Nursing Senior Nurse and replace this post with a Chief Nursing role.</p>	
Author:	Rosemary Robertson, Associate Nurse Director
Recommendations:	
<p>It is recommended that the Integration Joint Board:</p> <ol style="list-style-type: none"> i. Recognise the impact of changes in the management and leadership structure in response to the Community Nursing Review ii. Note that the current functions of the Senior Nurse are subsumed into the roles of the three Clinical Nurse Manager roles which are now included in the new Adult Services Structure iii. Approve the deletion of the current Band 8a Senior Nurse post iv. Approve the creation of a Band 8b Chief Nurse post 	
Route to meeting:	
<p>This paper is presented for the first time to the IJB.</p>	
Directions:	Implications:
1. No Directions Required <input type="checkbox"/>	Financial <input checked="" type="checkbox"/>
2. Directions to NHS Ayrshire & Arran <input checked="" type="checkbox"/>	HR <input checked="" type="checkbox"/>
3. Directions to South Ayrshire Council <input type="checkbox"/>	Legal <input type="checkbox"/>
4. Directions to both SAC & NHS <input type="checkbox"/>	Equalities <input type="checkbox"/>
	Sustainability <input type="checkbox"/>
	Policy <input type="checkbox"/>
	ICT <input type="checkbox"/>

COMMUNITY NURSING STRUCTURE PROPOSAL

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek the Integrated Joint Board's approval of the proposed organisational changes to nursing leadership within the Health and Social Care Partnership.

2. RECOMMENDATION

2.1 It is recommended that the Integration Joint Board:

- i. Recognise the impact of the changes in Adult Services emerging from the implementation of changes in the management and leadership structure in response to the Community Nursing Review.**
- ii. Note that the current functions of the Senior Nurse are subsumed into the roles of the three Clinical Nurse Manager roles which are now included in the new Adult Services Structure.**
- iii. Approve the deletion of the current Band 8a Senior Nurse post.**
- iv. Approve the creation of a Band 8b Chief Nurse post.**

3. BACKGROUND INFORMATION

- 3.1 The proposals in this paper are a response to two key issues in relation to nursing leadership in South Ayrshire.
- 3.2 The Adult Services Management Structure proposals respond to the Community Nursing Review which was undertaken in 2021. The background and proposals for the creation of three Clinical Nursing Manager posts within community nursing are included in a separate report to the IJB.
- 3.3 These three roles assume professional leadership (and line management) for community nursing within the HSCP. These changes subsume the role and function of the existing professional lead who reports to the Associate Nurse Director.
- 3.4 This change prompted further consideration of nursing leadership within South Ayrshire HSCP. This paper presents a proposal for a new Chief Nurse role which will support the Associate Nurse Director in driving forward the quality agenda for nursing within the partnership.

4. REPORT

- 4.1 It is proposed that a Chief Nurse role is created within the HSCP. The role would be integral to supporting the nursing staff in the South Partnership. The

table below highlights the significant nursing workforce within the HSCP across a wide range of services. There are around 400 wte nurses working with the HSCP.

	WTE							
	Band 8b	Band 8a	Band 7	Band 6	Band 5	Band 4	Band 3	Band 2
CTAC			1	2.4	16.6		7.7	3.2
DN – Team 12			2	4	10.12		3.01	
DN – Team 9			2	4	11.5		3.5	
DN – Team 10			2	4	17.43		3.01	
FNP		3	15					
Davidson, Girvan			1	3	12.75			13.95
Parkinson Nurses			2	1.92	0.8		1	
Urquhart Ward, Biggart			1	3	14.86		1.72	17.49
Lindsay Ward, Biggart			1	3	14.66		0.80	17.77
HV's	1		35.6	1	7.7	4.4		
School Nurses				11.19				
LAAC			1					
Learning Disability			1	2.9	3.6		0.80	
Learning Disability vacancies				0.6			1	
CMHT/PCMHT			2	10.17	13.4		2	
CMHT Older Adults			2	9.65	4.8		3.6	
START (Addictions)			3	10.8	7	4.43	1	
MH & Wellbeing			1	10		8	8.5	
Total	1	3	72.6	81.63	135.22	16.83	37.64	52.41

- 4.2 The role would be influential in ensuring efficient and effective management with regard to skill mix, budgets, providing clinical support and supervision as appropriate to senior staff and formulating and reviewing personal development plans in keeping with the “Transforming Nursing Roles” agenda. The post holder will support managers with clinical health and safety processes, supervision and risk assessments in meeting the Nursing and Midwifery Council Regulatory Body for all nursing staff.
- 4.3 The proposal of a Band 8b Chief Nurse would support those managing nurses, whilst providing strong professional leadership and influencing the future development of a range of clinical services and specialist nurses within the partnership. The role will support standards of care whilst supporting the Locality Model of Care. The post holder will achieve this by providing professional nursing leadership and guidance, clinical advice and support in relation to key dimensions of health care quality to the Partnership; such as:
- Patient safety
 - Effectiveness of all health care interventions
 - Patient experience
 - Care delivery

- Effective and efficient service delivery

4.4 The Chief Nurse role will be pivotal in building a workforce that is fit for practice and is integrated within the partnership through robust Clinical Leadership.

The role will ensure:

- The provision of client centred, high quality responsive and flexible services which are able to meet the individual and collective needs of the people of South Ayrshire.
- Provide clinical, financial and operational leadership that will be visible to ensure that both individual staff needs and partnership needs are met.
- Integrate and liaise with locality managers for a safe and effective service for all.
- Responsible for all clinical health and safety processes for all specified areas, including inspections and risk assessments.
- Participate in complex investigations relating to clinical and disciplinary matters, grievances etc.

4.5 The principle objective of the post is to lead, inspire, direct and promote systemic improvements to all the nursing staff of South Ayrshire. The role will foster a culture which values continuing professional development and strives for excellence in all aspects of the delivery of patient safety and Quality Improvement methodology in delivering care.

4.6 The post holder will work closely to support the Associate Nurse Director within the partnership. The role will have an important function working with other professional leads including the Clinical Director, AHP Lead and Chief Social Work Officer.

4.7 The post holder will also work directly with the managers across all services supporting multi-disciplinary communication and joint working within the partnership.

5. STRATEGIC CONTEXT

5.1 The proposals in this paper are consistent with the strategic aims of the IJB and reflect key objectives associated with service quality and improvements.

6. IMPLICATIONS

6.1 Financial Implications

6.1.1 The proposal to establish a role of Chief Nurse at Band 8b will bring an annual recurrent cost of £80,492. The deletion of the existing Senior Nurse post at Band 8a will reduce spend by £66,672. The IJB are asked to agree the additional recurrent resources of £13,820 to fund this change.

6.2 Human Resource Implications

6.2.1 In developing the proposals advice has been sought from Human Resources within the NHS. Where individuals are affected by the proposals it has been confirmed that the appropriate Management of Change policy will be implemented.

6.3 Legal Implications

6.3.1 Not applicable.

6.4 Equalities implications

6.4.1 Not applicable.

6.5 Sustainability implications

6.5.1 Not applicable.

6.6 Clinical/professional assessment

6.6.1 The Community Nursing Workforce Review 2021 supported the need for change.

7. CONSULTATION AND PARTNERSHIP WORKING

7.1 The proposals have been prompted but the changes in management and leadership emerging from the Community Nursing Review and the Adult Services Management Restructure proposals. Both of these pieces of work were subject to extensive engagement and consultation.

7.2 In relation to the specific changes proposed in this paper there has been consultation with the Executive Nurse Director in NHS Ayrshire and Arran.

7.3 There has been engagement with the staff member directly affected by the proposal and their representatives.

8. RISK ASSESSMENT

8.1. These proposals are intended to improve professional leadership in nursing within South Ayrshire HSCP. The Associate Nurse Director has identified opportunities to improve a range of service quality within nursing services through the appointment to the Chief Nursing role. Not agreeing the proposal runs the risk of reducing the opportunities for the improvement of nursing quality within the partnership.

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