Children's Hospices Across Scotland

Director of Nursing and Family Support

Recruitment Pack

March 2024



Dear Candidate

Thank you for your interest in the role of Director of Nursing and Family Support at CHAS.

I am looking for an exceptional nurse leader to join CHAS to provide strategic and senior operational leadership of our nursing and family support services. Working extremely closely with the Medical Director, you will lead services in hospices, in the community, and in hospitals.

This is an exciting time, as we are about to launch our 2024-2028 strategic plan, which sets out how CHAS will provide unwavering care to children who may die young, and their families, on every step of the journey. All our work is one of three fields:

- learning your child is seriously ill and may die young
- living well
- dying well and bereavement.

As Director of Nursing and Family support, you will envisage new ways of delivering care and lead teams through change. You will be motivated to deliver an exceptional quality of care, working with a multidisciplinary team of about 160 nurses, 30 social work and family support specialists, allied health professionals, and chaplains. You will work closely with a medical team of consultants, associate specialists, and advanced nurse practitioners. You will be particularly adept at working in partnership and operating strategically across NHS and local authority partners.

Please feel free to get in touch with any queries to executivesupport@chas.org.uk





Rami Okasha
Chief Executive

About You

You will be an experienced nurse leader, confident at working in a multi-agency way. The majority of staff in our multi-disciplinary team are nurses, so you will need to have significant experience of leading nurses and healthcare professionals. You will be professionally registered but don't need to be a children's nurse.

We are open to hearing from people from a range of backgrounds. You may be working at or near board level in the NHS, health and social care partnership, or operating at nurse director level in a children's or adult's hospice.

About CHAS

In Scotland, three children a week die from a life-shortening condition. CHAS provides unwavering care for children who may die young, and their whole families. Our team includes nurses, doctors, AHPs, chaplains, social workers and a wide range of family support specialists. They work across two children's hospices, in community settings across the country, and in hospitals alongside NHS staff.

CHAS is an independent charity, registered with Healthcare Improvement Scotland to provide hospice care, and with the Care Inspectorate to provide care at home services. The most recent report from inspectors found our vision and leadership to be "exceptional".

Our doctors, nurses, pharmacists, physiotherapists, social workers, and family support specialists work in deep partnership with health boards and local authorities. This ensures the right support is provided where and when the family need it, throughout their child's life – no matter how short. CHAS also supports bereaved families as they grieve the death of their child.

You can watch a short video about **CHAS services** here:
www.bit.ly/showcase-film
And read more about **CHAS and the impact we have** here:
https://www.chas.org.uk/about-us/our-vision/our-publications

Our Hospices

In our two hospices, Rachel House and Robin House, babies, children, young people and their whole families can get:

- short breaks, allowing parents to get time away from being their child's carer, and for the whole family to have fun

- emergency care when things get really tough, like when a family member is sick or a child's care changes suddenly
- step-down care after a long hospital admission
- management of complex or distressing symptoms and pain
- end of life care
- after a child has died, the Rainbow Room is a safe space for parents to stay with their child after they have died and process their grief in their own time.

Across Scotland

We bring all the services from our hospices in to the community, and mainly to children's homes, across the whole of Scotland:

- visits and respite care from highly skilled nurses, either as a one-off or from time-to-time as needed
- practical help from trained volunteers
- specialist support from social workers and child and family workers, to help with difficult things in people's lives
- help with money worries and benefits
- sibling support, to help brothers and sisters cope with what is happening in their family
- end of life care
- bereavement and spiritual care.

In Hospitals

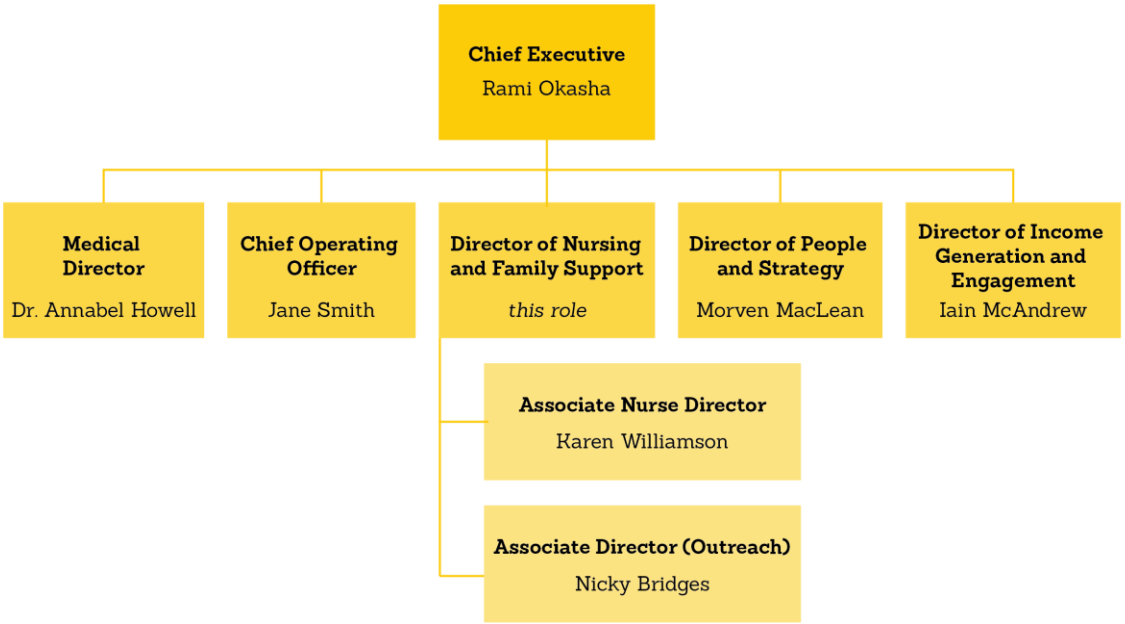
We have a permanent CHAS presence in five hospitals in Scotland. We work closely with different teams across the NHS to deliver complex care to babies, children and young people through:

- joint palliative care teams, with medical and nursing specialists who are employed by or funded by CHAS, to support complex symptoms
- activities sessions to bring some fun to a long hospital stay
- support at end of life
- access to all the other CHAS services available at home or in the hospice.



About the role

Reporting to the Chief Executive, and working hand-in-glove with the Medical Director, you will deliver exceptional care for children and families. You will lead a team of over 160 nurses and family support staff working across all parts of Scotland and in multiple settings. You will be a member of the Senior Leadership Team.



You will work closely with the CHAS Board of Trustees, and in particular the Clinical and Care Governance Committee whose members include:

- Jacquie Pepper, Chair (Chief Officer, Perth and Kinross Health and Social Care Partnership)
- Deirdre McCormick (Chief Nurse - Public Protection at NHS Greater Glasgow and Clyde)
- Dr Edward Doyle (NHS Lothian and Scottish Government advisor on paediatrics).





Job Description

Job Title – Director of Nursing and Family Support
Location – Edinburgh / Glasgow / Kinross / Balloch
Responsible to – Chief Executive



Job Purpose

Aligned with the core vision, values and purpose of CHAS:

- Secure and lead a brilliant nursing and family support service which supports children and families, in line with the strategic plan
- Jointly with the Medical Director, advise the Chief Executive and Board on the strategy, delivery and deployment of CHAS's resources to deliver high quality care in accordance with organisational and national initiatives
- Provide top-level professional leadership which motivates and inspires nursing, physiotherapy, social work and family support professionals within CHAS to ensure delivery of the strategic plan
- Ensure the provision of high-quality nursing and family support advice to the Chief Executive and Board
- Develop strategic links to help ensure CHAS can deliver world-class facilities for children's palliative care
- Ensure policy, national and local standards, clinical practice and workforce development is in place to achieve safe, effective, child centred care underpinned by a model of continuous quality improvement across all areas
- Accountable for governance, monitoring and improving standards of care through supervision of practice, research, teaching and the provision of skilled professional leadership

Main Tasks

- Strategic leadership, collaboratively supporting colleagues to think broadly about continuous improvement
- Operational delivery, including leadership of the Nursing and Family Support Directorate

Job Activities

Strategic leadership

- With the Medical Director, lead the delivery of CHAS services across all settings
- Lead the organisational strategy for delivering effective nursing and family support within CHAS and with partners
- Provision of expert professional advice to the Chief Executive, Board and Committees on nursing and family support
- Help plan, envision and deliver how CHAS works, supporting excellence in delivery across all directorates in CHAS, providing nursing and family support input to the development of strategy and strategic thinking
- Hold lead executive responsibility for delivering hospice, community and family support services, working extremely closely with the Medical Director so that nursing, medical, AHP, and family support services deliver excellent child-centred care which puts the needs of families at the heart of delivery
- Ensure delivery of continuous improvement through strategic vision, defined professional and healthcare standards, and robust systems of quality assurance

- Working with the Chief Executive and other senior leadership colleagues, represent CHAS at a senior level to stakeholders in Scottish Government, the NHS and local authorities
- Build working relationships with executive nurse directors, directors of social work, directors and chief officers across the NHS, local authorities, HSCPs, and other charities to build effective services and tap into once-for-Scotland approaches which can benefit CHAS
- Maintain highly effective working relationships with all other senior leadership colleagues to ensure that there is effective co-ordination of all CHAS's activities in support of charitable objectives
- Working with the Chief Executive, advise the Board on continuous improvement which results in improved experiences for children and families
- Deputise for the Chief Executive by representing CHAS/the Chief Executive at internal or external meetings or events
- Demonstrate and promote CHAS values through the application of appropriate behaviours and attitudes, acting as an exemplary role model demonstrating leadership which is consistent with these values

Operational delivery

- Leading a directorate of nurses, senior nursing support workers, social workers, child and family workers, physiotherapists, bereavement specialists, chaplains and activities specialists
- Accountable for ensuring a professional nursing, AHP and family support function in CHAS
- Ensuring that professional registration arrangements are in place and followed for nurses, AHPs and social workers
- Professional leadership and governance of nurses and social workers and other relevant staff working within CHAS
- Providing strong leadership for the nursing and family support workforce in CHAS, ensuring a culture of openness and ownership of the CHAS strategic direction, values and objectives
- Oversee nursing workforce planning
- Develop a wide understanding of CHAS's role across in Scotland and beyond
- Providing executive leadership for key redesign projects
- Contributing to the management of investigations of a clinical nature, such as those arising from complaints or adverse events, to promote learning and continuous improvement
- With the Head of Learning and Organisational Development, ensure the necessary learning, professional development and education needs of directorate staff
- Be accountable for the management of a £10m budget ensuring financial governance and provision of safe and high quality, cost effective services whilst monitoring and reviewing workload activity

Volunteers

- Lead the development of new volunteer roles that enhance service delivery for children and families
- Ensure volunteers feel valued and supported







Person Specification

Criteria	Essential	Desirable
Education and Qualifications	• An NMC registered nurse • Master's Degree • Quality improvement experience or qualification	• Qualification in paediatric palliative care • Qualification in leadership within a healthcare setting

Skills, Abilities, and Knowledge	• A high level of competence in the NHS Scotland leadership behaviours:
	  ○ Working in Partnership
	  ○ Learning and Development
	  ○ Caring for Staff
	  ○ Improving Performance through Team Working
	  ○ Effective Communication
	  ○ Improving Quality
	  ○ Achieving Results
	• Detailed understanding of nursing and / or family support best practice, regulation and government policy
	• Ability to think strategically, corporately and act as a team player
	• Highly developed communication and inter-personal skills including presenting to boards, influencing senior colleagues, inspiring large and small teams, active listening, coaching and mentoring one-on-one and writing compelling text, all through a combination of personal credibility, integrity and professionalism
	• Ability to work constructively and cohesively across an organisation
	• A proven track record of initiating and promoting innovation
	• A well-developed understanding of the importance of key performance metrics in the analysis of an organisation's success
	• Commitment to involving volunteers in all areas of work and working effectively with volunteers across CHAS	

Experience	• Significant senior nurse leadership/management experience in the NHS or another complex multi-disciplinary public, private or voluntary sector organisation working at or close to Board level	

	• Significant and demonstrable track record of success in strategic planning, service improvement, monitoring of high quality standards of care and the patient experience • Experience of leading large nursing teams • Experience of working at a senior leadership level in the NHS, HSCP, or hospice • Experience of effective clinical and care governance and quality improvement • Experience of working with or in the voluntary sector • Experience of managing major change • Experience of staff management/development and multidisciplinary working at peer level • Evidence of successful partnership working • Experience of management, knowledge and competence in finance and managing people • Proven financial management capabilities	
Personal Qualities	• Acts with integrity • Acts as a role model • Works co-operatively with colleagues to improve service • Forms meaningful relationships with others • Demonstrates initiative and acts with effectiveness • Accountable for own actions and decisions • Commitment to ongoing learning and development • Commitment to CHAS core values, vision and purpose • Commitment to working with/supporting volunteers • Professional attitude to work • Motivated to work within speciality • Views change as a natural, positive and a continuing process • Commitment to a multidisciplinary approach to providing a service	• Child and family focused
Other Requirements	• Demonstrable passion for CHAS's core values, vision and purpose • Willingness to travel between CHAS sites • Access to a car and full driving licence	

Dimensions

- Reports to the Chief Executive
- Two direct reports: Associate Nurse Director (Hospices) and Associate Director (Outreach)
- Leading a directorate of 130 nurses, 4 physiotherapists, 30 family support staff
- Budget of c. £10m
- Leading staff working across 2 CHAS hospices; 4 community teams operating from Kinross, Aberdeen, Inverness, Balloch; CHAS nursing and family support staff embedded in the NHS children's hospitals in Glasgow, Edinburgh and Aberdeen

Further details

We expect applicants to be operating at a senior nursing level within an NHS Board, Health and Social Care Partnership, a hospice, or a voluntary sector provider. We expect the salary to be c. £98k but will consider exceptional candidates currently operating above this level.

Pension: Continued membership of the NHS Scotland Pension Scheme or the opportunity to join the Local Government Pension Scheme for Scotland, administered by Lothian Pension Fund.

Location: Your base location could be Edinburgh, Glasgow, Kinross or Balloch, with frequent travel between them and occasionally at other sites. Business mileage expenses are paid. Relocation expenses are available. Edinburgh provides excellent city-centre living opportunities, whilst Kinross and Balloch are beautiful smaller towns with a rural hinterland. Balloch is easily accessible from Glasgow.

Holidays: 35 days rising to 40 days.

How to apply: Please upload a CV and covering letter, or complete the application form, at https://www.chas.org.uk/get-involved/join-our-team/a-new-career-at-chas Closing date: 14 April 2024.

Recruitment process: Interviews are likely to be held on 26 April in the West of Scotland.

Queries: Please feel free to get in touch with any queries to executivesupport@chas.org.uk



Our values

Time is precious
We help children and families make the most of their time together, no matter how short. We value and respect each other, our time and contributions.

We are courageous
Children and families motivate us in our unwavering commitment to deliver exceptional care based on choice.

With love and compassion
We care for children and families, and all those who make our work possible. Love, dignity and inclusion are at the heart of everything we do.

We play as one team
Children learn through play, and we're inspired by them. Together, we make extraordinary things happen every day.

