Executive Director of Nursing and Patient Experience
Thank you for your interest in the role of Executive Director of Nursing and Patient Experience at Sussex Partnership NHS Foundation Trust.

This is a critical and exciting time for our organisation.

We are in the midst of a major change programme to improve the services we provide to patients, which includes devolving more autonomy and decision making powers to clinical services. This is an important element of the work we are doing to transform our organisational culture and improve staff engagement.

Our strategy, Our 2020 Vision describes what we will do to provide consistently outstanding services you can be confident in. This includes our ambition to become the safest mental health service in England by 2020.

More broadly, we are actively engaged in discussions to work more closely with commissioners and providers across the region to improve the delivery of health and social care. This provides us with the opportunity to ensure that mental health and wellbeing is at the very centre of strategic planning and service delivery across south east England.

Whilst we have a track record for living within our means financially, our services face significant pressure, as is the case with mental health services across the country. We need to be bold, innovative and disciplined about how we make best use of the resources available to us whilst continuing to improve the care and treatment we provide.

We are looking for an Executive Director of Nursing and Patient Experience who can help us rise to these challenges. As well as providing leadership to our nursing and social care workforce, you will play a key, strategic role in helping us continue to improve services for the patients and local communities we serve. We are looking for someone with drive, clinical knowledge and experience, a passion for patient care, the ability to think strategically and to work effectively as part of a team.

Colm Donaghy
Chief Executive
We provide NHS mental health, learning disability and specialist services for people with complex health conditions and social care needs across south east England.

As well as being the main secondary mental health provider in Sussex, we provide services for children and young people in Hampshire, Kent and Medway.

**OUR VISION**
Our 2020 Vision is to provide outstanding care and treatment you can be confident in.

**OUR PURPOSE**
We work with you, support your recovery and provide you with the care and treatment you need, when you need it.

**OUR STRATEGIC GOALS**
1. Safe, effective, quality patient care
2. Local, joined up care
3. Put research, innovation and learning into practice
4. Be the provider, employer and partner of choice
5. Living within our means

**OUR VALUES**
- **People first:** People are at the heart of everything we do
- **Future focused:** We are optimistic, we learn and always try to improve
- **Embracing change:** We are bold, innovative and disciplined about making use of our resources to continuously improve
- **Working together:** We provide services in partnership with patients, families and others
- **Everyone counts:** We value, appreciate and respect each other
In January 2015 the CQC reviewed our services as part of their programme of inspecting mental health services across the country. They rated us as an organisation which requires improvement.

The CQC highlighted services where the level of caring is outstanding and where staff are compassionate, kind and motivated to go the extra mile for the people they serve. Our challenge is to achieve this consistently across all our services. We also need to be much better at getting the basics right on issues like staff training, retention and learning from incidents.

We have worked with our partners to develop a Quality Improvement Plan which describes what we are doing to improve patient care. In February 2016 we held a Quality Summit to update people about what we have done to respond to the issues raised by the CQC and involve them in planning for the future.

“
We’re solution-focused. We think about the priorities for keeping people safe

Nadine McIntosh,
Nurse
We are in the process of introducing major changes at Sussex Partnership to deliver continuous improvements to the quality of patient care we provide, improve the effectiveness of our organisation and make a wider contribution to the development of healthcare in south east England.

**OUR STRATEGY**

Our 2020 Vision, launched earlier this year, describes what we need to do over the next five years to improve patient care and provide outstanding care and treatment you can be confident in. Turning this vision into reality means we need to operate as an organisation which is clinically-led and patient focused.

“Although I’m newly qualified, I’m already excited by the opportunities.”

Andrew Gordon, Registered Mental Health Nurse
The people who best understand what needs to be done to improve services are those who use them and who are directly involved in providing them. It therefore makes sense to devolve as much autonomy and decision making as possible to where clinical services are provided. We have established Care Delivery Services to help us achieve this (see page 10). These are operational management units responsible for clinical services in specific areas.

This is partly about reducing bureaucracy wherever we can and increasing the speed and ease with which clinicians, including our nursing and our integrated social care workforce, are able to put good ideas for service improvement into practice. It is also about reaching a point where the things that are done in the ‘centre’ of our organisation are the things which can only be done there.

Our Executive Director of Nursing and Patient Experience will have a pivotal role in ensuring we harness the development of Care Delivery Services as an opportunity to engage, involve and inspire nurses and integrated social care workers in delivering our strategy to improve patient care.

“I’ve met the best people on my journey.”

Vincent Joseph, Staff Nurse,
In working towards Our 2020 Vision, how we work (with each other, with patients and carers and with partner agencies) is as important as what we do. We have been looking at how we can work as an organisation where individuals and teams make decisions and behave in a way which is consistent with a shared set of values. In April 2016 we launch our values and behaviours framework, based on extensive engagement with staff, to help us do this.

At the same time, we have more and more people coming through our leadership development programme, designed both to help people acquire new skills and to create space for people to reflect on their working life with colleagues.

There are a number of areas in our most recent NHS staff survey where results have improved since last year, such as the number of people who describe patient care as a high priority within the organisation. That said, there remain areas where we compare less favourably with other NHS trusts. This is an issue which needs continued, sustained focus and energy, not least because of the direct relationship between staff experience and patient outcomes.

Given that nurses represent a significant proportion of our workforce, our Executive Director of Nursing and Patient Experience will be instrumental in helping us develop our staff engagement strategy and ensuring that Sussex Partnership becomes a place where staff consistently say they feel supported and satisfied in their role.

“I love the team here. It’s the first time I’ve gone somewhere where the people are like a tight family.”

Hinal Chudasama, Staff Nurse
THE WIDER SYSTEM OF CARE
We are actively involved discussions about developing local Sustainability and Transformation Plans. We see this as an opportunity to work with commissioners and other providers to improve the way health and social care is provided in the local communities we serve. Importantly, it is also an opportunity to align physical and mental health care more closely for the benefit of patients, one of the key themes of the ‘5 Year Forward View’ for Mental Health’ published in February 2016 by NHS England.

ORGANISATIONAL INFRASTRUCTURE
We have achieved a lot of progress in improving the basic infrastructure that supports the delivery of clinical services, particularly in relation to IT. In March 2016, we completed the rollout of our new electronic patient information system, Carenotes, to adult services.

We have introduced Clinical Academic Groups across our services to help clinicians lead the integration of academic research, education and clinical care across Sussex Partnership for patient benefit.

We have also recently completed a consultation regarding proposals to reform the Executive team. The aim of this work is to support the development of Care Delivery Services and respond to an independent review of our governance arrangements undertaken last year by Ernst and Young.

You will be joining Sussex Partnership at an important time for the team as we continue our major change programme and plan for the future.

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It’s not just about nursing, it’s about every aspect of a person’s life

Nick Duke, Staff Nurse
Our services

In a year, there are about

- **3,600** admissions to our hospital services
- **52,000** outpatient appointments
- **430,000** community appointments

We receive over **90,000** new referrals to our services in a year.

Forensic services:
last year we admitted **76** people to our low and medium secure unit.

Our learning disability services provided specialist health interventions to **3,416** in 2014.

This included referrals for complex physical health as well as challenging behaviour and mental health.

At the moment we are treating about **22,700** patients within our adult services.

Of this number, about **5,000** have psychosis and **9,600** have a cognitive impairment.

Sussex has the highest number of older people of any area in the UK. It therefore has more people living with dementia proportionally than anywhere else in the country.

Across Sussex over **25,000** people currently have dementia.

This is set to rise to **30,000** over the next **10 years**.

Last year more than **4,300** children and young people started treatment with us in Kent and Medway.

Last year more than **2,300** children and young people started treatment with us in Hampshire.

Last year more than **5,000** children and young people started treatment with us in Sussex.

Source: Sussex Partnership NHS Foundation Trust
Executive Director of Nursing and Patient Experience

JOB DESCRIPTION

Job title: Executive Director of Nursing and Patient Experience
Department: Executive Team
Responsible to: Chief Executive
SMPO: VSM - pay related performance Band 4
Contract: Executive Contract
On call requirement: Yes - Director on Call Rota
Disclosure required: Enhanced
Professional Registration: Yes

JOB OUTLINE:

The post holder will be the Trust Board lead for the following key areas:

• Physical and Mental Health Nursing, facilities and integrated social care workforce
• Quality, healthcare governance and compliance with Care Quality Commission standards
• Mental Health Legislation
• Safeguarding (Children & Adults)
• Health & Safety (including the role of Security Management Director)
• Infection Control
• Emergency Planning
• Risk management
• Leading the integration of social care at strategic and operational levels.
• Patient and Public Involvement
• Patient Experience
• Patient Equality and Diversity
• Patient Safety
• Patient leadership

We are an Equal Opportunities Employer operating a No Smoking Policy
JOB SUMMARY:

The Executive Director of Nursing and Patient Experience has Board level responsibility for the overall development and leadership of the nursing, patient experience, facilities and the integrated social care workforce across the trust. They will be responsible for setting a strategy for these professions that creates a compassionate, skilled and flexible workforce that is able to deliver the highest level of compassionate care. The post holder is the Board lead for patient experience and, as such, is responsible for embedding safe processes and practices and a learning culture across the trust. The post holder is responsible for driving improvement through patient engagement and promoting nurse leadership. Embedding a culture of openness and supporting a “can do” attitude is a priority for the Trust and this post holder in particular. It is crucial that they work effectively as a member of the Executive Team sharing corporate responsibility for delivering Our 20/20 Vision.

The post holder is also the lead director with responsibility for patient experience, patient leadership and involvement, Infection control, health and safety, emergency planning, safeguarding children, safeguarding adults and Mental Health legislation.

SCOPE & AUTHORITY:

Corporate Responsibilities shared with all Directors

- To ensure the Trust’s legal and statutory obligations are fulfilled in line with governance requirements and within the resources available.
- To identify and manage risks facing the Trust to ensure it remains financially and organisationally viable and delivers effective services.
- To set, manage and review the objectives of the Trust in line with national, regional and local policies, strategies, requirements and targets.
- To monitor and review the progress of the Trust against its agreed objectives including taking all necessary actions to ensure successful organisational outcomes whilst maintaining its declared values, and aims.
- To operate as an effective member of the Board and member of the Executive Management Team.
- To work to achieve effective partnerships across organisational boundaries to ensure that services provided meet the needs of all the communities served.

DUTIES & RESPONSIBILITIES:

Nursing

- To provide the Board with expert nursing advice
- Provide highly visible and inspiring nursing leadership throughout the Trust. Champion a professional and open culture which empowers nurses to deliver safe and compassionate practice and act as a role model for the values, behaviours and high professional standards expected.
- To take the strategic lead and provide the strategic vision for the nursing and social care workforce, developing professional standards and ensuring that the registered and unregistered nursing workforce is developed in accordance with the national nursing agenda and Trust strategy.
• To hold the overall responsibility for the professional leadership of all nursing staff employed by the Trust, ensuring that nursing strategies, policies and practices are of a high standard and that nurses are equipped to meet the challenges facing modern healthcare in the Trust e.g. revalidation

• In conjunction with Director of HR and OD, ensure the recruitment and retention of a high quality nursing workforce.

• Work closely with the Director of HR and OD and each member of the Executive Team to integrate learning into Clinical Practice, develop teams and individuals and promote leadership and development.

• To be responsible for implementing continuing professional development for nursing and establishing and maintaining a nursing development programme within the Trust

• To be responsible for ensuring that the Trust has a robust professional regulatory framework in place for nursing, and that robust arrangements are in place to train and educate nurses in the delivery of high quality, user centred care.

• To foster active involvement by nurses in the Trust’s academic activities

Quality

• Have corporate responsibility for the development of appropriate systems and mechanisms to ensure the Trust provides the highest quality services for patients and delivers on its statutory and other corporate responsibilities for the quality of services.

• To assure the Board on the quality of all services provided. To lead on the co-ordination of the production of quality accounts and set up systems to ensure that the patient experience and leadership is paramount in the provision of services.

• To be the Board lead for clinical governance and risk management, and compliance with the requirements of the Care Quality Commission e.g. Responsible Registered Person

• To work with the Executive Director of Finance, Executive Medical Director and Head of Corporate Governance to ensure that the Trust has robust integrated risk management and internal control.

• To chair the appropriate Executive Committees e.g. Health and Safety, Patient Experience that ensures the Trust governance framework operates effectively and provides adequate assurance to the Board regarding the range of Trust activities

• Will ensure that through the governance structure, issues regarding service quality, improvement and monitoring are communicated to the Trust Board and partner agencies.

• To be the Board lead for public and patient involvement, patient leadership and experience, and ensure the development and implementation of a comprehensive involvement strategy.

• Support service user and carer involvement in the coproduction, planning and delivery of all services through development of service specific standards with patients and carers.

• To be the Board lead for complaints and medico-legal matters, to ensure the effective management of complaints and legal claims in line with legislation and national policy, and the provision of an effective Patient Advice & Liaison Service (PALS)

• To ensure that there is an integrated approach to the management of, and learning from, incidents, complaints and legal claims

• To be the Trust Board lead for compliance with the Mental Health Act, ensuring the effective management of the Mental Health Act Administration service and the development and implementation of systems to ensure compliance with mental health legislation within the Trust.
• To ensure that Mental Health Act issues are adequately addressed through the healthcare governance framework

• To be the lead contact for the Mental Health Act Commissioner and to ensure that appropriate action plans are developed in response to inspection reports

• To provide assurance to the Board that practice is compliant with the requirements of the Mental Health Act 1983, Mental Capacity Act 2005 and Deprivation of Liberty Safeguards.

• To ensure that the trust has appropriate arrangements in place for the performance of hospital manager functions under the MHA 1983.

Social Care

• To ensure that the Trust’s performance management systems incorporate key social care indicators, and that these receive appropriate attention in order to improve overall performance.

• To ensure effective professional leadership for social care staff within the Trust’s mental health, learning disability and addictions services.

• To contribute to, advise on and participate in the corporate, health and social care governance and overall management of the Trust in order that the best possible health and social care is provided within given resources.

Safeguarding

• To be the Trust Board lead for Safeguarding (Children and Adults) and ensure the development and implementation of safeguarding strategies and procedures

• To Chair the Safeguarding Committee and represent the Trust at local Safeguarding Boards ensuring the safeguarding issues are adequately addressed through the governance framework

• To line manage the Associate Director of Safeguarding Children and to provide professional support to the Associate Director of Safeguarding Adults

Health & Safety

• To be the Board lead for Health & Safety (including the role of the Security Management Director), ensuring the implementation of the Trust’s Health & Safety Policy

• To ensure that Health & Safety issues are adequately addressed through the healthcare governance framework, and intractable issues are escalated to the Board

Infection Control

• To be the Board lead for Infection Control (including the role of Director of Infection Prevention & Control) ensuring that the Trust has adequate strategies and systems in place to ensure compliance with the Hygiene Code

• To line manage the Lead Nurse for Infection Control & Physical Healthcare

• Emergency Planning

• To be the Board lead for Emergency Planning, ensuring that the Trust has up-to-date, effective emergency and business continuity plans in place at all times
ALL STAFF ARE REQUIRED TO:

• Abide by the standards of behaviour expected by their professional body and the standards of behaviour expected of all staff in the Trust disciplinary policy and procedure.

• Adhere to all Trust policies and procedures and are responsible for making themselves aware of these policies and procedures.

• Treat information relating to patient, employees and businesses of the Trust in the strictest confidence. Under no circumstances should such information be discussed with any unauthorised person(s) or organisations. At all times employees are required to comply with the provisions of the Data Protection Act.

• Maintain their own awareness of, and comply with, policies and procedures relating to Health and Safety (whether statutory or Trust), and assist in ensuring the compliance of other staff.

• Support the Trust’s visions and values and in particular the promotion of a positive approach to diversity, equality, rights, and treating others with dignity and respect; to eliminate discrimination and disadvantage in service delivery and employment, and to manage, support or comply by adhering to the Trust’s Equality and Diversity Policy.

• Demonstrate the core principles of safeguarding and protection Human Rights; treating people with dignity, fairness, equality, respect and autonomy.

• Develop and maintain positive relationships with all colleagues, taking account of their age, religion or belief, ethnicity, sex, marital or civil partnership status, sexual orientation, gender identity, pregnancy or maternity status and any disability. Ensure that they are approachable and that their conduct towards colleagues is open and honest, dealing with differences in opinion, in ways which avoid offence.

• Take responsibility for the safeguarding and protection of children and young people and vulnerable adults very seriously, as does The Trust. The Trust works with adult and children’s social care to ensure that the integrated service has systems in place to equip staff with the knowledge and skills to recognise abuse, and take action to safeguard and protect vulnerable adults and children and young people. It is expected that all staff familiarise themselves with the appropriate structures and policies and with the Sussex child protection and safeguarding procedures and the Sussex multi-agency policy and procedures for safeguarding vulnerable adults and undertake the relevant essential training and further training appropriate to their role.
### PERSON SPECIFICATION

**Job title:** Executive Director of Nursing and Patient Experience  
**Directorate:** Executive Team  
**Pay Band:** VSM

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<th>Qualifications</th>
<th>ESSENTIAL CRITERIA</th>
<th>DESIRABLE</th>
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<tr>
<td></td>
<td>• Registered Nursing Qualification</td>
<td>• Dual nursing qualification (RGN/RMN)</td>
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<td>• Educated at 1st degree level or advanced qualification in relevant health subject or equivalent experience</td>
<td>• Relevant postgraduate qualification</td>
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<th>Skills/Abilities</th>
<th>ESSENTIAL CRITERIA</th>
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<td></td>
<td>• Able to establish effective working relationships – internal and external</td>
<td>• Skills and experience in workforce planning issues</td>
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<td>• Excellent leadership, negotiation, empowerment and advocacy skills</td>
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<td></td>
<td>• Excellent analytical and evaluation ability, with particular emphasis on thinking clearly, creatively and strategically</td>
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<td>• Proven ability to promote the organisation (especially its clinical work) effectively with external agencies and individuals (at the highest level)</td>
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<th>Interpersonal/Communication Skills</th>
<th>ESSENTIAL CRITERIA</th>
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<tr>
<td></td>
<td>• Excellent oral and written communication skills</td>
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<td></td>
<td>• Effective interpersonal skills: persuasiveness, diplomacy, tact, ability to listen effectively</td>
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<td></td>
<td>• An ability to communicate with staff and managers at all levels of the organisation</td>
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<td>• Ability to present information to a mixed audience</td>
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<th>Management Ability</th>
<th>ESSENTIAL CRITERIA</th>
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<tr>
<td></td>
<td>• Strong and competent management skills</td>
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<td>• The ability to motivate staff to perform clinical governance</td>
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<td></td>
<td>• Contribute to a clear sense of direction for Trust staff</td>
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### Essential Criteria

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<th>Experience</th>
<th>Knowledge/Understanding</th>
<th>Other</th>
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<tr>
<td>• Previous experience of working with Board Directors</td>
<td>• National policy on Mental Health developments</td>
<td>• Have vision and drive in relation to service improvement</td>
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<td>• Evidence of experience in strategy development and implementation</td>
<td>• Development in nursing practice and education</td>
<td>• Energetic and innovative</td>
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<td>• Experience of working with service users at a strategic level</td>
<td>• Quality, audit and research in relation to nursing</td>
<td>• Genuine commitment to ensuring that services meet the needs of service users and their carers</td>
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<td>• Experience of leading projects and other development</td>
<td>• Knowledge of clinical governance</td>
<td>• Strong commitments to equal opportunities and fair access</td>
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### Desirable

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<th>Experience of practice improvement, service change and policy development</th>
<th>Knowledge of the function of education consortia and their working relationships with community and mental health trusts</th>
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<td>• Previous experience as Board Director</td>
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APPLICATION DETAILS

Deadline to apply: Friday 29 April

To apply please contact: Melanie Shearer at GatenbySanderson on 0207 426 3971 or visit www.gatenbysanderson.com/job/GSe26918

Interviews: Mid May

For an informal conversation: Contact Sue Esser,
People Director (via her PA Susan Vickerage)
Email: susan.vickerage@sussexpartnership.nhs.uk
Mobile: 07471 218922
Tel: 0300 3044468
Follow us

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Sussex Partnership

Get involved

Our charity, Heads On, supports projects that make a real difference to patient care. Get involved at: www.headsoncharity.org