



## St Richard's Hospice

### Job Description

**Job Title:** Head of Inpatient Unit

**Responsible to:** Care Director

**Accountable to:** Care Director

#### Our Values:

##### Caring

Caring is at the heart of everything we do.  
We are inclusive and treat everyone as an individual who we respect and value.  
We take time to listen and respond to the needs of each person.

##### Compassionate

We work with empathy, sensitivity and understanding.  
We are considerate, kind and fair.  
We support and empower individual choice.

##### Committed

We are dedicated, reliable and hard working.  
We continuously strive to deliver high-quality services.  
We support each other and work together for the benefit of our patients and loved ones.

##### Professional

We aspire to be the best in everything we do.  
We are innovative and develop our skills through continuous learning and evaluation.  
We take responsibility for our actions and are accountable.

#### Department Objectives:

The purpose of the Inpatient Unit (IPU) is to deliver exceptional compassionate specialist palliative care to adult patients, their carers and those significant to them within a culture that is positive and professional putting patients needs at the heart.

#### Role Within the Department:

This role is central to creating a culture of exceptional compassionate care that strives to continuously improve. The postholder is pivotal in managing inpatient

clinical services, improving patient outcomes and effective teamworking whilst positively influencing the experience of patients and staff.

The Head of Inpatient Unit will be responsible for the day-to-day running of the Inpatient Unit and the clinical development of the nursing and care staff. They will have a responsibility for auditing and monitoring the quality of nursing care on the unit and will contribute to ensuring that St Richard's Hospice meets the regulations and standards set by the Care Quality Commission.

## **Function and Responsibilities:**

### **Specific Objectives**

The overall objectives for this post are as follows:

1. To support the team to strive for excellence in care. To measure and monitor care to ensure reflects the philosophy of palliative care and values of the hospice.
2. To provide clinical leadership and act as a positive role model for nursing and care staff on the IPU
3. To create an environment in which the principles of lifelong learning, reflective practice, appraisal and continuous improvement are core to staff and IPU development.
4. To oversee the effective management of the IPU resources.
5. To create and oversee systems, processes, practices and the right environment and equipment to ensure staff can carry out their roles safely and effectively.
6. To ensure operational compliance with St Richards policies, patient safety alerts and governance processes.
7. To lead the team through service development and transformation with compassion and curiosity.
8. Empower the team to make their own decisions and lead when unit manager is not present on the unit
9. To promote multi-professional team working across the hospice and beyond to operationalise the strategic intents of the hospice.
10. Be a supportive leader nurturing a culture that is welcoming, professional and outward focussed.

### **Key working relationships:**

The role involves developing many multi-professional working relationships specifically:

- The Clinical Directors, Care Director and associate director of care quality to shape and implement the clinical strategic intents for St Richard's and the in-patient unit ensuring that the performance of the unit reflects organisational and national goals.
- To build a close working relationship with the Care Director (registered manager) and associate director of care quality who have oversight of all clinical services.

- Understand and build relationships with the multi-professional team who contribute to care on the IPU both inside and outside the unit e.g. Community team, Gateway, Living well and family support.
- Heads of department and staff from across the hospice, to ensure seamless care and care pathways and hospice wide initiatives.
- Acute and community trust specialist palliative care team
- Nursing and care home managers

### **Key Tasks and Responsibilities:**

In order to meet the above broad objectives, the post holder will have responsibilities in five main areas of work as follows:

1. Clinical
2. Leadership & Managerial
3. Education
4. Service development/quality improvement
5. Financial

Within these areas specific responsibilities will be to:

#### **1. Clinical**

- Assume 24 hour accountability for the safety and quality of services within the unit.
- Use own clinical practice to role model, demonstrate the values of the organisation and maintain a positive attitude amongst nursing and care staff
- Identify, document and mitigate risks in relation to the delivery of high quality, safe patient care.
- Ensure relevant documentation is maintained on all patients according to identified policies and procedures, Nursing and Midwifery Council and Care Quality Commission requirements
- Monitor clinical practice and initiate change projects that result in achieving and maintaining exceptional patient care.
- Ensure that clinical policies and procedures are in place, are relevant and are regularly updated
- Ensure that clinical members of staff have the knowledge skills competence and behaviours to deliver exceptional care and be able to take remedial/supportive action to improve the clinical performance of a staff member when needed
- Act as mentor for nursing staff
- Participate in research

#### **2. Managerial**

- In conjunction with the care director, take responsibility for leading and managing the nursing and care staff on the unit
- Monitor staffing levels in line with patient dependency and safe staffing level guidance

- Participate in ensuring that Care Quality Commission and internal audit requirements are met consistently in collaboration with relevant clinical and support staff to ensure standards of care are maintained.
- Ensure that pertinent information is communicated to the Care director and Medical Director in a timely and appropriate manner
- Ensure that the individual performance reviews of nursing and care staff are undertaken annually and that these are reviewed regularly.
- Contribute to the prompt investigation of complaints and untoward incidents using them constructively to inform and improve the working of the Hospice
- Participate in the co-ordination of annual departmental objective setting
- Participate in corporate meetings as required
- Participate in the workforce planning cycle for the unit, reviewing all nursing vacancies in line with service needs and developments and partake in the interviewing process
- Be proactive in supporting staff wellbeing -reducing/avoiding stress within the team where possible
- Participate in clinical supervision according to Hospice policy and ensure the team have access to the appropriate clinical and managerial supervision
- Work within the guidelines laid down by the Nursing and Midwifery Council's Code of Professional Conduct
- Ensure current registration with the Nursing and Midwifery Council
- Work within Health and Safety guidelines prepared by the Hospice
- Check/maintain payroll timesheets and personnel data
- Manage volunteers who are working on the IPU and liaise with the HR and Volunteers Department to develop the volunteer workforce

### **3. Education**

- Contribute to and maintain a learning environment for all levels of staff and visitors to the unit, including meeting university requirements as a suitable placement area for students
- Ensure the staff in the unit are prepared and supported to deliver the care required of them and have the competences to practice safely and effectively
- Actively participate in identifying and delivering in-service training and education strategies to meet the needs of staff and student nurses
- Participate in continuing education and other activities to promote own professional growth
- Participate in the provision of formal and informal education to Hospice staff, external staff and visitors
- Participate in the development of appropriate induction and development programmes
- Ensure mandatory and essential training is up to date and support the education team to monitor this for staff in the unit.
- Promote digital literacy skills within the team.

- Identify and share best practice.

#### **4. Service Development/ Quality Improvement**

- Understand the expectations of the CQC Key lines of enquiry and ensure that members of the nursing and care team understand how they contribute to these standards
- Be responsible for developing and carrying out actions to meet any gaps in delivering exceptional care.
- Use recognised quality improvement methods to identify and initiate change required within the unit
- Take a systematic approach to improving the safety, effectiveness and experience of care for patients and relatives
- Work with the Care Director and members of the Hospice Audit Group to develop and review audit programmes and action plans to continually monitor standards of care and lead working groups to demonstrate improvement of specific areas of care through audit, benchmarking, surveys and/or research within the unit
- Work with the Care Director and others (e.g. Facilities Manager as Health and Safety lead), to ensure that effective emergency plans and procedures are in place and that staff are able to respond appropriately in emergency situations and work within the Health and Safety Policy.

#### **5. Financial**

- Participate in the management and setting of the In Patient Unit budget for staff and non- staff costs.
- Ensure that the unit has the resources it needs to provide care for patients, having due regard for the limitations set by the budget
- Make clear business cases for equipment and staff not included in budget where a need has been identified.

#### **6. General**

- To uphold the St Richard's Hospice ethos and demonstrate behaviors in line with our shared values of Caring, Compassionate, Committed and Professional.
- Adhere to all policies and procedures of St Richard's Hospice including Health and Safety, Confidentiality, Equal Opportunities and Data Protection.
- Maintain appropriate professional registration.
- Participate in Individual Performance Review. Fulfil agreed personal development programme.
- Attend St Richard's Hospice mandatory training and other training sessions as requested by Line Manager.

The content of this Job Description is not exhaustive and will be subject to review at annual IPR with the agreement of holder and manager.

This job description is subject to periodic revision following discussions with the post holder

This post requires the individual to consent to an enhanced disclosure by the Disclosure and Barring Service

Signed.....Date.....

## ST RICHARD'S HOSPICE

### PERSON SPECIFICATION

**Job title:** Head of Inpatient Unit

**Responsible to:** Care Director

**Accountable to:** Care Director

<b>Requirements</b>	
<b>Education and Qualifications</b>	
<b>Essential</b>	<b>Desirable</b>
<ul style="list-style-type: none"> <li>▪ Registered Nurse (Adult) on NMC Register</li> <li>▪ Degree in Palliative Care or other relevant subject</li> <li>▪ Recognised Care of the Dying Course</li> <li>▪ Recognised management leadership qualification</li> <li>▪ Recognised teaching qualification or equivalent experience</li> </ul>	<ul style="list-style-type: none"> <li>▪ Principles of Physical Assessment</li> <li>▪ Nurse prescriber</li> </ul>
<b>Experience</b>	
<b>Essential</b>	<b>Desirable</b>
<ul style="list-style-type: none"> <li>▪ Demonstrable experience in specialist palliative care</li> <li>▪ Substantial management and leadership experience of a large team</li> <li>▪ Experience of supporting and facilitating staff learning and development</li> <li>▪ Budgetary awareness</li> <li>▪ Team management skills</li> </ul>	<ul style="list-style-type: none"> <li>▪ Budgetary control</li> <li>▪ Community experience in palliative care</li> <li>▪ Prior experience of managing an inpatient unit.</li> </ul>

<ul style="list-style-type: none"> <li>▪ Quality Improvement and service development skills</li> </ul>	
<b>Skills, Knowledge and Special Aptitudes</b>	
<b>Essential</b>	<b>Desirable</b>
<ul style="list-style-type: none"> <li>▪ Demonstrable clinical skills in palliative care</li> <li>▪ Demonstrable ability to make clinical decisions</li> <li>▪ Demonstrable people management skills including: Motivation of staff and team building Decision making</li> <li>▪ Conflict and problem solving</li> <li>▪ Track record of initiating and managing change and developing strategies to deliver effective service transformation</li> <li>▪ Team player</li> <li>▪ Understanding of current issues and initiatives relating to palliative care</li> <li>▪ Computer literate</li> </ul>	
<b>Personal Qualities</b>	
<b>Essential</b>	<b>Desirable</b>
<ul style="list-style-type: none"> <li>▪ Innovator</li> <li>▪ Motivator</li> <li>▪ Team Builder</li> <li>▪ Assured</li> <li>▪ Compassionate</li> <li>▪ Excellent communication skills both written and verbal</li> <li>▪ Flexible attitude</li> <li>▪ The ability to deal with and resolve conflict</li> <li>▪ Demonstrable leadership qualities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Effective negotiator</li> </ul>