

Tower Hamlets PCT

Adult Community Nursing Transformation Project 2008

**Consultation Document for the
Proposed Restructure of
Adult Community Nursing Services
2009 - 2012**

Consultation

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1.0 Introduction

- 1.1 This paper sets out the changes that will enable Tower Hamlets to provide a fully integrated Adult Community Nursing Service (ACNS). The newly integrated ACNS will be aligned to Networks.
- 1.2 Networks in Tower Hamlets PCT are integral to the Integration Agenda. Sharing the same boundary as the existing Local Area Partnerships (LAPs), the networks will focus on health service delivery, commissioning and providing packages of care to the population within the Network area. This will rely on primary care centres, community nursing services and other community health services, local voluntary bodies and social services working in a more seamless fashion. Practice Based Commissioning will be a prime driver.
- 1.3 Throughout this paper the assumption is made that the Networks will align closely to the current 8 LAPs. The prospective implementation date is 20 July 2009. This new service will encompass and unify District Nursing, the Community Liaison Service, Community Matrons and the Case Management Team in a manner that delivers the following:
- **Delivery of Excellent Health Care**
ACNS will become a seamless integrated localised health and social service within the community establishing closer partnership working with the London Borough of Tower Hamlets Social Services, GPs and voluntary sector agencies.
 - **Outstanding Care**
ACNS will ensure that care is delivered by the right person in the right place at the right time, that service becomes more patient-focused and listens and understands the health and social needs of the communities in Tower Hamlets.
 - **Provides Best Value for Money**
ACNS will aim to provide a high quality, cost effective service. Existing services will be improved, making it possible to introduce new services (as detailed in its business plan).
- 1.4 The proposals for restructuring are offered for consultation. A 90 day consultation period will apply as a result of the recommendations and stakeholder feedback from the District Nursing Audit¹ and workshops with staff to develop a next steps way forward.
- Proposal No.1 consists of the proposed changes 1 to 8 below.
 - Proposal No.2 comprises proposed changes 1 to 8 plus change item 9. The additional new post of Nurse Consultant (Adult Community Nursing) in Proposal No. 2 will have an impact on the potential savings to be made in the short term but benefits will be realised in the reduction / shorter stay hospital admissions and raised quality of care.
- 1.5 The proposed changes are as follows:

¹ Public Management Associates June 2008, "Audit of District Nursing for Tower Hamlets PCT".

Proposal No. 1

1. **The new structural framework on which teams of ACNS staff will be aligned will change from locality-wide to Networks.**
This is the model used by the Local Authority, GPs and Voluntary Agencies in assessing and providing for the needs of a local community within Tower Hamlets. This is also in line with TH Improving Health and Wellbeing Strategy².
2. **These restructured teams will be larger so there will be a reduction in the number of team leaders (Band 7) staff from 18 to 9.**
3. **There will be a need to develop four out of the nine Band 7 District Nurse Team Leaders as Educational Leads to support the development of the district nursing staff and raise the quality of service delivery.** There will be a corresponding reduction in their managerial duties to compensate for this additional work.
4. **An increase in the skill mix to match the service delivery needs of the community.** The number of Band 6 District Nurse posts will increase from 7 to 9 wte, and the number of Band 3 Healthcare Assistant posts will increase from 8.14 to 24 wte.
5. **An introduction of a shift system (8.00am to 10.30pm) in the district nursing service to integrate the day service with the evening service.** This will affect all district nursing staff (existing and new). Night Service will remain separate.
6. **Community Matrons (Band 8a) will be integrated into a locality and be line managed by the Clinical Leader (Band 8a).**
Presently, there are 4 Community Matrons (one per locality) but this number may be increased in the new financial year to enable direct alignment to a Network.
7. **The team of existing Case Managers and proposed team leader and administrative staff (all non-nursing posts) will transfer from Older People Services to be integrated into ACNS.**
8. **Administrative support to be introduced to support ACNS Locality teams.**

Proposal No.2 (comprises changes 1 to 8 above and 9 below)

9. **Introduction of a new post of Nurse Consultant (Adult Community Nursing) with highly developed specialist knowledge and skills in the management of Long Term Conditions.** This post would provide expert professional advice, and devise and deliver

² Tower Hamlets Partnership (LBTH and THPCT) 2006, Improving Health and Wellbeing in Tower Hamlets – A Strategy for Primary Care & Community Service 2006 to 2016.

training and development programmes and mentorship to the Community Matrons and the Adult Community Nursing workforce.

The post holder would also contribute to raising the profile of Adult Community Nursing and ensuring high quality clinical practice across the service, and would undertake research and audit programmes.

If this Proposal with this role is agreed it would need to go through a process of sign off by the Strategic Health Authority and independent review. The job description will be available should this proposal be the preferred option.

2.0 Background

- 2.1 Adult Community Nursing Services face a number of key challenges, including:
- Providing choice to informed service users with raised expectations for service delivery within available resources
 - Moving to arms-length provider status has put a renewed emphasis on efficiency and effectiveness
 - Changing demographics within the borough suggest an increasing volume and complexity of workload
 - Addressing the need for joint processes as identified in the PCT's health and social care modernisation strategy
 - Addressing a number of issues of concern leading to mixed perceptions among its wider stakeholders and partners (predominantly GPs)³.
 - Integration with the London Borough of Tower Hamlets Social Services in line with the TH Improving Health and Wellbeing Strategy⁴
- 2.2 To date district nursing, community matrons, case managers and the community liaison team have worked in small silos. Integrating these services through the development of service pathways and working within networks are key to meeting these challenges.
- 2.3 To better understand the nature of these challenges, in December 2007 the PCT commissioned an independent review and audit to analyse District Nursing Service (DNS)⁵, which is a key element of ACNS. The effectiveness of the Case Management Team, the Community Liaison Team and the Community Matrons relies on DNS providing hands-on nursing to patients in their own home.
- 2.4 In addition, as part of the PCT's preparation for Autonomous Provider Organisation (APO) status, McKinseys consultancy was commissioned to assess the service cost and develop a tariff for District Nursing.

³ Public Management Associates June 2008, "Audit of District Nursing for Tower Hamlets PCT".

⁴ Tower Hamlets Partnership (LBTH and THPCT) 2006, "Improving Health and Wellbeing in Tower Hamlets – A Strategy for Primary Care & Community Service 2006 to 2016".

⁵ Public Management Associates June 2008, "Audit of District Nursing for Tower Hamlets PCT".

2.4 Findings from the Independent review and audit of District Nursing Services⁶

Findings	Implications for future working
1. The DNS has 82 nursing staff (74.40 WTE) organised into 18 teams, grouped into 4 localities. Team sizes varied from 6 WTE to 1.5 WTE with an average team size across the PCT of 4.12 WTE.	No rationale for team sizes or number of teams; teams are not aligned to LAPs so linkage to networks made more difficult. There is a logic to realigning teams in line with the Network model.
2. During the period of the audit the DNS' capacity was reduced by 25% due to leave and absences.	This demonstrates the vulnerability of the service to sickness and annual leave especially in small teams.
3. At 7.5% sickness rates in the DNS are running at more than double the PCT average (3.5%), but are not evenly distributed amongst the teams.	DNS appears to have higher short term sickness rates in smaller teams with a team member on long term sick. This may be due to the increased pressure of work where it has not been possible to provide long term cover. Larger team sizes would provide greater cover and consequently reduce short term sick absence rates. Team leaders are meeting regularly with Clinical Leaders and are following the Managing Sickness Absence policy.
4. If the DNS was operating at full capacity, staff would each be undertaking on average 5 visits per day. The impact of vacancies and absence means that during the audit period staff each undertook on average 7.3 visits per day.	This demonstrates the effect that vacancies and absences have on the workload of teams, particularly small teams. Larger team sizes would provide greater cover to share the workload in cases of vacancies and absences.
5. The skill mix within the DNS is poorly developed; the ratio of qualified to unqualified staff is 91% to 9%. Furthermore there is little diversity in skill mix amongst the qualified staff: 23% of staff are band 7 and 60% are band 5.	Poorly developed skill mix leads to highly skilled staff undertaking routine non-complex tasks rather than tasks that utilise their abilities more appropriately. Developing the skill mix would enable the right person with the right skills to be deployed at the right time enabling the service to be more effective and efficient.
6. Distribution of tasks between team members does not suggest that the different skills and expertise of differently graded staff are appropriately utilised; with Band 7 staff undertaking a high percentage of routine non-complex tasks.	As above. Also this is linked to the lack of formal care pathways or protocols to guide and inform professional judgement. This is an area of activity that will be monitored and performance managed more closely by DNS.
7. The distribution of staff resources between and within the DNS teams does	This means that the number of staff within the teams and the make up of

⁶ Public Management Associates June 2008, "Audit of District Nursing for Tower Hamlets PCT".

<p>not correlate to age of population, complexity of workload, disease prevalence or activity levels in terms of number or length of visits.</p>	<p>teams in terms of staff grading is not related to any factors associated with the quantity or diversity of patients' needs.</p>
<p>8. Just under 40% of staff and agency time was spent in direct patient contact, 30% in non-patient related activities and 20% in travel. 10% staff time was unaccounted for. There was considerable variation between teams in how working time is spent.</p>	<p>There is room to improve productivity (increase direct patient contact time to at least 50%), to be gained through working in more structured and better supported teams i.e. fewer and larger teams, working within a geographical area.</p> <p>In addition, improved IT systems, mobile technology and administrative support are required and will be factored into the restructure and business plan.</p>
<p>9. Had workload been distributed equally between teams, each WTE nurse working would have had a caseload of 24 patients. Instead, the range was from 14 to 50, indicating the unequal distribution of workload. Furthermore, if the service worked at full capacity i.e. funded establishment, the staff caseload would have reduced to 19.</p>	<p>The unequal distribution of caseloads is a high risk to patient care and the work/life balance of staff. This will be rectified through the restructuring and redistribution of the work force resources. This is an area of activity that will be monitored and performance managed more closely by DNS.</p>
<p>10. On average each member of staff working completed 138 visits during the audit i.e. 7.3 visits per day. However, this masked a three-fold variation in activities between teams. The average length of each visit was 25 minutes, between teams this ranged from 10 minutes in some teams to 45 minutes in others. Less than 2% of activity is unplanned or emergency.</p>	<p>Less than 2% of activity is unplanned or emergency, indicating a high degree of predictability in the DN workload. This implies that closer examination of the needs of a Network should be constantly reviewed. This will ensure that we have the right number of skilled staff to achieve the level of activity necessary for meeting the Network healthcare needs. This is an area of activity that will be monitored and performance managed more closely by ACNS.</p>
<p>11. Qualified staff undertook the majority of visits compared with non qualified staff. However, agency staff undertook proportionately more visits and are involved in less non-patient contact activities.</p>	<p>Although there is a need to make effective use of qualified agency staff, their use mainly in direct patient contact activities may lead to inconsistencies in service delivery if they are not involved in more non-patient contact activities e.g. team briefings, Network meetings.</p>
<p>12. During the audit 460 new patients were referred into the DNS but only 158 were discharged. Every team, except one, took on substantially more referrals than it discharged patients.</p>	<p>This implies an ever-expanding workload – or an ever-increasing number of 'dormant' cases. The role of DN Team leader will be refocused to emphasise team management, enabling them to be more systematic in performance managing this area. This is a potential area for expert clinical input.</p>

<p>13. Around half of the patients seen during the audit have been receiving DNS for more than one year, with a third referred into the service within the last 3 months. The majority of patients can be classified as having chronic long term illnesses.</p>	<p>In terms of workload this suggests that DN clients fall predominantly into the category of short term acute interventions or long term care and support. This has implications for DNS to work more closely with Community Matrons and Case Managers who share similar goals in managing long term conditions in the Networks. This is a potential area for expert clinical input.</p>
<p>14. Relations between the DNS and other support agencies and professionals are poorly developed. Certain GPs have expressed concerns about the nature of communication and dialogue between the DNS and Primary Care, both in relation to individual patient care and wider service developments.</p>	<p>Relations will be strengthened when the ACNS teams work in 8 locality-based integrated teams. While named DNs will remain attached to GP practices, there will be more support for staff and stakeholders from these enlarged, integrated teams.</p>
<p>15. Less than one third of patients are in contact with or are referred onto social care agencies. The audit suggests very little in the way of referral onto or collaboration with other agencies or support services.</p>	<p>The integration of the DNS with Community Matrons, Community Liaison, and Case Managers and working in partnership with GPs will encourage more referrals and collaboration for a more effective service. The integration agenda with the LBTH⁷ will provide a clear pathway for referrals to each agency.</p>
<p>16. Feedback from patients receiving DNS is overwhelmingly positive. Nurses are praised for their punctuality, friendliness, the time and amount of care they provide and the ease of contact. Around a quarter of patients did signal that they would value additional social support, in terms of domestic tasks, recreational activities and general company.</p>	<p>Raised awareness by DNS to the role of Case Managers in co-ordinating social support will encourage more referrals to the relevant and appropriate social and voluntary agencies.</p>

3.0 Proposed Change

3.1 The transformation programme will reshape the existing services to maximise efficiency and cost effectiveness by achieving the following objectives:

- Integrate community matrons, case management, community liaison and district nursing into Adult Community Nursing Service.
- Achieve a more equitable distribution of District Nursing resource across the PCT.

⁷ Grant, D (28 Nov 2008), "Integration of Health and Social Care community teams for adults in Tower Hamlets - progress report and recommendations"

- Align ACNS with the proposed Networks to facilitate greater integration of health and social care.
- Retain a link between District Nursing and General Practice by maintaining a named nurse for each practice and common standard for communication.
- Refocus roles and enrich skill mix to ensure clinically and cost effective care.
- Achieve efficiencies to enable development of new services for currently unmet needs.
- Advance on current governance frameworks and clinical expertise.

3.2 *Team size and configuration*

3.2.1 The **existing** ACNS comprises roughly 111 wte staff divided between:

Service element	Staffing (Establishment)	Comment
District Nursing	18.5 x band 7 7 x band 6 40.14 x band 5 0.8 x band 4 8.14 x band 3	The existing structure is based on 74.58 wte DNS, divided into 18 teams (ranging from 1.5 wte to 6 wte)
Evening service	2.68 x band 5 2.68 x band 3	Currently operates 6pm – 10pm
Night Service	1 x band 7 2.8 x band 5 2.8 x band 3	Currently operates 9.45pm- 8.15am
Community matrons	4 x band 8a	Currently locality aligned but not integrated
Case managers	9 x band 6 1 x band 8a	Currently locality aligned but not integrated
Clinical Leads	4 x band 8a	Manage each of the 4 localities and community matrons but not the case managers
Community Liaison Team	1 x band 8a 1 x band 7 (IV co-ordinator) <i>*4 x band 6 & 0.5 band 3 admin (until 03/09 only)</i>	<i>* posts do not have</i>

		<i>recurrent funding</i>
Total staff	110.54	

3.2.2 The proposed new structure sees all staff (with the exception of the night staff and community liaison team) working in 8 locality based integrated teams. The number of Band 7 DNs will be reduced and their role refocused to emphasise team management, with the band 6 role to be consolidated as a career progression point bridging clinical and management roles.

3.2.3 The new service will operate from 8am until 10.30pm with staff shifts configured to provide care throughout this period. The evening service staffing will be integrated with the DN day service. The increase of Band 5 posts will increase the amount of time spent in direct clinical care with patients.

3.2.4 The existing community matrons and case managers will be integrated into these new teams to further enrich skill mix and create strong local teams. An additional 4 community matron posts will be required to provide 1 per Network. Benefits have already been realised by having the present 4 Community Matron roles in the organisation. Evidence from the Community Matron project has shown for patients with long term complex needs and high A&E and GP usage, 37% decrease in the use of GP services, 28% decrease in A&E and 22% decrease in admissions.

3.2.5 The proposed restructured ACNS will comprise approximately 122.6 wte staff divided between teams as follows:

Service Element	Staffing	Element
Integrated Adult Community Nursing Service Teams	4 x band 8a Clinical leads 8 x band 8a Community Matrons* 8 x band 7 DN Team Leads 1 x band 8a Case Manager Team Lead 9 x band 6 DN 8 x band 6 Case Managers 44 x band 5 }(integrated day & 24 x band 3 } evening service) 4 x band 3 (administration only)	Clinical leads, district nurses, community matrons and case managers work within 8 integrated teams corresponding to Networks
Night Service	2.8 x band 5 2.8 x band 3	Work across all Networks
Out of Hours Service manager	1 x band 7	Work across all Networks

Community Liaison team	1 x band 8a 1 x band 7 4 x band 6 (until 03/09 only)	Work across all Networks
Total staff	122.6	

* includes 4 CM posts that ACNS seek to establish in financial year 2009/2010

See Appendix 1 for a detailed breakdown of the proposed structure.

3.3 Team management and leadership

- 3.3.1 One of the key elements of this restructuring is to free up band 7s to fulfil their leadership/management role and by providing sufficient band 3s to undertake simple/routine tasks, thus allowing band 5s to concentrate on the patients with more complex health and nursing needs. Four band 7s will focus on team management/leadership and four band 7s will be Special Practitioner Teacher (Educational) leadership roles. An additional band 7 post provides team leadership to all staff covering out of hours work, to provide co-ordination and communication with all services.
- 3.3.2 Band 6 posts will be qualified district nurses without team management responsibilities. They will spend approximately 75% of their time in clinical duties and approximately 25% in administration and caseload management.
- 3.3.3 Band 5 posts are the substantive nursing posts and will spend approximately 85% of their time in clinical work and approximately 15% in administrative duties.
- 3.3.4 Band 3 posts are clinical support posts working under the delegated authority of qualified nurses. They will spend approximately 90% of their time in clinical work and 10% in administration. However, with the introduction of the activity based costing, there will be a need to employ 4 additional band 3 posts (one per locality team) whose role will be administrative and clerical.
- 3.3.5 The approximations of time spent on clinical work or administration does not infringe on protected time for learning and clinical supervision.

See Appendix 2 for revised / new job descriptions.

- 3.3.6 No change is envisaged at present to the role of 4 Clinical Leaders. However, this will be reviewed within the next three years as the new model yields expected increased productivity and higher quality standards.

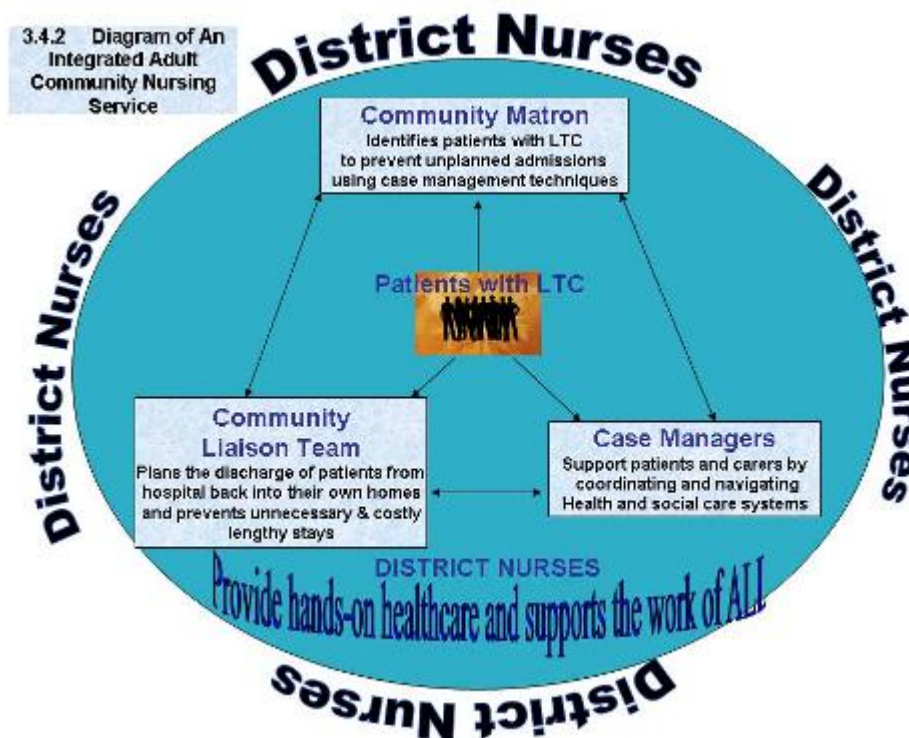
3.4 Team relations

- 3.4.1 ACNS Team - The restructuring provides the opportunities to introduce much greater clarity into the respective roles of team members and their relations with each other. The diagram in 3.4.3 below illustrates the roles that the four services in ACNS play in achieving the common goals of supporting patients with complex health and social needs, reducing hospital admission and supporting the Tower Hamlets Health and Wellbeing Strategy. The diagram

also illustrates the interconnectivity and dependencies between the four services.

3.4.2 Network Team – DN Team Leaders will be responsible operationally for building good working relationships with GP Practices, Social Services and voluntary agencies.

3.4.3 Diagram of an integrated Adult Community Nursing Service



3.5 Training and development

3.5.1 The effectiveness of the new structure relies on all ACNS staff receiving the appropriate and relevant training and development.

3.5.2 The table below summarises the main training and development of ACNS staff whose job description have been rewritten and whose post have been most affected by change.

Job role	Development plan
Band 7 Team Leader	Team leadership / management development course; Independent prescribing; Advanced Clinical Assessment.

Band 7 Educational Lead	Specialist Community Practitioner Teacher course and management development course; Independent prescribing; Advanced Clinical Assessment.
Band 6 District Nurse	Independent prescribing; Advanced Clinical Assessment; people management and relevant HR management courses.
Band 5 Associate District Nurse	Non medical prescribing; clinical practice skills courses relating to LTC; mentorship training.
Band 4 Assistant Practitioner	One post in current structure – likely to increase in number as Band 3s develop. Band 4 will receive development towards Band 5 qualified nurse status.
Band 3 Healthcare Assistant	Will be supported to undertake the Assistant Practitioner Foundation Degree course leading to a band 4 post (to be increased in number after regular skill mix and workload reviews). The Foundation degree is a two year programme and will have no impact on staffing or costs until 2011.
Band 3 Administrative & Clerical Officer	Development in IT skills and administration (NVQ). Possible career opportunity for clinic co-ordinators / receptionists.

3.5.3 See Appendix 2 for the new job descriptions and development plans for Band 7 team leader, Band 7 educational lead, Band 6 district nurse, the Nurse Consultant (Band 8c) and Band 3 (Admin & Clerical).

3.6 Introduction of new shift working to integrate day and evening services

3.6.1 Presently, the District Nursing day and evening services operate separately. As the day service ends at 5.30pm and the evening service begins at 6pm, there can be no effective hand-over. This is not conducive to a seamless service. In addition, it has proved a challenge in recruiting to the permanent evening district nursing posts.

3.6.2 Therefore, integration of the day and evening district nursing services is essential to achieving a fully resourced day and out-of-hours service. To achieve this, a new flexible shift structure, to suit the needs of the service would be implemented, example as follows:

From	To
08:00hr	16:00hr
10:00hr	18:00hr
14:30hr	22:30hr

3.6.3 The permanent night service will remain as separate operating from 22:00hr to 08:15hr.

3.7 Staff support for activity data management and Single Point of Access

- 3.7.1 Restructuring has provided the opportunity to assess the administrative needs of ACNS. Currently, district nurses do not have dedicated administrative support. It was found during the audit that district nurses spent 30% of their time on non-patient related activities. A majority of this “non-productive” time consists of administrative work e.g. taking non client related telephone calls for self and others, faxing and receiving referrals, sorting and distributing post within the team.
- 3.7.2 The burden of administrative work is likely to increase substantially with the requirement to collect and process data for activity performance management on a daily basis from 1 December 2008. It is envisaged that each locality team should have 1 wte Band 3 administrative and clerical support.
- 3.7.3 The single point of access project will ensure improved co-ordination of referrals into ACNS for all four services. This will be provided by the work of the Central Administrative Service within Community Nursing.

4.0 Benefits of Change / Risks to the New Service

4.1 Benefits

- 4.1.1 The newly structured service and the new ways of working will position ACNS in a much stronger position to meet identified unmet need, including:
- **Health needs for a population of over 65s** likely to increase dramatically over the next 10 -15 years in Tower Hamlets
 - **End of Life Care** (enabling patients to have a choice of care in their homes by guaranteeing 24-hour cover) – a goal of Commissioning Intentions.
 - **Well people clinics** – part of the Public Health agenda
 - **Community liaison** – significant reduction in length of stay leads to reduced costs of hospitalisation to the PCT.
 - **Wound care** – ACNS makes a valuable contribution to the PCT budget for effective wound care management. More community wound care clinics are planned.
 - **Care closer to home** – ACNS will continue to work with secondary care, primary care, social services and other third sector agencies to develop its services and deliver new services that enable patients to get care closer to home.
- 4.1.2 For the Community, the changes will enable:
- **Recruitment of more staff from the local community**
- 4.1.3 For staff, the changes will enable:
- **Improved working conditions and support** e.g. reduction in lone working, cover for leave and training, more focused career development opportunities
 - **Greater chance of working to grade and skill set**

- **New skills to be acquired** leading to better job satisfaction
- **More training and development** of current staff for extended and new roles
- **Structured induction programme and strengthened support for all staff** especially for Band 3 Healthcare Assistants who may be new to the Community and the NHS

4.1.3 For patients, the changes will enable:

- **A dedicated, multi-disciplinary and highly skilled adult community nursing team** to provide continuity of care
- **Improved integrated care approach** to working with their GP
- **Fewer appointment cancellations** and improved access to care
- **Central referral point** for effective and appropriate patient care
- **A greater choice of care** by the use of the multi-disciplinary team being able to identify and offer the right person for the right task and a sense that the service has been responsive to their needs

4.2 Risks to the New Service

4.2.1 There are a couple of concerns for the implementation of proposal 1 or proposal 2. The first concern is that the proposals were founded on establishing 8 teams for 8 networks. The models will not work well if there are more than 8 networks if each expects to have its own ACNS team. The benefits of larger team working will be lost as this will replicate the current structure to a large extent.

4.2.2 The second concern is the effect on the whole ACNS service should some GPs decide to integrate and run their own community health teams locally themselves. This would be a potential threat to the PCT's ACNS service.

5.0 Impact on Staff

5.1 The following are the likely implications to current ACNS staff:

ACNS Team	Degree of impact on existing staff	Implications to staff
District Nursing as a whole	High	<ul style="list-style-type: none"> • New shift pattern to apply to all district nurses as day and evening services are integrated • Consultation and negotiation with individuals to change working time and practices
Band 7 DN Team Leader	High	<ul style="list-style-type: none"> • Job description has changed • currently 17 staff in posts • current number of posts to be reduced by 8 • All staff will be at risk (excluding the Out of Hours Team Leader) and will have to compete by interview for the 8 available Band 7 posts • Trust's policy on managing change will be applied

		<p>(including appropriate salary protection should redeployment apply)</p> <ul style="list-style-type: none"> Equality Impact Assessment also carried out (see Appendix 3)
Band 6	High	<ul style="list-style-type: none"> Job description has changed 9 new posts in restructured service 4 staff in posts currently (will not have to undergo interviews as the new job is at least 75% the same) 2 new posts will be created therefore 5 vacancies will be available totalling 9 posts Posts are suitable redeployment opportunities (with salary protection where appropriate) Trust's policy on managing change will apply
Band 5	Low	<ul style="list-style-type: none"> 38 staff in posts 6 more posts will be created
Band 4	High	<ul style="list-style-type: none"> New Job description 1 staff in post to be matched and development to be provided if appropriate. Policy on managing change will apply
Band 3	Low	<ul style="list-style-type: none"> 6 staff in posts Additional 18 posts will be created Recruitment to these posts to take place at end of consultation
Community Liaison Team	Medium	<ul style="list-style-type: none"> Team will expand – possible suitable alternative employment opportunities for Band 7 / 6s
Case Management Team	Medium	<ul style="list-style-type: none"> Line management change Team to undergo team building and development with other ACNS teams
Community Matron	Low	<ul style="list-style-type: none"> 2 permanent posts filled 2 permanent posts being recruited – possible alternative employment opportunities 4 additional Community Matron posts to be agreed – possible alternative employment opportunities for Band 7s.

5.2 Further details of the considerations taken to moderate the degree of impact on staff can be found in the Equality Impact Assessment for this project available on request by contacting jennifer.wilson@thpct.nhs.uk.

6.0 Procedure for Managing Change

- 6.1 Consultation-wide events will take place to ensure that ACNS and all interested stakeholders are able to be consulted on the restructure proposal. A period of three months for the consultation will apply after this proposal is approved at JCC in January 2009. Group and individual meetings will be held. All ACNS employees will be invited in writing to discuss and give feedback on the restructuring of the service.
- 6.2 A consultative process which complies with the Trust's "A Partnership Approach to Managing Change" policy, Pay Protection Policy and Redundancy Policy will be applied to staff who may be directly affected by this organisational change. See Trust's intranet for policy documents.
- 6.3 It is proposed that once agreed the implementation plan for the change will proceed as follows:

Jobs	Action	Timing
Bands 3 & 5	Recruitment to vacant posts	May to June 2009
Community Matron (if funding agreed)	Recruitment to vacant posts	April 2009
Band 7	1-2-1 meetings Recruitment selection interview process	First 2 wks in May 2009 Mid May to Mid June 2009
Band 6	Recruitment to vacant posts	Mid June to end June 2009

7.0 Feedback on Consultation

- 7.1 The changes proposed to the services are not a foregone conclusion, and this consultation document will be collecting comments from a wide range of people from our own staff to external agencies such as social services and GP's, in order to enable us to provide an effective and efficient Adult Community Nursing Service for Tower Hamlets PCT.
- 7.2 We hope to have feedback from all groups of people via emails, letters, and completion of the questionnaires (see Appendix 3), from meetings held through the consultation phase. All feedback should be sent directly to Jennifer Wilson, Senior Nurse Manager – Adult Community Nursing, T27, Beaumont House, Mile End Hospital, Bancroft Road, London E1 4DG. Alternatively, feedback can be sent by e-mail to acnsconsultationfeedback@thpct.nhs.uk. Telephone numbers for any queries are 020 8223 8299 or 020 8223 8549.
- 7.3 The people who we intend to seek opinion from in particular are;
- ✓ Internal Staff
 - ✓ Tower Hamlets PCT Heads of Service & Commissioners.
 - ✓ Tower Hamlets London Borough Social Services
 - ✓ Trade Unions
 - ✓ Tower Hamlets PCT Human Resources

- ✓ Tower Hamlets PCT GP's, Nurse Practitioners, Practice nurses, practice managers.
- ✓ Tower Hamlets Walk In Centre
- ✓ Acute Service Liaison services
- ✓ Any member of staff who may be on maternity leave, long term sick or study leave.

8.0 *Timetable*

Action	Complete by
Agree draft consultation paper with DN Project board	16 December 2008
Meeting with Staffside for input	7 January 2009
Consult with JCC	8 January 2009
Letter and consultation document to begin consultation with staff and stakeholders	27 January 2009
Meetings with all staff and relevant stakeholder to present proposed restructure of ACNS	2 February 2009 (St Peter's Centre, 2.30 – 4.30pm) 2 February 2009 (Rm1, Beaumont House, 5.30 – 7.30pm) 5 February 2009 (Brooks Ward, MEH, 2.30 – 4.30pm) 6 February 2009 (Rm 3, Education Centre, MEH, 2.30 – 4.30pm) 9 February 2009 (Brooks Ward, MEH, 2.30 – 4.30pm) 10 February 2009 (Rm 3, Education Centre, MEH, 3 – 5pm) 11 February 2009 (Brooks Ward, MEH, 2.30 – 4.30pm)
End of consultation on restructure	24 April 2009
Obtain feedback from consultation	By 24 April 2009
Management to consider and respond to feedback for the report to JCC	28 April 2009
Finalise restructure proposal and agree Implementation Plan with ACNS Project Board	5 May 2009
Feedback report to JCC	7 May 2009
Send letter of outcome of consultation to staff and other stakeholders	8 May 2009
Begin 1-2-1 consultation with affected staff during staff consultation period	11 May 2009 to 22 May 2009
HR & Recruitment process	From 26 May 2009
Implementation of new structure	20 July 2009
Evaluation of new structure	Feb 2010

9.0 Circulation list

ACNS

GPs

DN Project Board

Staffside (JCC)

Director of Nursing and Therapies

Communication Strategic Group

Integration board

St Joseph Hospice

Director of Nursing – Acute Sector

PEC

Commissioners

Members of PNAG

Clinical Governance Committee

PPI

PCT's Heads of Service

APPENDICES

Appendix 1 Detailed breakdown of the proposed structure

Appendix 2 Revised / New Job Descriptions consists of:

- **Appendix 2A – District Nurse Team Leader**
- **Appendix 2B – District Nurse Team Leader/Specialist Practice Teacher**
- **Appendix 2C – District Nurse**
- **Appendix 2D - Associate Community Nurse**
- **Appendix 2E – Assistant Practitioner (Community Nursing)**
- **Appendix 2F – Healthcare Assistant**
- **Appendix 2G – Nurse Consultant (Adult Community Nursing)**
- **Appendix 2H – Administrative Support Worker**

Appendix 3 Consultation Questionnaire

Appendix 1 Detailed breakdown of the proposed structure

Consultation

Appendix 1

Proposed Intergrated Adult Community Nursing Service Structure⁸, Skill Mix and Deployment

		Team	GP	>65 pop	Existing caseload	DN	Staffing	Ratio DN:patients
W E S T	A	1	Bethnal Green Blithedale Pollard Row Blithedale Globe XX Place	3384	228		1.5 x band 8a * 1 x band 7 3 x band 6** 7 x band 5 4 x band 3 1 x band 3 (admin only)	1:17.5
		2	Albion Spitalfields Health E1 Strouts Mission	2728	147		1.5 x band 8a 1 x band 7 2 x band 6** 6 x band 5 3 x band 3	1:15
	B	3	Tower Stepney Jubilee	2084	159		1.5 x band 8a* 1 x band 7 2 x band 6** 5 x band 5 3 x band 3	1:17.5
		4	East One St Katherine's Wapping Brayford Shah Jalal	1845	137		1.5 x band 8a 1 x band 7 2 x band 6** 5 x band 5 3 x band 3 1 x band 3 (admin only)	1:15
E A S T	C	5	Rushton Tredegar Harley Grove St Stephen Grove Road	2283	177		1.5 x band 8a* 1 x band 7 2 x band 6** 6 x band 5 3 x band 3	1:17.5
		6	Bromley by Bow Stroudley Birchdale St Paul's Merchant St	2491	118		1.5 x band 8a 1 x band 7 2 x band 6** 4 x band 5 3 x band 3 1 x band 3 (admin only)	1:14
	D	7	Aberfeldy All saints Gough Chrisp St Limehouse	2690	206		1.5 x band 8a* 1 x band 7 2 x band 6** 7 x band 5 3 x band 3	1:18.5
		8	Barkantine Docklands Island Island Health	1417	128		1.5 x band 8a 1 x band 7 2 x band 6** 4 x band 5 2 x band 3 1 x band 3 (admin only)	1:18
Evening	ALL Netw orks					1 x band 7		
Night	ALL Netw orks					2.8 x band 5 2.8 x band 3		
Discharge Liaison	ALL Netw orks					1 x band 8a 1 x band 7 4 x band 6		
Total						122.6 wte		

* includes 1 wte Community Matron yet to be funded

**includes Case Manager Band 6

⁸ Integrated teams include Clinical leads, Community Matrons, Case Managers and District Nurses

Appendix 2 Job Descriptions

Consultation

APPENDIX 2A

Community Health Services Adult Community Nursing JOB DESCRIPTION

Job Title:	District Nurse Team Leader
Hours:	37.5
Band :	7 (pending AfC evaluation) Cluster No : PCN C 01
Responsible to:	Clinical Leader
Accountable to:	Head of Adult Community Nursing services
Location:	Working within the boundaries of Tower Hamlets PCT
Hours :	08.00 - 22.30

Summary and Job Purpose

The post holder will be able to work autonomously, supporting the Clinical Leaders in providing managerial and leadership support to the District Nursing workforce. The District Nurse Team Leader will be responsible for providing highly skilled nursing care to the residents of Tower Hamlets, promoting the health of the population and reducing the effects of ill health and disability and to maximising the individual's potential for independence. S/he will work closely with General Practices, Social Services and other statutory and non statutory services to meet the needs of the local population using public health information to support service development .The main focus will be to ensure the service is of the highest quality by supporting the Clinical Leaders in implementing and monitoring the clinical and management strategy for the service. It is envisaged that the role will be predominantly managerial and leadership but with at least 40 % of work time dedicated to clinical practice.

Main duties and responsibilities

- Management of Adult Community Nursing Teams
- Act as a role model at all times
- Provide support and supervision to the Adult Community Nursing workforce to ensure the most effective and efficient use of resources
- Support the practice of case management in nursing.
- Support the Clinical Leads in implementing and sustaining an integrated model of service provision with stakeholders
- Contribute towards the development of community networks (Local Area Partnership working)
- Represent the service at a local and wider level (e.g. forums, steering groups and meetings)
- To be responsible for ensuring that there are effective liaison and

- co-operative working arrangements with General Practitioners and other agencies
- Contribute towards the achievement of the Service Level Agreement and the Trusts strategic and operational objectives as directed by the Clinical Leads
 - To improve patient experience, choice and self care through the provision of holistic assessment and a patient centred responsive service.
 - Provide best practice, evidence based care to the residents of Tower Hamlets.
 - To provide palliative and end of life care to enable patients to die at home if this is their preferred place of care.
 - Support the clinical leaders in development and implementation of Integrated Care Pathways.
 - Promote a culture to effectively manage staff performance and capability
 - Support the Clinical Leads in the management of complaints and incidents following the Trust Policy and procedures and governance framework.
 - Contribute towards the implementation of agreed new models of care to ensure clinical service development.
 - Contribute towards the collation and provision of timely and accurate data, ensure a robust system in monitoring that data is provided by the workforce.
 - Support the coordination of the Adult Community Nursing Forum
 - To be on call for the service as required

Key responsibilities – Core dimensions

Communication - KSF level 4

Develop and maintain communication with people on complex matters, issues and ideas and/ or in complex situations.

- 1.1 To promote good communication within the workforce at all times.
- 1.2 To ensure that teams have robust communication systems with the GP practices and have regular planned meetings.
- 1.3 To be able to use computer systems including EMIS, Word, Excel and Email for effective communication of information and to be able to access the intra / internet for information related to work.
- 1.4 To maintain and foster effective communication within the PCT and external partner organisations as an essential and integral part of the day to day responsibilities.
- 1.5 To utilise verbal and non verbal communication skills to impart complex and sensitive information which via negotiation contributes to patients and carers being able to participate in the nursing care programme, being aware of the many needs of the family (including cultural and language needs).
- 1.6 To use a mobile phone in order to ensure accessibility and prompt response to urgent issues in accordance with local policy.
- 1.7 To maintain nursing records to Trust standards and in accordance with

Standards for Records and Record Keeping ((NMC). Providing records and reports as requested.

- 1.8 To co ordinate team meetings with the support of the District Nurse and to attend locality meetings, to ensure that any given information is communicated to team members and managers as appropriate.
- 1.9 To be responsible for informing the community liaison service of problems relating to discharge from hospital.
- 1.10 To attend regular one to one meetings with Clinical Leader to discuss team issues, performance and caseload

Personal and People Development - KSF level 4

Develop oneself and others in areas of practice

- 2.1 To plan and monitor induction and training programmes for new members of staff and students, following Trust Policy.
- 2.2 To facilitate and monitor the training of staff to ensure high standards of care to all clients on caseload.
- 2.3 To show evidence of continuous professional development in line with the NMC's requirements for professional registration and practice.
- 2.4 To support the Clinical Leader to ensure that junior practitioners are competent to carry out delegated tasks by undertaking regular teaching and assessment of competency
- 2.5 To teach and supervise junior staff in carrying out clinical and technical procedures
- 2.6 To participate in the development of in service education programmes for staff and students.
- 2.7 To work with local agencies to provide joint training and improve standards of care.
- 2.8 To undertake Independent Nurse Prescribing duties in line with the Trust Prescribing Policy promoting effective and evidence based Nurse Prescribing.
- 2.9 To act as an experienced specialist practitioner and role model and to facilitate learning.
- 2.10 To participate in Clinical Supervision and ensure all team members access clinical supervision.

Health Safety and Security - KSF level 2

Monitor and maintain health, safety and security of self and others

- 3.1 The post holder is required to be familiar and comply with the Trust's policies and procedures.
- 3.2 To report any faulty equipment and arrange for the collection from patients home when they are no longer required.
- 3.3 To be aware of health and safety regulations, reporting hazards, near misses and incidents and complete the documentation as per Trust policy.
- 3.4 To undertake and/or participate in investigations.
- 3.5 To undertake comprehensive risk assessments (both clinical and non clinical) for all patients on the caseload and to ensure that management strategies are incorporated into all care plans. Reporting serious risks to the Clinical Leader.
- 3.6 To inform the Clinical Leader of patients and/ or carers who choose not to comply with prescribed care or who decline to cooperate to resolve identified risks.
- 3.7 To adhere to the standards as outlined in the Trust's Infection Control Policy.
- 3.9 To advise patients and their cares about the safe disposal of medication (including controlled drugs) in accordance with the Trust's Policy and monitor that staff adhere to the policy.

Service Improvement - KSF level 3

Appraise, interpret and apply suggestions, recommendations and directives to improve service.

- 4.1 To be aware of, and adhere to Tower Hamlets PCTs policies, standards and procedures in relation to service improvement and to ensure that members of the nursing team adhere to the same.
- 4.2 To participate in research/audit projects as required.
- 4.2.3 To actively suggest and develop changes or adaptations to working patterns that will meet the changing needs of the local population.
- 4.4 To participate in service reviews and development of the service in line with the aims and objectives outlines in local and national initiatives.

5. Quality - KSF level 3

Contribute to improving quality

- 5.1 To practice to a high standard of professional conduct in line with policies, protocols and guidelines of the Trust and NMC and standard documents relating to quality, ensuring that other members of the nursing team are familiar with them
- 5.2 To provide the Clinical lead with data as required.
- 5.3 To participate in the development of quality initiatives in standard setting and clinical audit programmes of care.
- 5.4 To promptly respond to any incidents where service quality has fallen below an acceptable standard and report this to the and Clinical Lead. To support the investigation of such incidents and to implement the action plans to ensure high standards are met in the future.
- 5.7 To ensure that processes are in place so that patients know their named nurse and receive visits within an agreed time band.

6. Equality and Diversity - KSF level 2

Support equality and value diversity

- 6.1 To be aware of and adhere to Tower Hamlets PCTs policies, standard and procedures relating to equality and diversity and ensure that members of the nursing team are aware of the same.
- 6.2 To participate in and support the development of care programmes which recognises and promotes the culture of equality and meets the diverse needs of service users.
- 6.3 To recognise patterns of discrimination and to take action in line with Trust policies.

Key responsibilities – Specific dimensions

HWB2 - Level 3

To assess people's health and wellbeing needs and negotiate packages of care with the client / carers, explaining outcomes, maximising their potential for self care.

- 7.1 To work in conjunction with the Community Matron, Case Managers and Clinical Nurse Specialists to provide seamless care.
- 7.2 To case manage patients.
- 7.3 To review and evaluate planned nursing care making appropriate changes to care plans and care pathways and monitor that care plans are implemented and are based on best available evidence.

- 7.4 To ensure patients are discharged from caseloads in accordance with the service guidelines.
- 7.5 To monitor caseloads through regular caseload reviews.
- 7.6 To ensure all available resources are obtained and utilised for the benefit of patients and the service.
- 7.7 Ability to take responsibility for the delivery of nursing care to patients within a geographical area
- 7.8 To monitor standards of nursing care and provide and maintain a high standard of practice at all times. Demonstrate clinical competence and provide clinical guidance to staff.

HWB4 - Level 3

Enable people to address specific needs in relation to health and wellbeing

- 7.9 To ensure that practitioners respect peoples dignity, wishes and beliefs, involve them in shared decision making and obtain consent .
- 7.10 To assess health and wellbeing needs, enabling and empowering people to meet their own health and wellbeing needs as much as possible.
- 7.11 To ensure goals and care plans are based on relevant evidence and consistent with legislation ,policies and procedures.
- 7.12 To enable and encourage independence by providing information, teaching, supporting and encouraging patients and carers to participate in their programme of care. To utilise appropriate teaching methods to promote this.
- 7.13 To initiate and participate in health screening programmes and health promotion activities in line with national and local initiatives.

HWB7 - Level 4

Plan, deliver and evaluates interventions and /or treatments when there are complex issues and / or serious illness

- 7.14 To ensure staff adhered to clinical guidelines, policies, procedures and evidence based practice in under taking interventions/ treatments.
- 7.15 To review and monitor the effectiveness of interventions/treatments and modify care plans accordingly.
- 7.16 To support the development of the service in meeting the health needs of the local population to provide services where possible in the community ensuring practitioners have the appropriate skills and knowledge to provide the care.
- 7.17 To case manage patients with complex needs and/or serious illness and end of life care needs.

G6 - Level 3 - People Management

Co-ordinate and delegate work and review people's performance

- 7.18 To support and lead as required on the recruitment and selection of staff necessary to meet organisational needs consistent with Trust policy and procedure.
- 7.19 To support the retention of staff.
- 7.20 To provide appraisal to line managed staff and support the District Nurse in ensuring that all staff have regular appraisals and Personal Development Plans according to Trust Policy.
- 7.21 To monitor and manage sickness / absence within the teams with the District Nurse Leader according to Trust policy informing the Clinical Leader of all absences.
- 7.22 To provide cover for the District Nursing teams across the Trust in the absence of Line Managers.
- 7.23 To manage any incidents and complaints according to Trust policies and procedures and inform the Clinical Lead.
- 7.24 To monitor the work activities provided by the teams ensuring that targets are met.
- 7.25 To support colleagues with work distribution, ensuring staff work flexibly across teams.
- 7.26 To take responsibility for leading on areas of work as delegated by the Clinical Lead.

General Responsibilities

The post holder will work in accordance with Trust policies and guidelines at all times. The post holder will adhere to the Trust Information Security Policy at all times, in particular ensuring that there are no breaches of confidentiality as a result of his/her actions. The post holder will be expected to carry out other duties commensurate with the grade as directed.

N.B. This job description is a reflection of the current position and the post holder is expected to view it as a guide rather than an exact description of all duties and responsibilities. It may be subject to variation from time to time.

Safeguarding Children Statement

Tower Hamlets Primary Care Trust actively promotes a 'safeguarding children culture' within the organisation in line with The Children Act 2004. As such each member of staff is expected to carry out their role and responsibility in relation to a child or children's welfare; for example ensuring they access child protection training in accordance with their role, accessing child protection supervision if they are in a clinical role working with children and being aware of who to contact and what action to take if they are concerned regard the welfare of a child. The Primary Care Trust are committed to ensuring all staff are supported in respect to their 'safeguarding children' duties.

Safeguarding Vulnerable Adult Statement

Tower Hamlets Primary Care Trust actively promotes the Tower Hamlets Adult Protection Policy and Procedure and supports staff in its implementation. Staff working within the Trust have responsibility to ensure they adhere to the Policy and act accordingly on behalf of vulnerable adults.

Customer Care

The Trust aims to provide a first class Community Nursing service to the population of Tower Hamlets. Community Nursing puts service users at the centre of the service. There is an expectation that staff will act as ambassadors for the service promoting a high quality service and a professional image at all times.

No Smoking Policy

Tower Hamlets Primary Care Trust is committed to a policy, which actively discourages smoking and offers support to staff who wish to stop smoking.

Equal Opportunities

Tower Hamlets Primary Care Trust operates an equal opportunities policy and expects staff to have a commitment to equal opportunities in relation to employment and service delivery.

Data Protection

The Trust processes personal data about patients, staff, contractors and other persons that it deals with. Personal data is processed in accordance with the Data Protection Act 1998.

Community Nursing Services Vision Statement

See appendix 2

Agreed job description

Post holder name: _____

Date: _____

Post holder signature: _____

Date: _____

Manager's name: _____

Date: _____

Manager's signature: _____

Date: _____

Tower Hamlets Community Health Services

Adult Community Nursing

Person Specification
District Nurse Team Leader

	Essential Criteria	Desirable Criteria	Tested
Education/ Qualification	Registered Nurse with evidence of current NMC registration Specialist Practitioner (District Nursing) Degree or equivalent /Certificate/diploma Independent Prescriber Physical assessment / First Contact Course	Leadership or Management Course	A
Communication	Excellent interpersonal and communication skills		I
	Able to demonstrate ability to communicate effectively at all levels across the Trust and with other organisations		A/I
	Able to demonstrate ability to communicate with patients in an empathetic manner, adapting strategies to meet their needs.		A/I
	Computer literacy		I
	Ability to communicate complex and sensitive information to patients and carers		A/I
Personal and people Development	Evidence of continuous professional development		A

	Experience of team management and leadership and ability to provide direction and motivation to staff		
	Experience of managing staff performance		A
	Ability to teach staff with different learning needs and monitor standards of practice		A
	Ability to undertake appraisals of staff in relation to KSF		A/I
	Ability to manage conflict effectively		A/I
Health Safety and Security	Acts in a way that is consistent with legislation, policies and procedures, abiding by the Trusts Health and safety policies.	Ability to develop a culture of risk awareness	A/I
	Ability to identify and assess the potential risks involved in work activities and processes		A/I
Service Improvement	Knowledge of current and emerging NHS strategies and policies		A/I
	Experience of change management		A
	Understanding of Practice Based Commissioning		A/I
	Ability to identify areas for potential service development		A/I
Quality	Understanding of clinical governance		A/I
	Clear understanding of professional accountability and requirements of professional registration.		A/I
	Experience of Clinical Audit		A/I

	Experience of ensuring that clinical practice is based on evidence and best practice		A/I
	Ability to use and maintain resources efficiently and effectively and encourage others to do so		A/I
	Commitment to the development and delivery of innovative high quality care services		A/I
	Experience of managing incidents and complaints		A
Equality and Diversity	Understanding of Equal Opportunity and Diversity policies and procedures		A/I
	Ability to identify and take action when equality and diversity issues are undermined		A/I
	Awareness of needs of individuals and families living in a multi-cultural inner city area		A/I
HWB2 Assessment of Health and wellbeing needs, negotiate packages of care, explaining outcomes and maximising potential for self care	Evidence of working with the Single Assessment Process and National Service Frameworks Understanding of care pathways	Understanding of care pathways	A/I
	Experience of using assessment tools in collaboration with patients and carers and ability to evaluate care, adapting care plans accordingly		A/I
	Undertaken additional clinical skills training e.g. <ul style="list-style-type: none"> ▪ Palliative care ▪ Diabetes 		A/I

	<ul style="list-style-type: none"> ▪ Tissue Viability ▪ Intravenous therapy ▪ Catheterisation ▪ Long Term conditions 		
	A commitment to working in partnership with clients and carers and understanding their perception of care needs		A
	Ability to take responsibility for the delivery of nursing care to patients within a geographical area		A/I
HWB4 Enable people to address specific needs in relation to health and well being	<p>Understanding of role in relation to Public Health initiatives</p> <p>Experience in supporting public health initiatives</p>		A/I
	Demonstrates commitment to working in partnership with clients and carers and understanding their perception of care needs. Ability to teach and support patients and carers in participating in their care programmes		
	Ability to liaise effectively with members of the Primary Care Team and other agencies		A/I
HWB7 Plan, deliver and evaluates interventions / treatments when there are complex issues and /or serious illness	<p>Experience of case managing patients with complex needs and long term conditions</p> <p>Ability to assess and prescribe for patients with long term conditions in line with Trust protocol.</p>		A/I
	Ability to liaise effectively with other care providers to ensure comprehensive packages of care utilising appropriate resources.		A/I

G6 People management	Experience of team management and leadership, ability to provide direction and motivation to team members		A/I
	Good organisational skills and ability to prioritise and work in a self directed way		A/I
	Ability to lead staff to ensure targets are met and data is submitted in timely manner		A/I
	Commitment to ensuring that staff maintain a professional image and an awareness of customer service needs		A/I
Other requirements	<p>Knowledge of Safeguarding Children and Vulnerable Adults Policies and Procedures</p> <p>Some travelling in inclement weather</p> <p>To be 'on call' for the Adult Community Nursing service as required</p>		A/I

Date job description last updated: November 2008

A = Application Form

I = Interview

APPENDIX 2B

**Community Health Services
Adult Community Nursing
JOB DESCRIPTION**

Job Title:	District Nurse Team Leader/Specialist Practice Teacher
Hours:	37.5
Band :	7 (pending AfC evaluation) Cluster No : PCN C 06
Responsible to:	Clinical Leader
Accountable to:	Head of Adult Community Nursing services
Location:	Working within the boundaries of Tower Hamlets PCT
Hours :	08.00 - 22.30

Summary and Job Purpose

The Specialist Practitioner Teacher will combine the role of District Nurse Team Leader with a major responsibility for the training and continuous assessment of student District Nurses during their practice learning placement. In addition the post holder will provide support to community staff who teach, assess and mentor others and will plan and facilitate education sessions. The post holder will work autonomously providing both managerial and leadership support to a team of District Nurses and educational support to the District Nursing workforce. The Specialist Practitioner Teacher will be responsible for providing highly skilled nursing care to the residents of Tower Hamlets, promoting the health of the population and reducing the effects of ill health and disability and to maximising the individual's potential for independence.

S/he will work closely with General Practices, Social Services and other statutory and non statutory services to meet the needs of the local population using public health information to support service development .The main focus will be to ensure the service is of the highest quality by supporting the Clinical Leaders in implementing and monitoring the clinical and management strategy for the service.

Main duties and responsibilities

- To be responsible for the creative management of the learning of individuals and groups within the work area
- Management of Adult Community Nursing Teams
- Act as a role model at all times
- Provide support and supervision to the Adult Community Nursing workforce to ensure the most effective and efficient use of resources
- Support the practice of case management in nursing.

- Support the Clinical Leads in implementing and sustaining an integrated model of service provision with stakeholders
- Contribute towards the development of community networks (Local Area Partnership working)
- Represent the service at a local and wider level (e.g. forums, steering groups and meetings)
- To be responsible for ensuring that there are effective liaison and co-operative working arrangements with General Practitioners and other agencies
- Contribute towards the achievement of the Service Level Agreement and the Trusts strategic and operational objectives as directed by the Clinical Leads
- To improve patient experience, choice and self care through the provision of holistic assessment and a patient centred responsive service.
- Provide best practice, evidence based care to the residents of Tower Hamlets.
- To provide palliative and end of life care to enable patients to die at home if this is their preferred place of care.
- Support the clinical leaders in development and implementation of Integrated Care Pathways.
- Promote a culture to effectively manage staff performance and capability
- Support the Clinical Leads in the management of complaints and incidents following the Trust Policy and procedures and governance framework.
- Contribute towards the implementation of agreed new models of care to ensure clinical service development.
- Contribute towards the collation and provision of timely and accurate data, ensure a robust system in monitoring that data is provided by the workforce.
- Support the coordination of the Adult Community Nursing Forum
- To be on call for the service as required

Key responsibilities – Core dimensions

1. Communication - KSF level 4

Develop and maintain communication with people on complex matters, issues and ideas and/ or in complex situations.

- 1.8 To promote good communication within the workforce at all times.
- 1.9 To ensure that teams have robust communication systems with the GP practices and have regular planned meetings.
- 1.10 To be able to use computer systems including EMIS, Word, Excel and Email for effective communication of information and to be able to access the intra / internet for information related to work.
- 1.11 To maintain and foster effective communication within the PCT and external partner organisations as an essential and integral part of the day to day responsibilities.
- 1.12 To utilise verbal and non verbal communication skills to impart complex and sensitive information which via negotiation contributes to patients and

carers being able to participate in the nursing care programme, being aware of the many needs of the family (including cultural and language needs).

- 1.13 To use a mobile phone in order to ensure accessibility and prompt response to urgent issues in accordance with local policy.
- 1.14 To maintain nursing records to Trust standards and in accordance with Standards for Records and Record Keeping ((NMC). Providing records and reports as requested.
- 1.8 To co ordinate team meetings with the support of the District Nurse and to attend locality meetings, to ensure that any given information is communicated to team members and managers as appropriate.
- 1.9 To be responsible for informing the community liaison service of problems relating to discharge from hospital.
- 1.11 To attend regular one to one meetings with Clinical Leader to discuss team issues, performance and caseload

2. Personal and People Development - KSF level 4

Develop oneself and others in areas of practice

- 2.1 To plan and monitor induction and training programmes for new members of staff and students, following Trust Policy.
- 2.2 To facilitate and monitor the training of staff to ensure high standards of care to all clients on caseload.
- 2.3 To show evidence of continuous professional development in line with the NMC's requirements for professional registration and practice.
- 2.5 To support the Clinical Leader to ensure that junior practitioners are competent to carry out delegated tasks by undertaking regular teaching and assessment of competency
- 2.7 To teach and supervise junior staff in carrying out clinical and technical procedures
- 2.8 To participate in the development of in service education programmes for staff and students.
- 2.9 To work with local agencies to provide joint training and improve standards of care.
- 2.10 To undertake Independent Nurse Prescribing duties in line with the Trust Prescribing Policy promoting effective and evidence based Nurse Prescribing.
- 2.11 To act as an experienced specialist practitioner and role model and to facilitate learning.
- 2.12 To participate in Clinical Supervision and ensure all team members access

clinical supervision.

3. Health Safety and Security - KSF level 2

Monitor and maintain health, safety and security of self and others

- 3.1 The post holder is required to be familiar and comply with the Trust's policies and procedures.
- 3.2 To report any faulty equipment and arrange for the collection from patients home when they are no longer required.
- 3.3 To be aware of health and safety regulations, reporting hazards, near misses and incidents and complete the documentation as per Trust policy.
- 3.4 To undertake and/or participate in investigations.
- 3.5 To undertake comprehensive risk assessments (both clinical and non clinical) for all patients on the caseload and to ensure that management strategies are incorporated into all care plans. Reporting serious risks to the Clinical Leader.
- 3.6 To inform the Clinical Leader of patients and/ or carers who choose not to comply with prescribed care or who decline to cooperate to resolve identified risks.
- 3.7 To adhere to the standards as outlined in the Trust's Infection Control Policy.
- 3.8 To advise patients and their cares about the safe disposal of medication (including controlled drugs) in accordance with the Trust's Policy and monitor that staff adhere to the policy.

4.0 Service Improvement - KSF level 3

Appraise, interpret and apply suggestions, recommendations and directives to improve service.

- 4.1 To be aware of, and adhere to Tower Hamlets PCTs policies, standards and procedures in relation to service improvement and to ensure that members of the nursing team adhere to the same.
- 4.2 To participate in research/audit projects as required.
- 4.3 To actively suggest and develop changes or adaptations to working patterns that will meet the changing needs of the local population.
- 4.5 To participate in service reviews and development of the service in line with the aims and objectives outlines in local and national initiatives.

5. Quality - KSF level 3

Contribute to improving quality

- 5.1 To practice to a high standard of professional conduct in line with policies, protocols and guidelines of the Trust and NMC and standard documents relating to quality, ensuring that other members of the nursing team are familiar with them
- 5.2 To provide the Clinical lead with data as required.
- 5.3 To participate in the development of quality initiatives in standard setting and clinical audit programmes of care.
- 5.4 To promptly respond to any incidents where service quality has fallen below an acceptable standard and report this to the and Clinical Lead. To support the investigation of such incidents and to implement the action plans to ensure high standards are met in the future.
- 5.5 To ensure that processes are in place so that patients know their named nurse and receive visits within an agreed time band.

6. Equality and Diversity - KSF level 2

Support equality and value diversity

- 6.1 To be aware of and adhere to Tower Hamlets PCTs policies, standard and procedures relating to equality and diversity and ensure that members of the nursing team are aware of the same.
- 6.2 To participate in and support the development of care programmes which recognises and promotes the culture of equality and meets the diverse needs of service users.
- 6.3 To recognise patterns of discrimination and to take action in line with Trust policies.

7. Key responsibilities – Specific dimensions

HWB2 - Level 3

To assess people's health and wellbeing needs and negotiate packages of care with the client / carers, explaining outcomes, maximising their potential for self care.

- 7.1 To work in conjunction with the Community Matron, Case Managers and Clinical Nurse Specialists to provide seamless care.
- 7.2 To case manage patients.

- 7.3 To review and evaluate planned nursing care making appropriate changes to care plans and care pathways and monitor that care plans are implemented and are based on best available evidence.
- 7.6 To ensure patients are discharged from caseloads in accordance with the service guidelines.
- 7.7 To monitor caseloads through regular caseload reviews.
- 7.8 To ensure all available resources are obtained and utilised for the benefit of patients and the service.
- 7.9 Ability to take responsibility for the delivery of nursing care to patients within a geographical area
- 7.10 To monitor standards of nursing care and provide and maintain a high standard of practice at all times. Demonstrate clinical competence and provide clinical guidance to staff.

HWB4 - Level 3

Enable people to address specific needs in relation to health and wellbeing

- 7.11 To ensure that practitioners respect peoples dignity, wishes and beliefs, involve them in shared decision making and obtain consent .
- 7.12 To assess health and wellbeing needs, enabling and empowering people to meet their own health and wellbeing needs as much as possible.
- 7.13 To ensure goals and care plans are based on relevant evidence and consistent with legislation ,policies and procedures.
- 7.14 To enable and encourage independence by providing information, teaching, supporting and encouraging patients and carers to participate in their programme of care. To utilise appropriate teaching methods to promote this.
- 7.15 To initiate and participate in health screening programmes and health promotion activities in line with national and local initiatives.

HWB7 - Level 4

Plan, deliver and evaluates interventions and /or treatments when there are complex issues and / or serious illness

- 7.16 To ensure staff adhered to clinical guidelines, policies, procedures and evidence based practice in under taking interventions/ treatments.
- 7.17 To review and monitor the effectiveness of interventions/treatments and modify care plans accordingly.
- 7.18 To support the development of the service in meeting the health needs of the local population to provide services where possible in the community ensuring practitioners have the appropriate skills and knowledge to provide the care.

7.19 To case manage patients with complex needs and/or serious illness and end of life care needs.

G6 - Level 3 - People Management

Co-ordinate and delegate work and review people's performance

- 7.20 To support and lead as required on the recruitment and selection of staff necessary to meet organisational needs consistent with Trust policy and procedure.
- 7.21 To support the retention of staff.
- 7.22 To provide appraisal to line managed staff and support the District Nurse in ensuring that all staff have regular appraisals and Personal Development Plans according to Trust Policy.
- 7.23 To monitor and manage sickness / absence within the teams with the District Nurse Leader according to Trust policy informing the Clinical Leader of all absences.
- 7.24 To provide cover for the District Nursing teams across the Trust in the absence of Line Managers.
- 7.23 To manage any incidents and complaints according to Trust policies and procedures and inform the Clinical Lead.
- 7.24 To monitor the work activities provided by the teams ensuring that targets are met.
- 7.25 To support colleagues with work distribution, ensuring staff work flexibly across teams.
- 7.26 To take responsibility for leading on areas of work as delegated by the Clinical Lead.

G1 – Level 3 – Learning and Development

- 7.28 To be responsible for the management of an effective learning environment for Specialist Practitioner Students.
- 7.29 To achieve integration of the Specialist Practitioner Student's learning needs between the University and the practice placement.
- 7.30 To act as an educational resource and role model to students, nursing colleagues and other members of the integrated community team.
- 7.31 To plan, evaluate and monitor teaching, learning and assessment practices to maximise learning potential for community staff.

General Responsibilities

The post holder will work in accordance with Trust policies and guidelines at all times. The post holder will adhere to the Trust Information Security Policy at all times, in particular ensuring that there are no breaches of confidentiality as a result of his/her actions. The post holder will be expected to carry out other duties commensurate with the grade as directed.

N.B. This job description is a reflection of the current position and the post holder is expected to view it as a guide rather than an exact description of all duties and responsibilities. It may be subject to variation from time to time.

Safeguarding Children Statement

Tower Hamlets Primary Care Trust actively promotes a 'safeguarding children culture' within the organisation in line with The Children Act 2004. As such each member of staff is expected to carry out their role and responsibility in relation to a child or children's welfare; for example ensuring they access child protection training in accordance with their role, accessing child protection supervision if they are in a clinical role working with children and being aware of who to contact and what action to take if they are concerned regard the welfare of a child. The Primary Care Trust are committed to ensuring all staff are supported in respect to their 'safeguarding children' duties.

Safeguarding Vulnerable Adult Statement

Tower Hamlets Primary Care Trust actively promotes the Tower Hamlets Adult Protection Policy and Procedure and supports staff in its implementation. Staff working within the Trust have responsibility to ensure they adhere to the Policy and act accordingly on behalf of vulnerable adults.

Customer Care

The Trust aims to provide a first class Community Nursing service to the population of Tower Hamlets. Community Nursing puts service users at the centre of the service. There is an expectation that staff will act as ambassadors for the service promoting a high quality service and a professional image at all times.

No Smoking Policy

Tower Hamlets Primary Care Trust is committed to a policy, which actively discourages smoking and offers support to staff who wish to stop smoking.

Equal Opportunities

Tower Hamlets Primary Care Trust operates an equal opportunities policy and expects staff to have a commitment to equal opportunities in relation to employment and service delivery.

Data Protection

The Trust processes personal data about patients, staff, contractors and other persons that it deals with. Personal data is processed in accordance with the Data Protection Act 1998.

Community Nursing Services Vision Statement

See appendix 2

Agreed job description

Post holder name: _____ Date: _____

Post holder signature: _____ Date: _____

Manager's name: _____ Date: _____

Manager's signature: _____ Date: _____

Tower Hamlets Community Health Services

Adult Community Nursing

Person Specification

District Nurse Team Leader/Specialist Practice Teacher

	Essential Criteria	Desirable Criteria	Tested
Education/ Qualification	Registered Nurse with evidence of current NMC registration Specialist Practitioner (District Nursing) Degree or equivalent /Certificate/diploma Community Practice Teacher Training Independent Prescriber Physical assessment / First Contact Course	Leadership or Management Course	A
Communication	Excellent interpersonal and communication skills		I
	Able to demonstrate ability to communicate effectively at all levels across the Trust and with other organisations		A/I
	Able to demonstrate ability to communicate with patients in an empathetic manner, adapting strategies to meet their needs.		A/I
	Computer literacy		I
	Ability to communicate complex and sensitive information to patients and carers		A/I
Personal and people Development	Evidence of continuous professional development		A

	Experience of team management and leadership and ability to provide direction and motivation to staff		
	Experience of managing staff performance		A
	Ability to undertake appraisals of staff in relation to KSF		A/I
	Ability to manage conflict effectively		A/I
Health Safety and Security	Acts in a way that is consistent with legislation, policies and procedures, abiding by the Trusts Health and safety policies.	Ability to develop a culture of risk awareness	A/I
	Ability to identify and assess the potential risks involved in work activities and processes		A/I
Service Improvement	Knowledge of current and emerging NHS strategies and policies		A/I
	Experience of change management		A
	Understanding of Practice Based Commissioning		A/I
	Ability to identify areas for potential service development		A/I
Quality	Understanding of clinical governance		A/I
	Clear understanding of professional accountability and requirements of professional registration.		A/I
	Experience of Clinical Audit		A/I
	Experience of ensuring that clinical practice is based on evidence and best practice		A/I

	Ability to use and maintain resources efficiently and effectively and encourage others to do so		A/I
	Commitment to the development and delivery of innovative high quality care services		A/I
	Experience of managing incidents and complaints		A
Equality and Diversity	Understanding of Equal Opportunity and Diversity policies and procedures		A/I
	Ability to identify and take action when equality and diversity issues are undermined		A/I
	Awareness of needs of individuals and families living in a multi-cultural inner city area		A/I
HWB2 Assessment of Health and wellbeing needs, negotiate packages of care, explaining outcomes and maximising potential for self care	Evidence of working with the Single Assessment Process and National Service Frameworks Understanding of care pathways	Understanding of care pathways	A/I
	Experience of using assessment tools in collaboration with patients and carers and ability to evaluate care, adapting care plans accordingly		A/I
	Undertaken additional clinical skills training e.g. <ul style="list-style-type: none"> ▪ Palliative care ▪ Diabetes ▪ Tissue Viability ▪ Intravenous therapy ▪ Catheterisation ▪ Long Term conditions 		A/I

	A commitment to working in partnership with clients and carers and understanding their perception of care needs		A
	Ability to take responsibility for the delivery of nursing care to patients within a geographical area		A/I
HWB4 Enable people to address specific needs in relation to health and well being	Understanding of role in relation to Public Health initiatives Experience in supporting public health initiatives		A/I
	Demonstrates commitment to working in partnership with clients and carers and understanding their perception of care needs. Ability to teach and support patients and carers in participating in their care programmes		
	Ability to liaise effectively with members of the Primary Care Team and other agencies		A/I
HWB7 Plan, deliver and evaluates interventions / treatments when there are complex issues and /or serious illness	Experience of case managing patients with complex needs and long term conditions Ability to assess and prescribe for patients with long term conditions in line with Trust protocol.		A/I
	Ability to liaise effectively with other care providers to ensure comprehensive packages of care utilising appropriate resources.		A/I
G6 People management	Experience of team management and leadership, ability to provide direction and motivation to team members		A/I

	Good organisational skills and ability to prioritise and work in a self directed way		A/I
	Ability to lead staff to ensure targets are met and data is submitted in timely manner		A/I
	Commitment to ensuring that staff maintain a professional image and an awareness of customer service needs		A/I
G1 – Plan, deliver and review interventions to enable people to learn and develop	Demonstrate the ability to teach staff with different learning needs and monitor standards of practice Demonstrate the ability to devise, deliver and evaluate teaching programmes		A/I
Other requirements	Knowledge of Safeguarding Children and Vulnerable Adults Policies and Procedures Some travelling in inclement weather To be 'on call' for the Adult Community Nursing service as required		A/I

Date job description last updated: November 2008

A = Application Form

I = Interview

APPENDIX 2C

**Community Health Services
Adult Community Nursing
JOB DESCRIPTION**

Job Title:	District Nurse
Hours:	37.5
Band :	6 (pending AfC evaluation) Cluster no : PCN C 02
Responsible to:	District Nurse Team Leader
Accountable to:	Clinical Leader Adult Community Nursing
Location:	Working within the boundaries of Tower hamlets PCT
Hours :	08.00 - 22.30

Summary and Job Purpose

The post holder will be able to work autonomously, supporting the Team leader in providing day to day management and leadership of the District Nursing Teams. The District Nurse will be responsible for providing highly skilled nursing care to the residents of Tower Hamlets, promoting the health of the population and reducing the effects of ill health and disability and to maximising the individual's potential for independence. S/he will work closely with General Practices, Social Services and other statutory and non statutory services to meet the needs of the local population using public health information to support service development .The main focus will be to ensure the service is of the highest quality by supporting the Clinical Leaders in implementing and monitoring the clinical and management strategy for the service. It is envisaged that the role will be predominantly clinical practice with approximately 25 % of work time dedicated to management and leadership.

Main duties and responsibilities

- With support of the Team Leader, provide day to day management of the District Nursing teams
- Act as a role model at all times
- Provide support and supervision to the Adult Community nursing workforce to ensure the most effective and efficient use of resources
- Support the practice of case management in nursing.
- Support the implementation and sustain a strong working model with stakeholders to deliver an integrated model of service provision
- Contribute towards the development of community networks (Local Area partnership working)

- Represent the service at a local and wider level (eg forums, steering groups and meetings)
- To be ensure that there are effective liaison and cooperative working arrangements with General Practitioners and other agencies
- Contribute towards the achievement of the Service Level agreement and the Trusts strategic and operational objectives as directed by the Team Leader.
- To improve patient experience, choice and self care through the provision of holistic assessment and a patient centred responsive service.
- Provide best practice, evidence based care to the residents of Tower Hamlets.
- To provide palliative and end of life care to enable patients to die at home if this is their preferred place of care.
- Support the clinical leaders in the implementation of Integrated Care pathways.
- Promote a culture to effectively manage performance and capability
- Support the Team leaders in the management of complaints and incidents following the Trust Policy and procedures and governance framework.
- Contribute towards the implementation of agreed new models of care to ensure clinical service development.
- Contribute towards the collation and provision of timely and accurate data, ensure a robust system in monitoring that data is provided by the workforce.

Key responsibilities – Core dimensions

1.Communication - KSF level 3

Develop and maintain communication with people about difficult matters, and/or in difficult situations.

- 1.15 To promote good communication within the workforce at all times.
- 1.16 To ensure that teams have robust communication systems with the GP practices and have regular planned meetings.
- 1.17 To be able to use computer systems including EMIS, Word, Excel and Email for effective communication of information and to be able to access the intra / internet for information related to work.
- 1.18 To maintain and foster effective communication within the PCT and external partner organisations as an essential and integral part of the day to day responsibilities.
- 1.19 To utilise verbal and non verbal communication skills to impart difficult and sensitive information which via negotiation contributes to patients and carers being able to participate in the nursing care programme, being aware of the many needs of the family (including cultural and language needs).
- 1.20 To use a mobile phone in order to ensure accessibility and prompt response to urgent issues in accordance to local policy.

- 1.7 To maintain nursing records to Trust standards and in accordance with Standards for Records and Record Keeping ((NMC). Providing records and reports as requested.
- 1.8 To support the Team Leader in coordinating team meetings and to attend locality meetings, to ensure that any given information is communicated to team members and managers as appropriate.
- 1.9 To be responsible for informing the community liaison service of problems relating to discharge from hospital.
- 1.10 To attend regular one to one meetings with the Team Leader to discuss team issues, performance and caseload.

2. Personal and People Development - KSF level 3

Develop oneself and contribute to the development of others.

- 2.0 To plan and monitor induction and training programmes for new members of staff and students, following Trust Policy.
- 2.1 To support and monitor the training of staff to ensure high standards of care to all clients on caseload.
- 2.2 To show evidence of continuous professional development in line with the NMC's requirements for professional registration and practice.
- 2.3 To support the Clinical Leader to ensure that junior practitioners are competent to carry out delegated tasks by undertaking regular teaching and assessment of competency.
- 2.4 To teach and supervise junior staff in carrying out clinical and technical procedures
- 2.5 To provide appraisal to line managed staff and support the Team Leader in ensuring that all staff have regular appraisals and Personal Development plans according to Trust Policy.
- 2.6 To participate in Clinical supervision and ensure all team members access Clinical supervision.
- 2.7 To work with local agencies to provide joint training and improve standards of care.
- 2.9 To act as a specialist practitioner and role model.
- 2.10 To implement and support staff to adopt new processes.

3. Health Safety and Security - KSF level 2

Monitor and maintain health, safety and security of self and others

- 3.0 The post holder is required to be familiar and comply with the Trust's policies and procedures.
- 3.1 To report any faulty equipment and arrange for the collection from patient's home when they are no longer required.
- 3.2 To be aware of and support implementation of health and safety regulations, reporting hazards, near misses and incidents and completing the documentation as per Trust Policy, reporting serious risks to the Clinical leader.
- 3.3 To undertake and/ or participate in investigations.
- 3.4 To undertake comprehensive risk assessments (both clinical and non clinical) for all patients on the caseload and to ensure that management strategies are incorporated into all care plans.
- 3.5 To inform the Clinical Leader of patients and/ or carers who choose not to comply with prescribed care or who decline to cooperate to resolve identified risks.
- 3.6 To adhere to the standards as outlined in the Trust's Infection Control Policy.
- 3.7 To advise patients and their carers about the safe disposal of medication (including controlled drugs) in accordance with the Trust's Policy and monitor that staff adhere to the policy.

4. Service Improvement - KSF level 2

Contribute to the improvement of services

- 4.1 To be aware of, and adhere to Tower Hamlets PCT's policies, standards and procedures in relation to service improvement and to ensure that members of the nursing team adhere to the same.
- 4.2 To contribute towards the development of the primary care health team activities, and to support the implementation of service developments in line with the aims and objectives as outlined in local and national initiatives.
- 4.3 To participate in audit/research projects as required.
- 4.4 To implement changes or adaptations to working patterns that will meet the changing needs of the local population.

- 4.5 To contribute towards the development and implementation of the PCT Nursing Strategy and support the development of the role of the District Nurse and Public Health Initiatives

5. Quality - KSF level 2

Maintain quality in own work and encourage others to do so

- 5.0 To practice to a high standard of professional conduct in line with policies, protocols and guidelines of the Trust and NMC and standard documents relating to quality, ensuring that other members of the nursing team are familiar with them.
- 5.1 To maintain standards within own work and encourage others to do so.
- 5.2 To promptly respond to any incidents where service quality has fallen below an acceptable standard and report this to the and Clinical Lead. To support the investigation of such incidents and to implement the action plans to ensure high standards are met in the future.
- 5.3 To ensure that processes are in place so that patients know their named nurse and receive visits within an agreed time band.

7. Equality and Diversity - KSF level 2

Support equality and value diversity

- 6.3 To be aware of and adhere to Tower Hamlets PCTs policies, standard and procedures relating to equality and diversity and ensure that members of the nursing team are aware of the same.
- 6.4 To participate in and support the development of care programmes which recognises and promotes the culture of equality and meets the diverse needs of service users.
- 6.5 To recognise patterns of discrimination and to take action in line with Trust policies.

Key responsibilities – Specific dimensions

HWB2 - Level 3 Assessment and Care Planning to meet health and Wellbeing Needs

Assess health and wellbeing needs and develop, monitor and review care plans to met specific needs.

- 7.0 To work in conjunction with the Community Matron, Case Managers and Clinical Nurse Specialists to provide seamless care.
- 7.1 To be competent in performing holistic assessments using appropriate tools.

- 7.2 To write care plans and evaluate planned nursing care making appropriate changes to care plans and care pathways, ensuring that these are based on best available evidence.
- 7.3 To ensure patients are discharged from caseloads in accordance with the service guidelines.
- 7.4 To monitor standards of nursing care and provide and maintain a high standard of practice at all times. Demonstrate clinical competence and provide clinical guidance to staff.
- 7.5 To monitor caseloads through regular caseload reviews.
- 7.6 To ensure all available resources are obtained and utilised for the benefit of patients and the service.
- 7.7 To case manage patients with the support of the Team Leader.

HWB4 - Level 2 Enablement to Address Health and Wellbeing Needs

Enable people to meet ongoing health and wellbeing needs

- 7.8 To ensure that practitioners respect people's dignity, wishes and beliefs, involve them in shared decision making and obtain consent.
- 7.9 To assess health and wellbeing needs, enabling and empowering people to meet their own health and wellbeing needs as much as possible.
- 7.10 To ensure goals and care plans are based on relevant evidence and consistent with legislation, policies and procedures.
- 7.10 To enable and encourage independence by providing information, teaching, supporting and encouraging patients and carers to participate in their programme of care.
- 7.11 To utilise appropriate teaching methods to promote this.
- 7.12 To contribute towards health screening programmes and health promotion activities

HWB7 – Level 3 Interventions and Treatments

Plan, deliver and evaluates interventions and /or treatments.

- 7.13 To ensure staff adhere to clinical guidelines, policies, procedures and evidence based practice in under taking interventions/ treatments.
- 7.14 To ensure own competence in undertaking interventions/ treatments and raise any training issues.
- 7.15 To review interventions/treatments and monitor their effectiveness, modifying care plans accordingly.

- 7.16 To support the development of the service in meeting the health needs of the local population to provide services where possible in the community, ensuring practitioners have the appropriate skills and knowledge to provide the care.
- 7.17 To utilise prescribing skills in line with the Trusts Prescribing Policy promoting effective and evidence based prescribing.

G6 - Level 2 People Management

Plan, allocate and supervise the work of a team

- 7.17 To contribute to the recruitment and selection of staff.
- 7.18 To support the management of sickness and absence within the teams.
- 7.19 To support colleagues with work distribution, ensuring staff work flexibly across teams.
- 7.20 To contribute to the monitoring of work activities provided by the teams ensuring that targets are met, managing performance.
- 7.21 To delegate work to team members and assess the work of the team, agreeing courses of action to address issues with work.

General Responsibilities

The post holder will work in accordance with Trust policies and guidelines at all times. The post holder will adhere to the Trust Information Security Policy at all times, in particular ensuring that there are no breaches of confidentiality as a result of his/her actions. The post holder will be expected to carry out other duties commensurate with the grade as directed.

N.B. This job description is a reflection of the current position and the post holder is expected to view it as a guide rather than an exact description of all duties and responsibilities. It may be subject to variation from time to time.

Safeguarding Children Statement

Tower Hamlets Primary Care Trust actively promotes a 'safeguarding children culture' within the organisation in line with The Children Act 2004. As such each member of staff is expected to carry out their role and responsibility in relation to a child or children's welfare; for example ensuring they access child protection training in accordance with their role, accessing child protection supervision if they are in a clinical role working with children and being aware of who to contact and what action to take if they are concerned regard the welfare of a child. The Primary Care Trust are committed to ensuring all staff are supported in respect to their 'safeguarding children' duties.

Safeguarding Vulnerable Adult Statement

Tower Hamlets Primary Care Trust actively promotes the Tower Hamlets Adult Protection Policy and Procedure and supports staff in its implementation. Staff

working within the Trust have responsibility to ensure they adhere to the Policy and act accordingly on behalf of vulnerable adults.

Customer Care

The Trust aims to provide a first class Community Nursing service to the population of Tower Hamlets. Community Nursing puts service users at the centre of the service. There is an expectation that staff will act as ambassadors for the service promoting a high quality service and a professional image at all times.

No Smoking Policy

Tower Hamlets Primary Care Trust is committed to a policy, which actively discourages smoking and offers support to staff who wish to stop smoking.

Equal Opportunities

Tower Hamlets Primary Care Trust operates an equal opportunities policy and expects staff to have a commitment to equal opportunities in relation to employment and service delivery.

Data Protection

The Trust processes personal data about patients, staff, contractors and other persons that it deals with. Personal data is processed in accordance with the Data Protection Act 1998.

Community Nursing Services Vision Statement

See appendix 2

Agreed job description

Post holder name: _____

Date: _____

Post holder signature: _____

Date: _____

Manager's name: _____

Date: _____

Manager's signature: _____

Date: _____

Tower Hamlets Community Health Services Adult Community Nursing

Person Specification

District Nurse

	Essential Criteria	Desirable Criteria	Tested
Education/ Qualification	Registered Nurse with evidence of current NMC registration Specialist Practitioner (District Nursing) Degree or equivalent /Certificate/diploma Limited Prescriber	Leadership or management Course Independent Prescriber (or willingness to undertake) Physical assessment / First Contact Course (willingness to undertake)	A
Communication	Excellent interpersonal and communication skills		I
	Able to demonstrate ability to communicate effectively at all levels across the Trust and with other organisations		A/I
	Able to demonstrate ability to communicate with patients in an empathetic manner, adapting strategies to meet their needs.		A/I
	Computer literacy		A
Personal and People Development	Evidence of continuous professional development		A
	Experience of team management and leadership and ability to provide direction and motivation to staff	Ability to manage conflict effectively	A/I
	Ability to undertake appraisals	Experience of managing staff	A/I

	of staff in relation to KSF	performance	
	Ability to teach staff with different learning needs and monitor standards of practice		A
Health Safety and Security	Acts in a way that is consistent with legislation, policies and procedures , abiding by the Trust's Health and Safety policies.	Ability to develop a culture of risk awareness	A/I
	Ability to identify and assess the potential risks involved in work activities and processes		A/I
Service Improvement	Knowledge of current and emerging NHS strategies and policies	Experience of change management	I
	An awareness of current developments in Primary Care and Community Nursing	Understanding of Practice Based Commissioning	A/I
	Ability to support service improvement	Ability to identify areas for potential service development	A/I
Quality	Understanding of clinical governance		A/I
	Clear understanding of professional accountability and requirements of professional registration		A/I
	Experience of Clinical Audit		A
	Experience of ensuring that clinical practice is based on evidence and best practice		A/I
	Ability to use and maintain resources efficiently and effectively and encourage others to do so		A/I
	Commitment to the development and delivery of innovative high quality care services	Experience of managing incidents and complaints	A/I
Equality and Diversity	Understanding of Equal Opportunity and Diversity policies and procedures		A/I

	Awareness of needs of individuals and families living in a multi-cultural inner city area		A/I
HWB2 Assess health and wellbeing needs and develop , monitor and review care plans to meet specific needs	Evidence of working with the Single Assessment Process and National Service Frameworks. Experience of case management	Understanding of care pathways	A/I
	Experience of using assessment tools in collaboration with patients and carers and ability to evaluate care, adapting care plans accordingly and promoting self care.		A/I
	Undertaken additional clinical skills training e.g. <ul style="list-style-type: none"> ▪ Palliative care ▪ Diabetes ▪ Tissue Viability ▪ Intravenous therapy ▪ Catheterisation ▪ Long Term conditions 		A/I
HWB4 Enable people to meet ongoing health and wellbeing needs	Understanding of role in relation to Public Health initiatives	Experience in supporting public health initiatives	A/I
	Demonstrates commitment to working in partnership with clients and carers and understanding their perception of care needs. Ability to teach and support patients and carers in participating in their care programmes		I
HWB7 Plan, deliver and evaluates interventions	Ability to assess and prescribe for patients as a Limited Prescriber in line with Trust protocol.		A/I

and/or treatments			
	Ability to liaise effectively with other care providers to ensure comprehensive packages of care utilising appropriate resources.		A/I
G6 Plan, allocate and supervise the work of a team	Good organisational skills. Ability to effectively manage a caseload, prioritise and delegate appropriately		A/I
Other requirements	Knowledge of Safeguarding Children and Vulnerable Adults Policies and Procedures Some travelling in inclement weather		A/I

Date job description last updated:

A = Application Form

I = Interview

APPENDIX 2D**Community Health Services
Adult Community Nursing
JOB DESCRIPTION**

Job Title:	Associate Community Nurse
Hours:	37.5
Band :	5 (pending AfC evaluation) Cluster no : PCN CO4
Responsible to:	District Nurse Team Leader
Accountable to:	Head of Adult Community Nursing services
Location:	Working within the boundaries of Tower Hamlets PCT
Hours :	08.00 - 22.30

Summary and Job Purpose

The post holder will be responsible for providing highly skilled nursing care to the residents of Tower Hamlets, promoting the health of the population and reducing the effects of ill health and disability and maximising the individual's potential for independence. S/he will work closely with General Practices, Social Services and other statutory and non statutory services to meet the needs of the local population using public health information to support service development .The main focus will be to ensure the service is of the highest quality by supporting the Clinical Leaders in implementing and monitoring the clinical and management strategy for the service. The post holder will be able to work autonomously, providing managerial support to the District Nursing team in the absence of the District Nurse.

It is envisaged that the role will be predominantly clinical with approximately 80 - 90% of working time being spent on providing direct patient care.

Main duties and responsibilities

- To assess patients' needs and plan care ensuring patient and carer involvement, write care plans, implement and evaluate care.
- Act as a role model at all times
- Contribute towards ensuring that resources are used effectively and efficiently
- Contribute towards the practice of case management in nursing.
- Support the implementation and sustain a strong working model with

- stakeholders to deliver an integrated model of service provision
- Contribute towards the development of community networks (Local Area Partnership working)
- Represent the service at a local and wider level (eg forums, steering groups , act as a link nurse)
- Contribute towards ensuring that there are effective liaison and cooperative working arrangements with General Practitioners and other agencies
- Contribute towards the achievement of the Service Level agreement and the Trusts strategic and operational objectives.
- Contribute towards improving patient experience, choice and self care through the provision of holistic assessment and a patient centred responsive service.
- Provide best practice, evidence based care to the residents of Tower Hamlets.
- To provide palliative and end of life care to enable patients to die at home if this is their preferred place of care.
- Support the clinical leaders in the implementation of Integrated Care Pathways.
- Contribute towards the management of complaints and incidents following the Trust Policy and procedures and governance framework.
- Contribute towards the implementation of agreed new models of care to ensure clinical service development.
- Contribute towards the collation and provision of timely and accurate data, ensure a robust system in monitoring that data is provided by the workforce.

Key responsibilities – Core dimensions

1. Communication - KSF level 3

Develop and maintain communication with people about difficult matters and/or in difficult situations

- 1.1 To promote good communication within the workforce at all times.
- 1.2 To support the District Nurse in ensuring that there are robust communication systems with the GP practices and regular planned meetings.
- 1.3 To be able to use computer systems including EMIS, Word , Excel and Email for effective communication of information and to be able to access the intra / internet for information related to work.
- 1.4 To maintain and foster effective communication within the PCT and external partner organisations as an essential and integral part of the day-to-day responsibilities.
- 1.5 To have well-developed communication skills, utilising tact, empathy, sensitivity and reassurance with people who experience mental health issues, cognitive or sensory impairment, learning difficulties and those whose first language is not English and require interpreters.
- 1.6 To utilise verbal and non verbal communication skills to impart difficult

and sensitive information which via negotiation contributes to patients and carers being able to participate in the nursing care programme, being aware of the many needs of the family (including cultural and language needs).

- 1.7 To use a mobile phone in order to ensure accessibility and a prompt response to urgent issues.
- 1.8 To maintain nursing records to Trust standards and in accordance with Standards for Records and Record Keeping ((NMC). Providing records and reports as requested.
- 1.9 To discuss any relevant changes in patient's condition or need to the GP, District Nurse and /or other appropriate agencies.
- 1.10 To inform the community liaison service of problems relating to discharges from hospital.

2. Personal and People development - KSF level 2

Develop own skills and knowledge and provide information to others to help their development

- 2.1 To plan and monitor induction and training programmes for new members of staff and students, following Trust Policy.
- 2.2 To contribute to the training of staff to ensure high standards of care to all clients on the caseload.
- 2.3 To show evidence of continuous professional development in line with the NMC's requirements for professional registration and practice.
- 2.4 To support the District Nurse/Team Leader to ensure that junior practitioners are competent to carry out delegated tasks by providing teaching and assessment of competency
- 2.5 To teach and supervise junior staff in carrying out clinical and technical procedures e.g. Doppler assessments , managing syringe drivers.
- 2.6 To contribute towards the development of in-service education programmes for staff and students.
- 2.7 To work with local agencies to provide joint training and improve standards of care.
- 2.8 To demonstrate competent clinical skills and sound knowledge as identified through the appraisal process (KSF)
- 2.9 To act as a role model and mentor to students and junior staff.
- 2.10 To participate in Clinical Supervision.
- 2.11 To implement and support staff to adopt new processes

3. Health Safety and Security - KSF level 2

Monitor and maintain health, safety and security of self and others

- 3.1 The post holder is required to be familiar and comply with the Trust's policies and procedures.
- 3.2 To report any faulty equipment and arrange for the collection from the patient's home when they are no longer required.
- 3.3 To be aware of health and safety regulations, reporting hazards, near misses and incidents and complete the documentation as per Trust policy.
- 3.4 To contribute towards incident investigations and implementation of action plans.
- 3.5 To undertake comprehensive risk assessments (both clinical and non clinical) for all patients on the caseload and to ensure that management strategies are incorporated into all care plans.
- 3.6 To support the Team Leader to assess that all team members are competent to carry out the appropriate risk assessment in order to ensure patient and staff safety.
- 3.7 To inform the Clinical Leader of the patients and/ or carers who choose not to comply with prescribed care or who decline to cooperate to resolve identified risks.
- 3.8 To be able to assess and manage manual handling risks in unpredictable working conditions.
- 3.9 To adhere to the standards as outlined in the Trust's Infection Control Policy.
- 3.10 To advise patients and their carers about the safe disposal of medication (including controlled drugs) in accordance with the Trust's Policy and monitor that staff adhere to the policy.

4. Service Improvement - KSF level 2

Contribute to the improvement of services

- 4.1 To be aware of, and adhere to Tower Hamlets PCT's policies, standards and procedures in relation to service improvement and to ensure that members of the nursing team adhere to the same.
- 4.2 To contribute to the development of the primary care health team activities, and to support the implementation of service developments in line with the aims and objectives as outlined in local and national initiatives.

- 4.3 To contribute towards research projects as required.
- 4.4 To contribute towards service reviews and support the development of service improvements.
- 4.5 To contribute towards the development and implementation of the PCT Nursing Strategy and support the development of the role of the district nurse and Public Health Initiatives

5. Quality - KSF level 2

Maintain quality in own work and encourage others to do so

- 5.1 To practice to a high standard of professional conduct in line with policies, protocols and guidelines of the Trust and NMC and standard documents relating to quality, ensuring that other members of the nursing team are familiar with them.
- 5.2 To participate in the development of quality initiatives in standard setting and clinical audit.
- 5.3 To promptly report to the Clinical Leader and District Nurse any incidents where service quality falls below an acceptable standard.
- 5.4 To ensure that patients know their named nurse and receive visits within an agreed time band.
- 5.5 To contribute towards ensuring targets are achieved and data is provided in a timely manner.
- 5.5 To support the monitoring of caseloads through regular caseload reviews.
- 5.6 To ensure patients are discharged from the caseloads in accordance with service guidelines

6. Equality and Diversity - KSF level 2

Support equality and value diversity

- 6.1 To be aware of and adhere to Tower Hamlets PCT's policies, standards and procedures relating to equality and diversity and ensure that members of the nursing team are aware of the same.
- 6.2 To participate in and support the development of care programmes which recognises and promotes the culture of equality and meets the diverse needs of service users.
- 6.3 To recognise patterns of discrimination and to take action in line with Trust policies.

Key responsibilities – Specific dimensions

7. HWB2 - Level 3 Assessment and Care Planning to meet Health and wellbeing needs

Assess health and wellbeing needs and develop, monitor and review care plans to meet specific needs

- 7.1 To work in conjunction with the Community Matrons, Case Managers and Clinical Nurse Specialists to provide seamless care.
- 7.2 To be competent in performing holistic assessments using appropriate tools.
- 7.3 To write care plans and evaluate planned nursing care making appropriate changes to care plans and care pathways discussing the care with the District Nurse. Monitor that care plans are implemented and are based on best available evidence.
- 7.4 To ensure patients are discharged from caseloads in accordance with the service guidelines.
- 7.5 To monitor standards of nursing care and provide and maintain a high standard of practice at all times. Demonstrate clinical competence and provide clinical guidance to staff.
- 7.6 To monitor the work activities provided by the teams ensuring that targets are met.
- 7.2 To monitor caseloads through regular caseload reviews.
- 7.8 To ensure all available resources are obtained and utilised for the benefit of patients and the service.

HWB4 - Level 2 Enablement to address Health and Wellbeing Needs

Enable people to meet ongoing health and wellbeing needs

- 7.10 To assess health and wellbeing needs, enabling and empowering people to meet their own health and wellbeing needs as much as possible.
- 7.11 To ensure goals and care plans are based on relevant evidence and consistent with legislation, policies and procedures.
- 7.12 To enable and encourage independence by providing information, teaching, supporting patients and carers to participate in their programme of care. To utilise appropriate teaching methods to promote this.
- 7.13 To participate in health screening programmes and health promotion activities in line with legislation, policies and procedures.

7.14 To ensure that practitioners respect people's dignity, wishes and beliefs, involves them in shared decision making and obtain consent.

HWB7 - Level 2 Interventions and Treatments

Contribute to planning , delivering and monitoring interventions and / or treatments

- 7.15 To adhere to clinical guidelines , policies, procedures and evidence based practice in under taking interventions/ treatments.
- 7.16 To review interventions/treatments and support the District Nurse in monitoring the effectiveness of interventions/ treatments, ensuring own competence in undertaking the activity.
- 7.17 To support the development of the service in meeting the health needs of the local population to provide services where applicable in the community, ensuring that practitioners have the appropriate skills and knowledge to provide care.
- 7.18 To undertake the Limited Nurse Prescribing Course when required by the service and to prescribe according to Trust policy and procedure.
- 7.19 To ensure own competence in undertaking interventions/treatments and raise any training issues.

General Responsibilities

The post holder will work in accordance with Trust policies and guidelines at all times. The post holder will adhere to the Trust Information Security Policy at all times, in particular ensuring that there are no breaches of confidentiality as a result of his/her actions. The post holder will be expected to carry out other duties commensurate with the grade as directed.

N.B. This job description is a reflection of the current position and the post holder is expected to view it as a guide rather than an exact description of all duties and responsibilities. It may be subject to variation from time to time.

Safeguarding Children Statement

Tower Hamlets Primary Care Trust actively promotes a 'safeguarding children culture' within the organisation in line with The Children Act 2004. As such each member of staff is expected to carry out their role and responsibility in relation to a child or children's welfare; for example ensuring they access child protection training in accordance with their role, accessing child protection supervision if they are in a clinical role working with children and being aware of who to contact and what action to take if they are concerned regard the welfare of a child. The Primary Care Trust are committed to ensuring all staff are supported in respect to their 'safeguarding children' duties.

Safeguarding Vulnerable Adult Statement

Tower Hamlets Primary Care Trust actively promotes the Tower Hamlets Adult Protection Policy and Procedure and supports staff in its implementation. Staff working within the Trust have responsibility to ensure they adhere to the Policy and act accordingly on behalf of vulnerable adults.

Customer Care

The Trust aims to provide a first class Community Nursing service to the population of Tower Hamlets. Community Nursing puts service users at the centre of the service. There is an expectation that staff will act as ambassadors for the service promoting a high quality service and a professional image at all times.

No Smoking Policy

Tower Hamlets Primary Care Trust is committed to a policy, which actively discourages smoking and offers support to staff who wish to stop smoking.

Equal Opportunities

Tower Hamlets Primary Care Trust operates an equal opportunities policy and expects staff to have a commitment to equal opportunities in relation to employment and service delivery.

Data Protection

The Trust processes personal data about patients, staff, contractors and other persons that it deals with. Personal data is processed in accordance with the Data Protection Act 1998.

Community Nursing Services Vision Statement

Agreed job description

Post holder name: _____ Date: _____

Post holder signature: _____ Date: _____

Manager's name: _____ Date: _____

Manager's signature: _____ Date: _____

Tower Hamlets Community Health Services Adult Community Nursing

Person Specification

Associate Community Nurse

	Essential Criteria	Desirable Criteria	Tested
Education/ Qualification	Registered Nurse with evidence of current NMC registration ENB Teaching and Assessing course 998, Supporting Learning, Assessing in Practice course or equivalent or willingness to undertake		A
	Willingness to undertake Limited Prescribing Course depending on service requirement		A
Communication	Excellent interpersonal and communication skills		A/I
	Ability to communicate effectively with the multidisciplinary team and other organisations		A/I
	Ability to communicate with patients in an empathetic manner, adapting strategies to meet their needs		A/I
	Computer literacy		A/I
Personal and People Development	Evidence of continuous professional development		A/I
	Ability to work as part of a team and work collaboratively as part of a multidisciplinary team	Ability to address conflict	I
	Ability to undertake appraisals of staff in relation to KSF		A/I
Health Safety and Security	Acts in a way that is consistent with legislation, policies and procedures, abiding by the Trusts Health and safety policies.	Ability to develop a culture of risk awareness	A/I

	Ability to identify and assess the potential risks involved in work activities and processes		A/I
Service Improvement	Knowledge of current and emerging NHS strategies and policies		A/I
	An awareness of current developments in Primary care and Community Nursing	Ability to identify areas for potential service development	A/I
	Ability to support service improvement	Understanding of Practice Based Commissioning	A/I
Quality	Understanding of clinical governance		A/i
	Clear understanding of professional accountability and requirements of professional registration.		A/I
	Experience of Clinical Audit		A/I
	Ability to use and maintain resources efficiently and effectively and encourage others to do so		A/I
	Commitment to the development and delivery of innovative high quality care services	Experience of managing incidents and complaints	A/I
Equality and Diversity	Understanding of Equal Opportunity and Diversity policies and procedures		A/I
	Awareness of needs of individuals and families living in a multi-cultural inner city area.		A/I

HWB2 Assess health and well being needs and develop, monitor and review care plans to meet specific needs	Evidence of working with the Single Assessment Process and National Service Frameworks. Experience of promoting self-care.	Understanding of care pathways	A/I
	Experience of using assessment tools in collaboration with patients and carers and ability to evaluate care, adapting care plans accordingly	Undertaken additional clinical skills training e.g. <ul style="list-style-type: none"> • Palliative Care • Diabetes • Tissue Viability • Intravenous Therapy • Catheterisation • Long Term Conditions 	A/I
HWB4 Enable people to address specific needs in relation to health and well being	Understanding of role in relation to Public Health initiatives	Experience in supporting public health initiatives	A/I
	Demonstrates commitment to working in partnership with patients and carers and understanding their perception of care needs. Ability to teach and support patients and carers in participating in their care programmes		A
HWB7 Contribute to planning, delivering and monitoring interventions and/or treatments	Ability to liaise effectively with other care providers to ensure comprehensive packages of care utilising appropriate resources.	Ability to assess and prescribe for patients in line with Trust protocol depending on service requirement.	A/I
	Experience of ensuring that clinical practice is based on evidence and best practice		A/I
Other requirements	An understanding of safeguarding Children and Vulnerable adults Policies and Procedures Some travelling in inclement weather		A/I

Date job description last updated: November 2008

A = Application Form

I = Interview

APPENDIX 2E**Community Health Services
Adult Community Nursing
JOB DESCRIPTION**

Job Title:	Assistant Practitioner (Community Nursing)
Hours:	37.5
Band :	4 (pending AfC evaluation) PCN 214 C17
Responsible to:	District Nurse
Accountable to:	Clinical Leader
Location:	Working within the boundaries of Tower Hamlets PCT
Hours :	08.00 - 22.30

Summary and Job Purpose

The post holder will work as a team member, without direct supervision providing high quality nursing care to the residents of Tower Hamlets as delegated by the district nursing team. S/he will contribute towards promoting the health of the population and reducing the effects of ill health and disability and maximising the individual's potential for independence. S/he will work closely with General Practices, Social Services and other statutory and non-statutory services. It is envisaged that the role will be predominantly clinical with approximately 90 % of work time dedicated to providing direct patient care.

Main duties and responsibilities

- To maintain high standards of nursing care ensuring that the dignity and confidentiality of patients is maintained.
- To plan, organise and prioritise own workload and provide care as delegated by the senior nurse according to the nursing care plan, reporting any changes or concerns to the team and / or other services as appropriate.
- Act as a role model, supporting the District Nursing (DN) team in facilitating learning for students and junior staff.
- To ensure the most effective and efficient use of resources.
- Support the implementation and sustain a strong working model with stakeholders to deliver an integrated model of service provision
- Contribute towards the development of community networks (Local Area Partnership working)

- To support the team by attending forums, steering groups and meetings
- To support the effective liaison and cooperative working arrangements with General Practitioners and other agencies
- Contribute towards the achievement of the Service Level agreement and the Trusts strategic and operational objectives.
- To support the DN team in providing palliative and end of life care to enable patients to die at home if this is their preferred place of care.
- Contribute towards Integrated Care pathways by providing care as delegated and prescribed in the care plan, and contributing towards assessment
- Contribute towards the collation and provision of timely and accurate data
- To provide administrative support to the team e.g. ensuring that supplies are requested in a timely manner.

Key responsibilities – Core dimensions

1.Communication - KSF level 2

Communicate with a range of people on a range of matters

- 1.1 To communicate effectively at all times.
- 1.2 To attend meetings as delegated e.g. team meetings, forums, GP practice and social services meetings, sharing information with the community nursing team.
- 1.3 To be able to use computer systems including EMIS, Word, Excel and Email for effective communication of information and to be able to access the intra / internet for information related to work.
- 1.4 To support and foster effective communication within the PCT and external partner organisations as an essential and integral part of the day to day responsibilities.
- 1.5 To have good communication skills, utilising tact, empathy, sensitivity and reassurance with people who are dying, those who experience mental health issues, cognitive or sensory impairment, learning difficulties and people whose first language is not English and require interpreters.
- 1.6 To utilise verbal and non-verbal communication skills to impart information that via negotiation contributes to patients and carers being able to participate in the nursing care programme, being aware of the many needs of the family (including cultural and language needs).
- 1.7 To maintain nursing records to Trust standards and in accordance with Standards for Records and Record Keeping ((NMC).
- 1.8 Liase with GP's, Social Services, voluntary and other non-statutory services on behalf of patients as directed by the District Nurse.

2. Personal and People Development - KSF level 2

Develop own skills and knowledge and provide information to others to help their development.

- 2.0 To participate in induction programmes for new members of staff and students, following Trust Policy.
- 2.1 To participate in an annual personal performance review to identify training and development needs in partnership with the line manager.
- 2.2 To recognise own limit of competence and to highlight areas in need of development or supervision.
- 2.3 To support the team in providing teaching and support to students, acting as a role model and demonstrating skills to new and less experienced staff.
- 2.4 To develop technical skills and knowledge within a competency framework to support the team in delivery of care. (e.g. phlebotomy, continence assessments)
- 2.5 To contribute towards joint training programmes to improve standards of care.
- 2.6 To participate in one to one meetings with the line manager and supervision sessions.
- 2.7 Plan, organise and prioritise own workload and provide nursing care in patients' homes as lone worker, as allocated by District Nurse (DN), following the nursing care plan.

3. Health Safety and Security - KSF level 2

Monitor and maintain health, safety and security of self and others

- 3.0 The post holder is required to be familiar and comply with the Trust's policies and procedures.
- 3.1 To report any faulty equipment and arrange for the collection from patients home when they are no longer required.
- 3.3 To be aware of and support implementation of health and safety regulations, reporting hazards, near misses and incidents and complete the documentation as per Trust Policy. Reporting any serious risks immediately to the Clinical Leader.
- 3.4 To contribute towards risk assessments (both clinical and non clinical) for all patients on the caseload informing the District Nurse of any areas of concern.
- 3.5 To inform the senior nurse of any patients and/ or carers who choose not to comply with prescribed care or who decline to cooperate to resolve identified risks.

- 3.6 To be able to contribute towards the assessment of manual handling risks in unpredictable working conditions.
- 3.7 To adhere to the standards as outlined in the Trust's Infection Control Policy.
- 3.9 To advise patients and their cares about the safe disposal of medication (including controlled drugs) in accordance with the Trust's Policy and monitor that staff adhere to the policy.

4. Service Improvement - KSF level 1

Make changes in own practice and offer suggestions for improving services

- 4.0 To contribute towards the development of the primary care health team activities, and to support the implementation of service developments in line with the aims and objectives as outlined in local and national initiatives.
- 4.1 To participate in research projects as required.
- 4.2 To be willing to undertake appropriate training and role development to meet the health needs of the local population.
- 4.3 To contribute towards service reviews and support the development of service improvements.
- 4.4 To contribute towards the implementation of the PCT Health and Wellbeing Strategy and support the development of the role of the District Nurse in Public Health Initiatives.

5. Quality - KSF level 2

Maintain quality in own work and encourage others to do so

- 5.0 To practice to a high standard in line with policies, protocols and guidelines of the Trust and NMC and standard documents relating to quality.
- 5.1 To participate in the development of quality initiatives in standard setting and clinical audit programmes.
- 5.2 To promptly respond to any incidents where service quality has fallen below an acceptable standard and report this to the senior nurse.
- 5.3 To contribute to regular caseload reviews through providing feedback regarding patient care.

6. Equality and Diversity - KSF level 2

Support equality and value diversity

- 6.0 To be aware of and adhere to Tower Hamlets PCT's policies, standards and procedures relating to equality and diversity.
- 6.1 To recognise patterns of discrimination and to take action in line with Trust policies.

7. Key responsibilities – Specific dimensions

HWB2 - Level 2 Assessment and Care Planning to meet health and wellbeing needs

Contribute to assessing health and wellbeing needs and planning how to meet those needs

- 7.0 To work as part of a team, providing nursing care as delegated reporting back any significant changes that might affect peoples health and well being.
- 7.1 To support the monitoring of standards of nursing care and provide and maintain a high standard of practice at all times. Demonstrate clinical competence.
- 7.2 To support clinics organised by the District Nursing service.
- 7.3 To assist the senior nurses in the assessment of patients' health and wellbeing needs and feedback on assessments undertaken.

HWB4 - Level 1 Enablement to Address Health and Wellbeing Needs

Help people meet daily health and wellbeing needs

- 7.4 To ensure that people's dignity, wishes and beliefs are respected, they are involved in decision making and consent is obtained.
- 7.5 To support the assessment of health and wellbeing needs, enabling people to meet their own health and wellbeing needs as much as possible.
- 7.6 To participate in public health initiatives, e.g. community health events.
- 7.7 To enable and encourage independence by providing information, teaching, supporting and encouraging patients and carers to participate in their programme of care. To utilise appropriate teaching methods to promote this.
- 7.8 To contribute towards the management of long term conditions within the community and avoidance of unnecessary admission to hospital.

HWB7 – Level 2 Interventions and Treatments

Contribute to planning, delivering and monitoring interventions and/or treatments

- 7.8 To contribute to the review of interventions/treatments and support the District Nurse in monitoring the effectiveness of interventions/ treatments.
- 7.9 To provide delegated treatment and care according to the care plan; including diagnostic tests such as blood glucose monitoring, blood pressure monitoring, re-catheterisation, administration of injections and urinalysis.
- 7.9 To be able to make a decision to withhold care based on theoretical knowledge and experience where there are contraindications and to alert the senior nurse.
7. 10 To support the community nursing team in providing palliative care, including visiting patients at the end of their life.

General Responsibilities

The post holder will work in accordance with Trust policies and guidelines at all times. The post holder will adhere to the Trust Information Security Policy at all times, in particular ensuring that there are no breaches of confidentiality as a result of his/her actions. The post holder will be expected to carry out other duties commensurate with the grade as directed.

N.B. This job description is a reflection of the current position and the post holder is expected to view it as a guide rather than an exact description of all duties and responsibilities. It may be subject to variation from time to time.

Safeguarding Children Statement

Tower Hamlets Primary Care Trust actively promotes a 'safeguarding children culture' within the organisation in line with The Children Act 2004. As such each member of staff is expected to carry out their role and responsibility in relation to a child or children's welfare; for example ensuring they access child protection training in accordance with their role, accessing child protection supervision if they are in a clinical role working with children and being aware of who to contact and what action to take if they are concerned regard the welfare of a child. The Primary Care Trust are committed to ensuring all staff are supported in respect to their 'safeguarding children' duties.

Safeguarding Vulnerable Adult Statement

Tower Hamlets Primary Care Trust actively promotes the Tower Hamlets Adult Protection Policy and Procedure and supports staff in its implementation.

Staff working within the Trust have responsibility to ensure they adhere to the Policy and act accordingly on behalf of vulnerable adults.

Customer Care

The Trust aims to provide a first class Community Nursing service to the population of Tower Hamlets. Community Nursing puts service users at the centre of the service. There is an expectation that staff will act as ambassadors for the service promoting a high quality service and a professional image at all times.

No Smoking Policy

Tower Hamlets Primary Care Trust is committed to a policy, which actively discourages smoking and offers support to staff who wish to stop smoking.

Equal Opportunities

Tower Hamlets Primary Care Trust operates an equal opportunities policy and expects staff to have a commitment to equal opportunities in relation to employment and service delivery.

Data Protection

The Trust processes personal data about patients, staff, contractors and other persons that it deals with. Personal data is processed in accordance with the Data Protection Act 1998.

Community Nursing Services Vision Statement

Agreed job description

Post holder name: _____

Date: _____

Post holder signature: _____

Date: _____

Manager's name: _____

Date: _____

Manager's signature: _____

Date: _____

**Tower Hamlets Community Health Services
Adult Community Nursing**

Person Specification

Assistant Practitioner (Community)

	Essential Criteria	Desirable Criteria	Tested
Education/ Qualifications	<p>Good standard of spoken and written English and numeracy skills</p> <p>NVQ level 3 in Health and Social Care or willingness to undertake</p> <p>Recent experience of working in the community in a health care environment</p> <p>Willingness to undertake additional training e.g. Foundation Degree in Health</p>		A/I
Communication	Excellent interpersonal and communication skills		A/I
	Ability to communicate with patients in an empathetic manner, adapting strategies to meet their needs		A/I
	Understands the principles of confidentiality		A/I
	Computer literacy		A
Personal and People Development	Demonstrate willingness to develop self and acquire new skills		A/I
	Ability to recognise own		A/I

	limitations and identify own learning needs		
	Recognises need for life long learning		A/I
	Demonstrates ability to act as a role model for other junior and student nurses, demonstrating skills to new or less experienced staff		A/I
Health Safety and Security	Acts in a way that is consistent with legislation, policies and procedures, adhering to Trusts Health and safety policies.	Ability to support a culture of risk awareness	A/I
Service Improvement	Demonstrates an awareness and understanding of current developments in Primary Care and Community Nursing		
	Ability to support service improvement		
Quality	Able to maintain high standards of care	Awareness of clinical governance and audit process	A/I
	Ability to use and maintain resources efficiently and effectively and encourage others to do so		A/I
	Ability to prioritise and organise own workload		A/I
Equality and Diversity	Understanding of Equal Opportunity and Diversity policies and procedures		A/I
	Awareness of needs of individuals and families living in a multi-cultural inner city area.		A/I
HWB2 Contribute to assessing health and well being needs and planning how to meet those needs	Able to work without direct supervision using own initiative	Experience of using assessment tools in collaboration with patients and carers and ability to evaluate care given.	A/I
	Ability to liaise effectively with other care providers to ensure comprehensive packages of care for clients		A/I

HWB4 Help people to meet daily health and well being needs	Understanding of role in relation to Public Health initiatives Ability to teach and support patients and carers in participating in their care programmes	Experience in supporting public health initiatives	A/I
	A commitment to working in partnership with clients and carers and understanding their perception of care needs		
HWB7 Contribute to planning, delivering and monitoring interventions and/or treatments	Ability to follow care plans and monitor patient's condition and report patient's progress Undertaken clinical skills training e.g. <ul style="list-style-type: none"> ▪ Tissue viability ▪ Phlebotomy ▪ Blood glucose monitoring ▪ Medication management ▪ Urinalysis ▪ Administering injections ▪ Re-catheterisation 		A/I
Other requirements	Knowledge of Safeguarding Children and Vulnerable Adults Policies and Procedures Some travelling in inclement weather		A/I

Date job description last updated:

A = Application Form

I = Interview

APPENDIX 2F

Community Health Services Adult Community Nursing JOB DESCRIPTION

Job Title:	Health Care Assistant
Hours:	37.5
Band :	3 (pending AfC evaluation) Cluster no : PCN C05
Responsible to:	District Nurse
Accountable to:	Clinical Leader
Location:	Working within the boundaries of Tower Hamlets PCT
Hours :	08.00 - 22.30

Summary and Job Purpose

The post holder will work as a team member, without direct supervision providing high quality nursing care to the residents of Tower Hamlets as delegated by the district nursing team. S/he will contribute towards promoting the health of the population and reducing the effects of ill health and disability and maximising the individuals potential for independence. S/he will work closely with General Practices, Social Services and other statutory and non-statutory services. It is envisaged that the role will be predominantly clinical with approximately 90 % of work time dedicated to providing direct patient care.

Main duties and responsibilities

- To maintain high standards of nursing care ensuring that the dignity and confidentiality of patients is maintained.
- To plan, organise and prioritise own workload and provide care as delegated by the District nurse according to the nursing care plan, reporting any changes or concerns to the team and / or other services as appropriate.
- Act as a role model , supporting the District Nursing (DN) team in facilitating student learning.
- To ensure the most effective and efficient use of resources.
- Support the implementation and sustain a strong working model with

- stakeholders to deliver an integrated model of service provision
- Contribute towards the development of community networks (Local Area partnership working)
- To support the team by attending forums, steering groups and meetings
- To support the effective liaison and cooperative working arrangements with General Practitioners and other agencies
- Contribute towards the achievement of the Service Level agreement and the Trusts strategic and operational objectives.
- To support the DN team in providing palliative and end of life care to enable patients to die at home if this is their preferred place of care.
- Contribute towards Integrated Care pathways by providing care as delegated and prescribed in the care plan
- Contribute towards the collation and provision of timely and accurate data
- To provide administrative support to the team e.g. ensuring that supplies are requested in a timely manner.

Key responsibilities – Core dimensions

1.Communication - KSF level 2

Communicate with a range of people on a range of matters

- 1.1 To communicate effectively at all times.
- 1.2 To attend meetings as delegated e.g. team meetings, forums, GP practice and social services meetings, sharing information with the community nursing team.
- 1.3 To be able to use computer systems including EMIS, Word, Excel and Email for effective communication of information and to be able to access the intra / internet for information related to work.
- 1.4 To support and foster effective communication within the PCT and external partner organisations as an essential and integral part of the day to day responsibilities.
- 1.5 To have good communication skills, utilising tact, empathy, sensitivity and reassurance with people who are dying, those who experience mental health issues, cognitive or sensory impairment, learning difficulties and people whose first language is not English and require interpreters.
- 1.6 To utilise verbal and non-verbal communication skills to impart information that via negotiation contributes to patients and carers being able to participate in the nursing care programme, being aware of the many needs of the family (including cultural and language needs).
- 1.7 To maintain nursing records to Trust standards and in accordance with Standards for Records and Record Keeping ((NMC).
- 1.8 Liase with GP's, Social Services, voluntary and other non-statutory services on behalf of patients as directed by the District Nurse.

2. Personal and People Development - KSF level 2

Develop own skills and knowledge and provide information to others to help their development.

- 2.0 To participate in induction programmes for new members of staff and students, following Trust Policy.
- 2.1 To participate in an annual personal performance review to identify training and development needs in partnership with the line manager.
- 2.2 To recognise own limit of competence and to highlight areas in need of development or supervision.
- 2.3 To support the team in providing teaching and support to students, acting as a role model and demonstrating skills to new and less experienced staff.
- 2.4 To develop technical skills and knowledge within a competency framework to support the team in delivery of care. (e.g. phlebotomy, continence assessments)
- 2.5 To contribute towards joint training programmes to improve standards of care.
- 2.6 To participate in one to one meetings with the line manager and supervision sessions.
- 2.7 Plan, organise and prioritise own workload and provide nursing care in patients' homes as lone worker, as allocated by District Nurse (DN), following the nursing care plan.

3. Health Safety and Security - KSF level 2

Monitor and maintain health, safety and security of self and others

- 3.0 The post holder is required to be familiar and comply with the Trust's policies and procedures.
- 3.1 To report any faulty equipment and arrange for the collection from patients home when they are no longer required.
- 3.2 To be aware of and support implementation of health and safety regulations, reporting hazards, near misses and incidents and complete the documentation as per Trust Policy. Reporting any serious risks immediately to the Clinical Leader.
- 3.3 To contribute towards risk assessments (both clinical and non clinical) for all patients on the caseload informing the District Nurse of any areas of concern.
- 3.4 To inform the senior nurse of any patients and/ or carers who choose not to comply with prescribed care or who decline to cooperate to resolve identified

risks.

- 3.5 To be able to contribute towards the assessment of manual handling risks in unpredictable working conditions.
- 3.6 To adhere to the standards as outlined in the Trust's Infection Control Policy.
- 3.7 To advise patients and their carers about the safe disposal of medication (including controlled drugs) in accordance with the Trust's Policy and monitor that staff adhere to the policy.

4. Service Improvement - KSF level 1

Make changes in own practice and offer suggestions for improving services

- 4.0 To contribute towards the development of the primary care health team activities, and to support the implementation of service developments in line with the aims and objectives as outlined in local and national initiatives.
- 4.1 To participate in research projects as required.
- 4.2 To be willing to undertake appropriate training and role development to meet the health needs of the local population.
- 4.3 To contribute towards service reviews and support the development of service improvements.
- 4.4 To contribute towards the implementation of the PCT Health and Wellbeing Strategy and support the development of the role of the District Nurse in Public Health Initiatives.

5. Quality - KSF level 2

Maintain quality in own work and encourage others to do so

- 5.0 To practice to a high standard in line with policies, protocols and guidelines of the Trust and NMC and standard documents relating to quality.
- 5.1 To participate in the development of quality initiatives in standard setting and clinical audit programmes.
- 5.2 To promptly respond to any incidents where service quality has fallen below an acceptable standard and report this to the senior nurse.
- 5.4 To contribute to regular caseload reviews through providing feedback regarding patient care.

6. Equality and Diversity - KSF level 2

Support equality and value diversity

- 6.0 To be aware of and adhere to Tower Hamlets PCT's policies, standards and procedures relating to equality and diversity.
- 6.1 To recognise patterns of discrimination and to take action in line with Trust policies.

7. Key responsibilities – Specific dimensions

HWB2 - Level 1 Assessment and Care Planning to meet health and wellbeing needs

Assist in the assessment of people's health and wellbeing needs

- 7.0 To work as part of a team, providing nursing care as delegated, reporting back any significant changes that might affect people's health and well being.
- 7.1 To support the monitoring of standards of nursing care and provide a high standard of practice at all times.
- 7.2 To support clinics organised by the District Nursing service.

HWB4 - Level 1 Enablement to Address Health and Wellbeing Needs

Help people meet daily health and wellbeing needs

- 7.3 To ensure that people's dignity, wishes and beliefs are respected, they are involved in decision making and consent is obtained.
- 7.4 To participate in public health initiatives, e.g. community health events.
- 7.5 To enable and encourage independence by providing information, teaching, supporting and encouraging patients and carers to participate in their programme of care. To utilise appropriate teaching methods to promote this.
- 7.6 To contribute towards the management of long term conditions within the community and avoidance of unnecessary admission to hospital.

HWB7 – Level 1 Interventions and Treatments

Assist in providing interventions and/or treatments

- 7.7 To assist in the review of interventions/treatments and support the District Nurse in monitoring the effectiveness of interventions/ treatments.
- 7.8 To provide delegated treatment and care according to the care plan; including

diagnostic tests such as blood glucose monitoring, blood pressure monitoring and urinalysis.

7.9 To support the community nursing team in providing palliative care, including visiting patients at the end of their life.

General Responsibilities

The post holder will work in accordance with Trust policies and guidelines at all times. The post holder will adhere to the Trust Information Security Policy at all times, in particular ensuring that there are no breaches of confidentiality as a result of his/her actions. The post holder will be expected to carry out other duties commensurate with the grade as directed.

N.B. This job description is a reflection of the current position and the post holder is expected to view it as a guide rather than an exact description of all duties and responsibilities. It may be subject to variation from time to time.

Safeguarding Children Statement

Tower Hamlets Primary Care Trust actively promotes a 'safeguarding children culture' within the organisation in line with The Children Act 2004. As such each member of staff is expected to carry out their role and responsibility in relation to a child or children's welfare; for example ensuring they access child protection training in accordance with their role, accessing child protection supervision if they are in a clinical role working with children and being aware of who to contact and what action to take if they are concerned regard the welfare of a child. The Primary Care Trust are committed to ensuring all staff are supported in respect to their 'safeguarding children' duties.

Safeguarding Vulnerable Adult Statement

Tower Hamlets Primary Care Trust actively promotes the Tower Hamlets Adult Protection Policy and Procedure and supports staff in its implementation.

Staff working within the Trust have responsibility to ensure they adhere to the Policy and act accordingly on behalf of vulnerable adults.

Customer Care

The Trust aims to provide a first class Community Nursing service to the population of Tower Hamlets. Community Nursing puts service users at the centre of the service. There is an expectation that staff will act as ambassadors for the service promoting a high quality service and a professional image at all times.

No Smoking Policy

Tower Hamlets Primary Care Trust is committed to a policy, which actively discourages smoking and offers support to staff who wish to stop smoking.

Equal Opportunities

Tower Hamlets Primary Care Trust operates an equal opportunities policy and expects staff to have a commitment to equal opportunities in relation to employment and service delivery.

Data Protection

The Trust processes personal data about patients, staff, contractors and other persons that it deals with. Personal data is processed in accordance with the Data Protection Act 1998.

Community Nursing Services Vision Statement

Agreed job description

Post holder name: _____ Date: _____

Post holder signature: _____ Date: _____

Manager's name: _____ Date: _____

Manager's signature: _____ Date: _____

Tower Hamlets Community Health Services Adult Community Nursing

Person Specification

Health Care Assistant

	Essential Criteria	Desirable Criteria	Tested
Education/ Qualification	Good standard of spoken and written English and numeracy skills NVQ level 3 in Health and Social Care or willingness to undertake	Recent experience of working in the community in a health or social care environment	A/I
Communication	Excellent interpersonal and communication skills		A/I
	Ability to communicate with patients in an empathetic manner, adapting strategies to meet their needs		A/I
	An understanding the principles of confidentiality		A/I
	Computer literacy		A
Personal and people Development	Demonstrate willingness to develop self and acquire new skills		A/I
	Recognises own limitations and ability to identify own learning needs		A/I
	Recognises need for life long learning		A/I
	Demonstrates ability to act as a role model for other HCAs and student nurses, demonstrating skills to new or less experienced staff		A/I
Health Safety and Security	Acts in a way that is consistent with legislation, policies and procedures, adhering to by the Trusts Health and safety	Ability to support a culture of risk awareness	A/I

	policies.		
Service Improvement	An awareness of current developments in Primary Care and Community Nursing		
	Ability to support service improvement		
Quality	Able to maintain high standards of care	Awareness of Clinical governance and audit process	A/i
	Ability to use and maintain resources efficiently and effectively and encourage others to do so		A/I
	Ability to prioritise and organise own workload		A/I
Equality and Diversity	Understanding of Equal Opportunity and Diversity policies and procedures		A/I
	Awareness of needs of individuals and families living in a multi-cultural inner city area.		A/I
HWB2 Assist in the assessment of peoples health and well being needs	Able to work without direct supervision using own initiative	Experience of using assessment tools in collaboration with patients and carers and ability to evaluate care given.	A/I
	Ability to liaise effectively with other care providers to ensure comprehensive packages of care for clients		A/I
HWB4 Help people to meet daily health and well being needs	Understanding of role in relation to Public health initiatives Ability to teach and support patients and carers in participating in their care programmes	Experience in supporting public health initiatives	A/I
	A commitment to working in partnership with clients and carers and understanding their perception of care needs		
HWB7 Assist in providing	Ability to follow care plans and monitor patients condition and report patients progress	Undertaken clinical skills training e.g. <ul style="list-style-type: none"> ▪ Tissue viability 	A/I

interventions and/or treatments		<ul style="list-style-type: none"> ▪ Phlebotomy ▪ Blood glucose monitoring ▪ Medication management ▪ Urinalysis 	
Other requirements	<p>Knowledge of Safeguarding Children and Vulnerable Adults Policies and Procedures</p> <p>Some travelling in inclement weather</p>		A/I

Date job description last updated:

A = Application Form

I = Interview

APPENDIX 2G**Community Health Services
Adult Community Nursing Service****Job Description**

Post:	Nurse Consultant (Adult Community Nursing)
Location:	Working within the boundaries of Tower Hamlets PCT
Responsible to :	Head of Adult Community Nursing Services
Accountable to:	Associate Director Adult, Primary and urgent care
Clinically Accountable to:	Associate Director Clinical, Quality and workforce
Banding :	TBC

Job Purpose

To provide strategic clinical leadership for the development and management of long term conditions in the Adult Community Nursing service within Tower Hamlets Primary Care Trust. To facilitate the provision of interdisciplinary care for patients requiring long term condition support within Tower Hamlets PCT. Implicit in the role, is the provision of specialist nursing expertise for the Community matrons in managing and advising patients, their families and care givers on long term conditions. The role will facilitate the liaison between primary and secondary health care teams .The post holder will participate in effective educational activities in order to support competent clinical practice for all those health professionals involved in the management of long term conditions and will have specific responsibility for facilitating curriculum development and professional research activity.

The Nurse Consultant is a key leader in the challenge to improve the profile of long term condition (LTC) management within the community. The post holder will work to ensure that the PCT continually improves its performance in reducing unnecessary hospital admissions and the use of acute hospital and GP services by developing systems that are evidence based and grounded in best practice. The post holder will support the implementation of the PCTs long term condition strategy and the implementation of care pathways, ensuring engagement of groups of staff, patients and external organisations where appropriate. The Education / Higher Education Institutes link will be critical to influence and implementation of evidence based research.

The post holder will lead on the development of the Community Matrons , providing clinical and professional leadership, ensuring the service meets the needs of the PCT. Operational Management of the Community Matrons will be the responsibility of the Clinical Leaders (Adult community Nursing).

It will be essential for the post holder to work with professionals from a wide variety of disciplines to develop policy and protocols, and monitor practice.

This post comprises an integration of four core functions practice, education, research and leadership. These should not be viewed as discrete elements but as closely inter-related functions as part of a coherent whole, distinguished here to provide greater clarity. This post is firmly based in nursing practice and involves working directly with patients clinically, clients and/ or communities for 50% of the time available and 25% in the provision of education (teaching and learning) and 25% research (practice based projects/studies).

This is a new role for the Adult Community Nursing service following a radical review of the service. It is envisaged that this role will change as the service is implemented and develops. In consultation with the post holder the job description is expected to change to reflect the future needs of the service. The post holder will need to be flexible and adaptable to reflect this change.

Key Duties and Responsibilities

Key relationships:

- Head of Adult Community Nursing service
- Acute sector - A&E
- Director of Quality Development (& DIPC) and staff within the Quality Development Directorate
- Commissioning Directors and their Associate Directors
- Clinical and managerial staff in the Community Health Services Directorate
- Clinical Nurse Specialists - Chronic disease management
- Medical Director and Director of Public Health for the PCT and their Teams
- Senior Nurses in the PCT
- The GP Clinical Leads
- Medical Consultants and lead nurses in the acute trusts
- Independent contractors (general practice, pharmacists, optometrists and dentists)
- Voluntary sector
- London Borough of Tower Hamlets staff
- Local Education providers

- Academic Supervisor at City University

COMMUNICATION

- Ensure that opportunities for new ways of working are encouraged
- To communicate effectively (both verbally and non-verbally) with patients where there will often be barriers to effective communication e.g. language problems, cultural differences, loss of hearing, pain and fear, so that consent to treatment and effective intervention is gained
- To communicate highly complex patient information effectively to ensure collaborative working with colleagues across health and social care sectors.
- To ensure the delivery of a co-ordinated, multidisciplinary approach to the management of patients with long term conditions and complex packages of care
- To be able to manage potentially distressing, stressful or emotional situations in an empathetic manner
- To resolve verbal complaints and be well versed in the Trusts formal complaints procedure

CLINICAL

- To be professionally responsible for the clinical care provided by the Community Matrons ensuring practitioners comply with best practice at all times
- Provide expert nursing advice to clinical teams within the Adult Community Nursing Service to support them in the management of patients with long term conditions
- To exercise a high degree of personal professional autonomy and make critical judgments of the highest order
- To make decisions where precedents do not exist in relation to long term condition management, where appropriate without recourse to others, and to advise and support colleagues where standard protocols do not apply.
- To draw on advanced professional knowledge and exercise professional skills of the highest order.
- To exercise independent or delegated prescribing rights through patient group directives and provide professional advice to the Community matron on prescribing.

- Maintain clinical competence and credibility in clinical aspects of chronic disease management.
- To undertake Root Cause Analysis of serious incidents and analyse results and set recommendations

PROFESSIONAL LEADERSHIP, CONSULTANCY AND SERVICE DEVELOPMENT

- To represent the Adult Community nursing service at strategic level within the Trust and externally, where appropriate.
- To exercise leadership to support and inspire colleagues.
- To act as an ambassador for Community Nursing and the PCT at all times and contribute to the strategic development of nursing in the PCT as a senior nurse.
- To improve standards and quality and to develop professional practice.
- To set standards, develop and promote best practice utilising leadership and change management skills of the highest order. This will require strong collaboration with senior clinicians and managers to ensure that change to practice is embedded in the general workforce.
- To provide expert advice to others, both within and outside nursing. This may take the form of planned interventions - particularly contributions to longer term strategic planning for the service - and as a response to ad hoc requests for advice, support and guidance from individuals or teams on the management of long term conditions.
- To share expertise, acting as a resource to others and providing facilitative support within and outside the organisation.
- The postholder will be a conduit to a range of specialist forums and will ensure robust feedback between committees, thus ensuring high quality feed back and communication.
- With the Adult Nursing management team and local education providers, provide strategic leadership in the planning, implementation, training and monitoring on all aspects of long term condition management.
- Lead on the development and implementation of policies as requested.
- To produce and present, as appropriate, reports for the Community matron service .
- Provide clinical advice on the setting of targets and other performance measures to the Head of Adult community Nursing service.
- To analyse performance and advise the Head of Adult Community Nursing service of areas for improvement or focused challenge and participate in formal challenge sessions as appropriate

- Lead on the implementation of DoH initiatives associated with the management of long term conditions and the Tower Hamlets long term condition strategy.
- With the Adult Community Nursing management, inform and support the clinical governance structures of the Trust.
- Ensure appropriate and timely reporting of adverse incidents and ensure that necessary remedial action is taken and that relevant information is shared across the organisation and escalated through the PCTs governance systems as appropriate.
- In conjunction with other specialists develop and implement care pathways.
- To help develop professional practice locally (and nationally through professional associations and other forums).
- To promote evidence-based practice through local arrangements for clinical governance.
- To identify and promote measures to secure and evaluate quality improvement.
- To engage in practice innovation - drawing on one's professional knowledge and expertise to determine how to deal with ambiguous, unique, or novel problems, creating precedents and generating, monitoring and evaluating practice protocols
- To develop and advance professional practice to benefit patients, clients, carers and communities.
- To contribute to evaluation of local services against benchmarks characteristic of the highest national and international standards in the specialty
- Develop and support organisational audit and benchmarking activities, implementing change where appropriate.
- Maintain awareness of relevant research, change in national policy and other developments in the field of infection prevention and control and advise the Trust on the implications.
- To manage database for statistical modelling as required for service development and delivery
- To have an awareness and understanding of strategic issues across the Directorate both current and in the future
- To abide by the newly revised NMC (April 2008) Code of Conduct

EDUCATION, TRAINING AND DEVELOPMENT

- The post holder will be responsible for the strategic direction and implementation of training and development in relation to long term condition management in the Adult Community Nursing service , this will include all clinicians, assistants and students within clinical areas across THPCT and independent contractors. Strategy planning and implementation will require close and collaborative working with the learning and development department ensuring effective learning and change in practice
- To work as an honorary lecturer at City University providing clinical / practical expertise to the development of curriculums and teaching as appropriate
- To develop Masters-level accreditation of clinical teaching in collaboration with City University.
- To ensure that an effective programme of education and development is in place for the Community Matrons to ensure best practice is maintained at all times and that all members of the team are developed appropriately
- To play a role in helping to integrate theory and practice and sustain productive partnerships with universities and other educational organisations
- To help identify and respond to learning needs at individual, team and organisational levels.
- To play a role in leadership and professional development through modelling, mentorship and clinical or statutory supervision

MANAGEMENT

- To investigate and report on the need for new resources and equipment, check the suitability of new equipment for purpose, and recommend the purchase when necessary. Writing proposals for new investment as appropriate
- To comply with all Trust policies and procedures and the Health and safety at Work Act.
- To adhere to risk management systems to ensure appropriate and timely reporting of adverse incidents.
- To attend mandatory training relevant to the post .
- To maintain and provide accurate and timely statistics and information as required within the required timescales.

RESEARCH / AUDIT / QUALITY

- Maintain track records of scholarship through critical appraisal of the literature related to practice and engage and lead on practice based research/projects that enhance service delivery / service design
- Play a critical role in clinical governance, providing expert input and working to secure quality improvement , including influencing other disciplines , the wider organisation and across organisational boundaries, to help deliver better services
- To contribute to the setting , monitoring and auditing of standards
- To identify research needs and opportunities in the Adult community Nursing service and acting upon the same
- To liaise with relevant local and national research agencies to ensure high quality information and sharing of new research and its implications
- To develop the research profile of the department by liaison, grant applications, undertaking research, publication of research findings and conference presentations.
- To undertake doctoral level research in partnership with City University in order to strengthen the body of knowledge in this field and will spend approximately 1 day per week minimum on this activity. To ensure that the findings from this research activity are implemented locally through service development plans.
- To be actively involved in the design and implementation of research and audit in order to evaluate the effectiveness of interventions and clinical practice and identify opportunities to develop clinical practice/the service and improve quality outcomes
- To actively participate in clinical governance projects as appropriate to the role.
- To provide expert educational input to nurses and AHP undergraduates and postgraduates within City University and to act as supervisor for relevant postgraduate research projects.
- To peer-review relevant research (and other scientific writing) as required by colleagues, journals, ethics committees, HEI establishments and other appropriate authorities.
- To liaise with relevant local and national research agencies to ensure high quality information and sharing of new research and its implications

EFFORT

- To carry out work across the THPCT and to be able to work effectively in a variety of settings across the health community

- To work in an environment where there are frequent disruptions to work patterns due to demands from patients, carers and other clinical staff or students, including responding to phone calls
- To support other team members in the management of challenging patients.

This job may involve exposure to unpleasant working conditions e.g. bodily fluids, unpleasant smells, and occasional exposure to verbal and/or physical aggression.

GENERAL RESPONSIBILITIES

The post holder will work in accordance with trust policies and guidelines at all times. The post holder will adhere to the Trust Information Security Policy at all times, in particular ensuring that there are no breaches of confidentiality as a result of his/her actions. The post holder will be expected to carry out other duties commensurate with the grade as directed.

N.B This job description is a reflection of the current position and the post holder is expected to view it as a guide rather than an exact description of all duties and responsibilities. It may be subject to variation from time to time.

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Customer Care

The Trust aims to provide a first class Community Nursing service to the population of Tower Hamlets. Community Nursing puts service users at the centre of the service. There is an expectation that staff will act as ambassadors for the service promoting a high quality service and a professional image at all times.

No Smoking Policy

Tower Hamlets Primary Care Trust is committed to a policy that actively discourages smoking and offers support to staff who wish to stop smoking.

Tower Hamlets Primary Care Trust (THPCT) is committed to the concept of positive health and has a policy which discourages smoking. In particular, smoking is not permitted where meetings are held, where the public/client/families are in contact with health workers and by health workers at any time in public when wearing uniform or attending a meeting on behalf of THPCT. The THPCT Board is working towards a completely smoke free working

Equal Opportunities

Tower Hamlets Primary Care Trust operates an equal opportunities policy and expects staff to have a commitment in equal opportunities policies in relation to employment and service delivery.

Data Protection

The Trust processes personal data about patients, staff, contractors and other people that it deals with. Personal data is processed in accordance with the Data Protection Act 1998.

Criminal Records Disclosures

This post falls within the Criminal Records Disclosure Policy and, therefore, a criminal record check will be taken up on all successful candidates.

Community Nursing Services Vision Statement

See appendix 2

This job description is a reflection of the current position and may change emphasis in the light of subsequent developments in consultation with the post holder.

Agreed job description

Post holder name: _____

Date: _____

Post holder signature: _____

Date: _____

Manager's name: _____

Date: _____

Manager's signature: _____

Date: _____

**Tower Hamlets Primary Care Trust
Nurse Consultant (Adult Community Nursing)
PERSON SPECIFICATION**

Education/Qualifications

Essential	Desirable
<p>Registered Nurse</p> <ul style="list-style-type: none"> • Current registration with the Nursing & Midwifery Council (NMC) on a part of the register relevant to the field • Minimum 5 yrs post basic nursing experience • Educated to first degree level • Independent Prescriber <p>Specialty</p> <ul style="list-style-type: none"> • Evidence of significant post-registration development in the field of long term condition management • Experience of working in Primary Care • Masters level degree in an accredited Programme of learning <p>Teaching</p> <ul style="list-style-type: none"> • Recognised teaching qualification, minimum ENB 998 or equivalent 	<p>Management qualification Ph.D</p> <p>Postgraduate Certificate in Education or Higher</p>

Experience

Essential	Desirable
<p>Research experience</p> <p>A record of scholarship and publication</p> <p>Substantial post-registration experience with relevant recent senior experience (at I grade / band 8) in the field of Primary Care / Community Care (at least 3 years in the latter)</p> <p>Evidence of effective leadership, having held positions at the level of Lead / Senior Nurse / Matron or equivalent</p>	<p>Experience of leading clinical governance initiatives</p> <p>Experience of consultant level cross-consultation</p>

<p>A reputation for professional excellence</p> <p>A track record of practice development and scholarship sufficient to have inspired recognition as an expert and innovator in the field</p> <p>Experience of multi-disciplinary and multi-agency working in a clinical setting</p> <p>Leading on change management projects</p> <p>Experience of managing conflict effectively and providing professional advice in challenging situations</p> <p>Understanding of clinical governance</p> <p>Experience of working with medical colleagues in a collegiate manner</p>	
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Skills and Abilities

Essential	Desirable
<p>Ability to hold a clear strategic vision, communicate this and develop implementation plans</p> <p>Ability to work effectively within a multi-disciplinary forum and with other professionals</p> <p>Good organisational skills - in terms of coordinating work, educating patients, assuring the quality of care delivery and liaising with other professionals.</p> <p>Personal attributes necessary to function effectively in a senior and influential post</p> <p>Adaptable and supportive of change</p> <p>Excellent time management skills</p> <p>Excellent problem solving skills</p> <p>Remains updated in professional practice and NHS developments</p> <p>Competent IT skills</p>	<p>Proven experience of leading change</p> <p>Published problem solving analyses e.g. case histories</p> <p>Leads on professional practice and NHS development at a national level</p> <p>Advanced IT skills inc database management and statistical modelling expertise</p> <p>Experience of co-ordinating and delivering M-level post-graduate education</p>

<p>Demonstrable learning and development skills</p> <p>Facilitation and meeting chairing skills</p> <p>Audit and analytical skills</p> <p>Ability to manage conflict and challenge poor practice</p> <p>Excellent written and verbal communication skills and the ability to communicate effectively with a wide range of people and professionals</p> <p>Skills in Education and training</p>	
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Other requirements relevant to the post

Essential	Desirable
<p>Excellent leadership skills</p> <p>Handles criticisms maturely</p> <p>Sees management as enabling / facilitating change. Commitment to high quality patient focused services</p> <p>Ability to organise work around competing demands for their time.</p> <p>Commitment to own personal continuing professional development</p> <p>Self motivating and acts on own initiative</p> <p>Able to work with a great degree of flexibility and adaptability</p> <p>Problem solving approach</p> <p>Proactive and resourceful</p> <p>Assertive but professional</p> <p>Enthusiastic about improving services for patients and local people</p>	

APPENDIX 2H

Community Health Services Adult Community Nursing JOB DESCRIPTION

Job Title:	Administrative Support Worker (Adult Community Nursing)
Hours :	37.5
Band :	Band 3 (pending evaluation)
Responsible to:	Team Leader
Accountable to:	Clinical Leader
Location:	Working within the boundaries of Tower Hamlets PCT

Job Purpose:

The post holder is responsible for providing high quality administrative support to the Adult Community Nursing Teams. S/he will undertake word processing, be responsible for taking messages, making appointments, developing and maintaining databases, to order supplies and report deliveries to the management team.

The post holder will be expected to organise and prioritise their own workload and exercise a degree of initiative. They will have contact with a range of services on a daily basis, this involves communicating with the public. S/he will be responsible for ensuring that comprehensive communication systems are in place.

Key Relationships

Locality Administration Managers
Administrative staff
Locality secretary
Senior Community Nurses
Clinical Leader
District Nurses
Community Matrons
General Practices
Out of Hours service
Advocacy Department
NHSP
Trust Offices
Estates and Facilities Department
Social Services
Voluntary services

1. Information Management

- 1.1 To be computer literate and conversant with IT systems, including Word, Excel, PowerPoint, Access and Outlook and access the Internet and download documents as requested. To solve computer problems and contact the IT Help Desk for advice for more intricate problems.
- 1.2 To perform photocopying, faxing posting and other clerical duties as requested.
- 1.3 To create Excel and Access databases for the Team Leader.
- 1.4 To support staff in using electronic information systems.

2. Administration

- 2.1 To be responsible for opening and date stamping all incoming mail.
- 2.2 To be responsible for ensuring papers and information requested for circulation is undertaken within the timescales specified.
- 2.3 To manage a confidential and comprehensive filing system ensuring that the system is up to date and secure at all times.
- 2.4 To provide administrative support for the recruitment process when required.
- 2.5 To support the locality secretary in taking minutes at team meetings and forums including typing the minutes and distributing them.

3. Communication

- 3.1 To act as the first point of contact for the Team Leader, addressing issues that can be dealt with, ensuring accurate messages are taken and relayed and redirect calls to the appropriate department or person.
- 3.2 To take telephone messages for the Adult Community Nursing team members and make appointments as appropriate.
- 3.3 To communicate with agencies as directed.

4. Organisational

- 4.1 To manage the ordering of stationery and supplies.
- 4.2 To monitor order requests and ensure outstanding orders are followed up and reported to the Team Leader.

- 4.3 To co-ordinate the induction programme for new members of staff, in conjunction with the Team Leader and Clinical Lead.
- 4.4 To Manage own time independently, allocating adequate time and resources to complete tasks.
- 4.5 To manage own workload, prioritising as necessary and ensuring timescales are achieved.
- 4.6 To prepare clinic areas as requested for Adult community nursing clinics.
- 4.7 To organise meetings as delegated.

5. Office Management

- 5.1 To be responsible for ensuring all office equipment is maintained and serviced on a regular basis, including paper and cartridges for fax machines, photocopiers and printers are available.
- 5.2 To be responsible for maintaining a professional and tidy appearance of the workstation and office environment.
- 5.3 To support the electronic inputting of daily activity sheets as required.

6. Effort/Emotional

- 6.1 To receive calls from staff of highly confidential nature, showing empathy and sensitivity and ensuring the Data Protection Act is adhered to.
- 6.2 To work within an office environment, providing a high quality office management service, accurate typing, problem solving skills whilst frequently being interrupted by telephone and other queries.

7. Personal Development

- 7.1 To participate in regular performance appraisals with the Line Manager, identifying learning and skill requirements and devising a personal development plan.
- 7.2 To attend mandatory training on an annual basis or as required.
- 7.3 To participate in staff meetings as appropriate.
- 7.4 To take responsibility for keeping own knowledge and skills up to date

General Responsibilities

The post holder will work in accordance with Trust policies and guidelines at all times.

The post holder will adhere to the Trust Information Security Policy at all times, in particular ensuring that there are no breaches of confidentiality as a result of his/her actions.

The post holder will be expected to carry out other duties commensurate with the grade as directed.

N.B. This job description is a reflection of the current position and the post holder is expected to view it as a guide rather than an exact description of all duties and responsibilities. It may be subject to variation from time to time.

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Criminal Records Disclosures

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See Community Nursing Services Vision Statement

Community Health Services

PERSON SPECIFICATION
Administrative Support Worker (Adult Community Nursing)

REQUIREMENTS	ESSENTIAL	DESIRABLE	TO BE TESTED*
<i>Education, training & qualifications</i>			
GCSE or equivalent in English and Maths (A – C or equivalent)	E		A
Computer qualification eg NVQ Level 3, European Computer Driving Licence	E		A
<i>Previous Experience</i>			
Experience of minute taking	E		A/I
<i>Skills and Abilities</i>			
Excellent communication skills both written and verbal	E		A/I
Excellent Organisational skills	E		A/I
Excellent IT skills, including Word, Excel, PowerPoint, Access and Outlook	E		A/I
Ability to work as part of team and independently without supervision	E		A/I
<i>Ability to prioritise and meet deadlines</i>	E		A
Ability to organise and co-ordinate meetings	E		A
Ability to take accurate minutes and type (40 – 45wpm)	E		A/I
Ability to produce reports	E		A/I
Excellent interpersonal skills	E		A/I
<i>Knowledge</i>			
Understanding of the importance of confidentiality	E		A/I
Understanding of Primary Care		D	A/I
Understanding of health and safety regulations		D	A/I
<i>Other Requirements</i>			
Commitment to own personal development	E		A
To have a flexible approach and to be adaptable so that work patterns can change to meet unpredicted needs	E		A/I
<i>To provide cover for colleagues and managers</i>	E		A/I
To respect colleagues and managers	E		A/I

Able to work under pressure	E		A/I
<i>Committed to equal opportunities</i>	E		A/I
<i>Knowledge of Safeguarding Children and Vulnerable Adults Policies and Procedures</i>		D	A/I

A = Application
I = Interview

Consultation

Appendix 3 Consultation Questionnaire

Consultation

Appendix 3 - Consultation Questionnaire

**Tower Hamlets Primary Care Trust
 Adult Primary and Urgent Care Services
 Adult Community Nursing Service**

Adult Community Nursing is developing a service for the future. In order that we can capture everyone's comments about the different options we would be grateful if you would complete the following questionnaire.

1. After today's session do you have a clear understanding about the two proposals?

2. What other information would you like to improve your understanding of any of the Restructuring?

3. Are there any other questions would you like answered?

4. Do you feel as if you have been given an opportunity to contribute to today's session?

Please tick

Strongly agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree

5. Do you feel you have been given enough information?

Please tick

Strongly agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree

6. **Which option do you prefer?**

Please tick

Proposal 1	Proposal 2

7. Are there any changes in the model that you would like to see, – If so, could you tell us about them, please?

If you would like to receive direct information or feedback to specific questions, please provide your contact details below. Please note this is optional and is only required if you would like feedback.

This section is optional and only required if you would like to receive direct feedback.

Name : _____

Phone Number:

Email address

: _____

This feedback questionnaire will remain anonymous but the responses will be collated and available to review on the trust intranet.

Please send this questionnaire before **14 April 2009** to:

**Jennifer Wilson,
Senior Nurse Manager - Adult Community Nursing Services
T27, Beaumont House, Mile End Hospital,
Bancroft Road, London E1 4DG**

Thank you for your feedback