

Circular 42/2000

29 March 2000

Secretary/Manager
Each Voluntary Hospital and
Mental Handicap Agency.

DEPARTMENT
OF HEALTH AND
CHILDREN
AN ROINN
SLÁINTE AGUS LEANAÍ

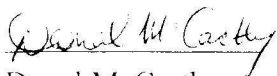
Nursing Grades: Revised Job Descriptions

I am directed by the Minister for Health and Children to refer to the recent agreement reached between employers and unions representing nurses in relation to their claims under the Programme for Competitiveness and Work and Partnership 2000.

Arising from this agreement, new job descriptions/profiles which reflect the recommendations contained in the Commission on Nursing report are enclosed for the following posts:

- Director of Nursing;
- Junior Ward Sister/Deputy Nursing Officer - new title is Clinical Nurse Manager 1 :
Ward Sister/Nursing Officer - new title is Clinical Nurse Manager 2: Clinical Nurse
Manager 3 - this encompasses the existing grades of Unit Nursing Officer, Theatre
Superintendent, Night Superintendent, Home Superintendent and Home Sister.

The new job descriptions apply with effect from the date of this letter.



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Job Description

Director of Nursing

Operating in accordance with the policies of the Health Board/Hospital, the Director of Nursing works in collaboration with other professionals and service managers to achieve the service goals.

Leadership and Accountability

- Provide strategic and clinical leadership and direction for nursing and related services which results in the delivery of effective, efficient, quality assured and patient centred nursing care.
- Develop a shared sense of commitment and participation among staff in the management of change, the development of the nursing services and in responding to the changing health needs of patients.
- Develop, maintain and review the nursing organisational structure within the context of overall organisational objectives.
- Be responsible for strategy and policy on practice development, education and professional duties imposed by statute or determination.
- Keep the C.E.O./Service Manager apprised of any significant development within his/her area of responsibility and perform such additional duties as may be assigned from time to time by the C.E.O./Service Manager (or other authorised officer).

Planning

Key objectives for the nursing service will be set on an annual basis.

- Formulation of policies and the selection, introduction and development of information and other systems for the nursing service
 - Develop a knowledge of systems used by nurses in other agencies and/or countries, including staffing, personnel, financial and patient information systems.
- Prepare an annual report on nursing and related activities and expenditure. Define objectives and identify major action plans for each Division of Nursing Management.
 - Participate as a core member of the Senior Management Team and contribute to the preparation of plans for services.

- Accept responsibility for the management of all nursing services over a 24 hour period and ensure that systems are in place to support this responsibility.

Admission & Discharge Policy

- Develop and implement (in association with Divisional Nurse Managers and Medical Consultants) operational policies, protocols, and guidelines for the utilisation of beds and a systematic audit of bed usage.
- Develop the concept of collaborative care planning in conjunction with other professionals.
- Develop and implement a discharge policy and ensure good liaison with the community care services.

Personnel Management

- Participate, as required, in the recruitment, selection and appointment of nursing and related staff.
- Ensure the optimum and effective use of staff through efficient rostering, skill/grade mix planning, work load measurement, staff profiling and deployment.
- Initiate the implementation of an on-going development and individual performance review process and foster a high level of morale among staff by effective motivation and communication.
- Participate in the formulation of relevant personnel policies and procedures.
- Deal with industrial relations issues relating to nursing and allied staff in consultation with the Personnel Department.
- Promote and maintain a safe environment for staff. Develop and implement Risk Management and Health and Safety strategies in consultation with appropriate personnel.

Finance

- Prepare annual financial estimates of nursing and related manpower, including education and training needs.
- Participate as a key manager in the overall financial planning of the hospital (health board service) including the assessment of priorities in pay and non-pay expenditure.
- Ensure expenditure is controlled within budget and identify potential for efficiency saving through improved practices and innovation.

- Delegate, as appropriate, budgetary control and implement monthly expenditure audit systems.

Education

- Ensure that direction and co-ordination of the School of Nursing (Midwifery) is consistent with overall strategy and meets national criteria.
- Take responsibility for the development and implementation of pre and post registration nurse education and training programmes. Take direct responsibility for the suitability, quality and level of supervision of clinical nursing practice placements.
- Ensure that appropriate in-service education programmes and ongoing learning needs are met for all assigned staff. Liaise and co-operate with appropriate third-level education institutes.
- Monitor recent nursing research and new developments. Initiate, facilitate and take part in relevant nursing research and promote awareness of ongoing and current research into issues affecting patient care.

Quality Assurance

- Ensure that modern standards of clinical nursing care are in operation and that regular monitoring of nursing care is undertaken through audit.
- Develop a philosophy for nursing which reflects the health boards/hospitals commitment to the provision of a high standard of nursing care and which fulfils the expectation of the Patients Charter.
- Implement health board/hospital policy on complaints and patient services
- Maintain good collaborative working relationships and communications with appropriate statutory, professional and voluntary organisations responsible for and/or participating in health care.
- Ensure adherence to all codes and guidelines relating to professional nursing practice and behaviour.

Key Performance Criteria

- **The extent to which there is patient satisfaction with nursing care.**
- **The effectiveness of financial management, in particular, ability to operate within budget.**

- **The extent to which good working relationships are fostered and maintained throughout the nursing service and between nursing and other disciplines.**
- **The effectiveness of performance in relation to personnel management and development.**
- **The quality and standard of nursing care.**
- **The extent to which service plan objectives have been achieved.**

Job Profile

Clinical Nurse Manager 1/Clinical Midwife Manager 1

Reports To: Clinical Nurse /Midwife Manager 2 in his/her area.

Responsible for: The development of nursing staff, by means of in-service training, orientation of new staff and arranging for the clinical experience and supervision of student nurses where this is appropriate. The primary role of the CNM1 will be one of clinical and professional leadership in the nursing team.

The post holder will:

1. Collaborate with the CNM2 in preparing, implementing and evaluating budget and service plans for the clinical area.
2. Play a central role in maintaining a safe environment for patients, staff and visitors.
3. Encourage evidence based practice, using a care planning approach to nursing care.
4. Co-operate in managing all resources - including nursing and non-nursing staff within an agreed budget.
5. In consultation with CNM2 and other disciplines, implement and assess quality management programmes.

This broad outline of responsibilities is based on the recommendations of the Commission on Nursing (Chapter 7).

The role of Clinical Nurse Manager 1 will not be limited by reference to this outline and should reflect established practices in relation to the junior ward sister/deputy nursing officer. It would be expected in the normal course of events at hospital level that the role will evolve as professional and service demands change.

Management structures, budgetary processes and training/education initiatives are the subject of ongoing development to facilitate the exercise of the devolved functions set out above

Job Profile

Clinical Nurse Manager 2/Clinical Midwife Manager 2

Reports To: Clinical Nurse Manager 3/Clinical Midwife Manager 3 or other authorised officer.

Responsible For: A Ward or Unit of Care.

Role Description: The post of CNM 2 has a pivotal role in co-ordination and management of activity and resources within the clinical area. The main responsibilities are: resource management, staffing and staff development, facilitating communication and professional/clinical leadership.

The post holder will:

1. Formulate, implement and evaluate service plans and budgets in co-operation with multi-disciplinary team.
2. Provide a high level of professional and clinical leadership.
3. Manage patient care to ensure the highest professional standards using an evidence based, care planning approach.
4. Evaluate and manage the implementation of best practice policy and procedures.
5. Manage all resources efficiently and effectively within agreed budget.
6. Facilitate co-ordination, co-operation and liaison across multi-disciplinary teams and programmes
7. Exercise a defined role in the personnel function.
8. Provide support and supportive supervision to Clinical Nurse Manager 1 and front-line staff where appropriate.
9. Supervise and assess student nurses and foster a clinical learning environment
10. Ensure that effective safety procedures are developed and managed to comply with statutory obligations, in conjunction with relevant staff
11. Manage communication at ward and departmental level
12. Participate in the identification, development and delivery of education, training and development programmes for nursing and non-nursing staff

13. **Contribute to the formulation, development and implementation of policies and procedures at area and hospital level.**
14. **Lead and implement change, with particular reference to recommendations of the Commission on Nursing.**
15. **Facilitate team building and staff motivation.**
16. **Manage and promote community liaison.**

This broad outline of responsibilities is based on the recommendations of the Commission on Nursing (Chapter 7).

The role of Clinical Nurse Manager 2 will not be limited by reference to this outline and should reflect established practices in relation to the ward sister/nursing officer. It would be expected in the normal course of events at hospital level that the role will evolve as professional and service demands change.

Management structures, budgetary processes and training/education initiatives are the subject of ongoing development to facilitate the exercise of the devolved functions set out above.

Job Profile

Clinical Nurse Manager 3/Clinical Midwife Manager 3 (CNM3)

Reports To: Relevant Nursing/Midwifery middle manager

Responsible For: A Unit/Department.

Role Description: In certain areas, where there is a requirement for a number of Clinical Nurse Managers 2 due to the complexity and levels of responsibility, one person should be designated in charge at Clinical Nurse Manager 3 level. The CNM 3 has a pivotal role in co-ordination and management of activity and resources within the clinical area. The main responsibilities are: resource management, staffing and staff development, facilitating communication and professional/clinical leadership.

The post holder will:

1. Formulate service plans and budgets in co-operation with multi-disciplinary team.
 2. Manage and evaluate the implementation of the service plan and budget.
 3. Develop and manage departmental policy, with a particular emphasis on change management.
 4. Manage professional and clinical standards using an evidence based, care planning approach.
 5. Provide supportive supervision and professional development of appropriate staff.
 6. Manage multi-disciplinary staff and service development through appropriate continuous education, including research initiatives.
 7. Manage resources efficiently and effectively, including all staff, to ensure the highest standards of service.
 8. Facilitate team building and motivation.
 9. Manage defined devolved personnel functions, with particular emphasis on maximising recruitment and retention of nursing and non-nursing staff.
 10. Formulate, manage and implement best practice hospital policies and procedures.
 11. Manage and promote community and intra-hospital service liaison.
 12. Contribute to the strategic management and planning process.
- This broad outline of responsibilities is based on the recommendations of the Commission on Nursing (Chapter 7).

Management structures, budgetary processes and training/education initiatives are the subject of ongoing development to facilitate the exercise of the devolved functions set out above.