

**Circular 41/2000**

24 March 2000

Chief Executive Officer  
Each Health Board/Authority



DEPARTMENT  
OF HEALTH AND  
CHILDREN  
AN ROINN  
SLÁINTE AGUS LEANAÍ

Shaping a  
Healthier Future

**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:

- ♦ Community General Nurse, Public Health Nurse, Senior Public Health Nurse and Superintendent Public Health Nurse. Please note that the titles for the posts of Senior Public Health Nurse and Superintendent Public Health Nurse have changed. The new titles are Assistant Director of Public Health Nursing and Director of Public Health Nursing respectively. The title of Senior Public Health Nurse (with special responsibility for immunisation) remains unchanged;
- ♦ Director of Nursing, and Chief Nursing Officer for which the new title is Director of Nursing, Mental Health Services;

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- ♦ 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.

With reference to the reporting relationship of Directors of Nursing (all disciplines), I wish to draw your attention to the wording agreed as part of the recent settlement and included in LCR 16330:

" It is agreed that the Nursing Directors will co-operate with the revised management structures in Community and Hospital Programmes. The reporting /liaison/access relationships with regard to strategic matters will continue as heretofore. The Management principles intended in the Health Legislation including 1996 Accountability Legislation and reflected in the management structures with regard to service direction and accountability are accepted. In practice, we would expect that the Partnership ethos will continue to prevail".

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

*Donal McCarthy*  
Donal McCarthy  
Nursing Policy Division

## **Job Description**

### **Community General Nurse**

#### **Accountability/Responsibility**

Reports to Assistant Director of Public Health Nursing. The Community RGN will be expected to maintain a high standard of nursing care, to share responsibility with the community nursing team for the management of nursing care and the patients' environment and to maintain a high standard of professional and ethical responsibility.

To liaise closely with and support the public health nursing service as part of a community nursing team in accordance with a care plan developed with the Public Health Nurse.

#### **Main Duties and Responsibilities:**

1. To provide home nursing services in accordance with such arrangements as may be made by the community care team.
2. To co-operate with other members of the community care team in planning patient care and to attend relevant case conferences.
3. To establish care priorities based on patients' nursing and medical needs in conjunction with the relevant Public Health Nurse.
4. To promote a healthy home environment.
5. To respect the dignity and confidentiality of patients, serving as an advocate as necessary.
6. To deal with incidents and accidents in accordance with Health Board policy.
7. To maintain records and documentation in accordance with policies and procedures.
8. To promote and help maintain professional respect and co-operation in the multi-disciplinary team context.
9. To promote team working by liaising with all other grades working in the community services.
10. To contribute to nursing quality assurance through participation in the development of best practice initiatives, requiring involvement by Community General Nurses in all in-service training and orientation in line with other colleagues.
11. Full participation in all relevant education programmes.
12. To undertake other relevant duties as may be determined from time to time by the C.E.O. or other designated officer.

## **Job Description**

### **Public Health Nurse**

**Reports to :** Assistant Director of Public Health Nursing.

**Role :** The Public Health Nurse will focus "on a district or area meeting the curative and preventative nursing needs of the population within the area." The Public Health Nurse will be expected to provide a broad based integrated prevention, education and health promotion service and to act as co-ordinator in the delivery of a range of services in the community.

The Public Health Nurse in exercising his/her professional autonomy will be expected to maintain a high standard of nursing care, to share responsibility with the community nursing team for the management of nursing care and the patients' environment and to maintain a high standard of professional and ethical responsibility.

#### **Main Duties and Responsibilities:**

1. To deliver nursing care and provide professional advice and support to patients, carers and families, including Health Education and Health Promotion advice.
2. To provide support to persons with a disability and their carers on an ongoing basis.
3. To provide support to families following bereavement, family disharmony or break-up.
4. To liaise with hospitals on discharge planning and to perform home assessments prior to discharge from hospital or other institution.
5. To provide home nursing, including where appropriate, ante natal care in accordance with such arrangements as may be made by the Health Board from time to time .
6. To manage effectively requests for home nursing following discharge from hospital or other institution.
7. To promote and participate as required in the primary and booster immunisation programmes.
8. To visit homes following early discharge/birth notification and for on-going child, maternal and family health monitoring.
9. To liaise with and advise parents or guardians on all aspects of child health with particular emphasis on the benefits of breast-feeding.
10. To provide and participate in developmental screening/examination and pre-school health service.

11. To participate as required in the school health service and in subsequent follow up activities.
12. To work closely in partnership with colleagues in the area of child care and protection.
13. To provide regular preventive services for older people with a view to maintaining older people in dignity and independence at home in accordance with the wishes of the older person.
14. To provide safe, comprehensive nursing care to patients.
15. To actively participate with other relevant care professionals in planning patient care and to attend case conferences as required.
16. To establish care priorities based on patients' nursing and medical needs.
17. To promote a healthy environment for patients and clients.
18. To initiate and operate clinics which provide a nursing service to clients and to participate in medical clinics as required.
19. (A) To identify and assess the need for the home help service.  
(B) To identify and assess the need for and supervision of the home care attendant service.
20. To participate in formal health education and health promotion activities as required.
21. To provide practical work experience and guidance and act as course preceptors for Student Public Health Nurses or other student nurses during community placement as required.
22. To participate in continuing education.
23. To complete such records and supply such reports and other information as may be required from time to time.
24. To participate in infection disease control according to current Government and health board guidelines.
25. To initiate and participate in individual and team schemes to provide continuous quality improvement in the provision of nursing services.
26. To co-operate with GPs and practice nurses in the development and management of patient care.
27. To prepare and implement individual care plans as part of a multi-disciplinary team.
28. To provide health screening services as appropriate.

29. To undertake other relevant duties as may be determined from time to time by the C.E.O. or other designated officer.

## **Job Description**

### **Assistant Director of Public Health Nursing**

**Reports to:** Director of Public Health Nursing.

**Role :** In line with the recommendations of the Commission on Nursing, "the routine management function of public health nursing should be assigned to 'senior' public health nurses" (8.35). This would involve the "clear delegation of management responsibility and decision-making" to the Assistant Director of Public Health Nursing.

Under the leadership of the Director of Public Health Nursing, the Assistant Director of Public Health Nursing will be responsible for the management of the Community Nursing service within that part of the Community Care area delegated to him/her. He/she must manage the delivery of an efficient and effective community nursing service to those who require it.

In keeping with his/her responsibilities to provide optimal and co-ordinated service to the community and to ensure the best use of available resources, the Assistant Director of Public Health Nursing should develop and manage working relationships with the following:

- (a) colleagues in the Public Health Nursing Service;
- (b) other members of the Community Care team;
- (c) hospitals and other health institutions in his/her area;
- (d) G. Ps. and practice nurses;
- (e) voluntary organisations, representatives of marginalised groups, statutory bodies and professions as appropriate;
- (f) the Home Help organisers;
- (g) representatives of persons with special needs.

### **Duties & Responsibilities**

1. To identify service needs in a defined geographical area and to monitor demographic trends with relevance to the effective delivery of Community Nursing Services.
2. To identify and develop the organisation and delivery of Health Promotion activities in their area.

3. To manage and support Public Health Nurses and other members of the team in the provision of Community Nursing and related Services.
4. To identify staff training needs and recommend training and development initiatives within available resources. To participate in induction and in-service training and performance reviews.
5. To manage the placement of student public health nurses during community placement and liaise with tutorial staff on the public health nurse higher diploma programme.
6. To co-operate with General Practitioners, practice nurses, community and hospital staff in order to develop the most effective procedures for the referral of patients to the community nursing service, for the treatment and care of patients and for the discharge or transfer of care to other services.
7. To organise the allocation and placement of students for community experience in conjunction with tutorial staff.
8. To monitor the workload of the community nursing team and to administer and manage the assignment of staff.
9. To co-operate in the on-going development of Community Care services, including the use of new technology, etc.
10. To manage the delivery of child health and maternal services as required.
11. To assist in the direction of the community nursing service in line with policy and legislation.
12. (a) To manage and/or monitor the home help service as required.  
•(b) To manage and/or monitor the home care attendant service as required.
13. To undertake duties in connection with the co-ordination and development of services for various care groups and to evaluate and improve these services.
14. To collect and collate statistical and financial returns as appropriate and to keep such records as required by the Director of Public Health Nursing.
15. To manage and monitor the usage of supplies and loan of equipment to patients.
16. To ensure an adequate supply of clinical products and nursing equipment for emergency use.
17. To discharge responsibilities in dealing with complaints and conflict resolution.



18. As part of and in partnership with the multi-disciplinary team to introduce and support continuous quality improvement of all services under his/her charge. To continually evaluate the efficiency and effectiveness of the service provided, through the use of appropriate structures and mechanisms including user satisfaction surveys. Within the assigned area of responsibility to ensure expenditure is controlled in line with budget allocation and identify potential areas for savings through improved practices and innovations.
19. Formulate service plans and budgets in co-operation with the multi-disciplinary team.
20. To play a strategic role and participate in the overall management and implementation of service plans and budgets in partnership with the Director of Public Health Nursing and General Manager.
21. Develop and implement risk management and health safety strategies in consultation with appropriate personnel.
22. To discharge professional and statutory responsibilities in the area of child care.
23. Exercise a defined role in the personnel function.
24. To deputise for the Director of Public Health Nursing as required.
25. To provide effective leadership, support and advice to nursing and allied staff as necessary.
26. To work with primary care units at health board level to co-ordinate primary health care initiatives such as primary and booster immunisation programmes.
27. To undertake other relevant duties as may be determined from time to time by the C.E.O. or other designated officer.

**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.**

## **Job Description**

### **DIRECTOR OF PUBLIC HEALTH NURSING**

**Role:** The effective and efficient management of the service in accordance with the policies of the \_\_\_\_\_ Health Board, the Director of Public Health Nursing works in collaboration with Service and Care Group Managers to achieve the service goals in the area of community nursing. The position requires a strategic approach to the development of services and structures, embracing continuous quality improvement and the management of changes necessary to achieve organisational objectives.

#### **Leadership and Accountability**

1. To provide strategic and clinical leadership and direction for community health nursing and related services which results in the delivery of effective, efficient, quality assured and patient centred nursing care.
2. To develop a shared sense of commitment and participation amongst staff in the management of change, the development of nursing services and in responding to the changing health needs of patients.
3. To develop, maintain and review the community nursing organisational structure within the context of overall organisational objectives.
4. To be responsible for strategy, policy and practice development, education and professional duties imposed by statute or determination.
5. To liaise with other service managers on any significant development within his/her area of responsibility.
6. To liaise with and provide advice to the Director of Nursing and Midwifery Planning Unit on community nursing services issues and to senior health board management as required.
7. To assign responsibility, where appropriate, to the Assistant Directors of Public Health Nursing.

#### **Planning**

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

8. To be responsible for the management of community nursing services and ensure that systems are in place to support this responsibility.
9. Participate as a core member of the community care senior management team.

10. To formulate, develop and manage relevant information and other systems for the community nursing service.
11. To prepare, cost, manage and ensure implementation of service plans for the community nursing service.
12. To prepare an annual report on nursing and related activities.
13. To participate in care group planning in co-operation with the multi-disciplinary team.
14. To participate, when required, on regional and national strategic, advisory and implementation committees for various services and care groups.

### **Operations**

15. To ensure the maintenance of proper standards in private nursing homes and boarding out homes as required according to legislation and regulations and ensure, for subvention purposes, the assessment of levels of dependencies.
16. To ensure the discharge of all professional and statutory responsibilities in the area of child care.
17. To assist in the development of health board policies and services, standards etc. in relation to domiciliary births.
18. To ensure that domiciliary community midwives are qualified to practice in accordance with the rules of An Bord Altranais.
19. To ensure that domiciliary community midwives receive an annual update in midwifery practice.
20. To assign the management and monitoring of the home care attendant and home help service where appropriate.
21. To ensure best practice in the management of direct patient care and to ensure the development of the concept of care planning with other professionals.

### **Personnel Management**

22. To participate, as required, in the recruitment, selection and appointment of community nursing and related staff.
23. To ensure the optimum and effective use of staff through efficient rostering, skill/grade mix planning, work load measurement, staff profiling and deployment.

24. Initiate the implementation of an on-going development in individual performance review process and foster a high level of morale among staff by effective motivation and consultation.
25. To participate in the formulation of relevant personnel policies and procedures.
26. To deal with industrial relations issues relating to community nursing and allied staff, in consultation with the Personnel Department.
27. To develop and implement Risk Management and Health and Safety strategies in consultation with appropriate personnel.

### **Finance**

28. To prepare annual financial estimates of community nursing (pay and non pay) and related manpower, including allied staff education and training needs.
29. To participate in the overall financial planning of the service including the assessment of priorities in pay and non-pay expenditure.
30. To ensure expenditure is controlled within budget and identify potential for savings through improved practice and innovation.
31. To assign, as appropriate, budgetary control and implement monthly expenditure audit systems.

### **Training, Education and Assessment**

32. To ensure that appropriate in-service education programmes and on-going learning needs are met for all assigned staff.
33. To liaise with appropriate third level institutions.
34. In collaboration with Assistant Directors of Public Health Nursing, ensure that the training needs of student nurses, student public health nurses and other relevant personnel are met.
35. To assist in the development of performance management systems.
36. Maintain awareness of relevant nursing research and new developments. To initiate and facilitate relevant nursing research and promote awareness of ongoing research into issues affecting nursing and patient care.

### **Liaison**

37. To ensure close liaison between relevant community nursing personnel, general practitioners, practice nurses, other Directors of Nursing and consultants in order to develop the most effective procedures for the referral of patients to the community services, for the treatment and care of patients and for the discharge or transfer of care to other services.
38. To ensure effective liaison with other health professionals, voluntary groups and groups representing the general public to develop the most effective community nursing services.
39. To participate in the identification, setting and attainment of health promotion targets in line with the health strategy.

### **Quality Assurance**

40. To ensure that modern standards of clinical nursing care are in operation and that regular monitoring of nursing care is undertaken through audit.
41. To develop a philosophy for community nursing which reflects the health board's commitment to the provision of a high standard of nursing care thereby ensuring the health and social gain of the community.
42. To implement health board policy on complaints and patient services.
43. To maintain good public relations including good collaborative working relationships and communications with appropriate statutory, professional and voluntary organisations responsible for and/or participating in health care.
44. To ensure adherence to all codes and guidelines relating to professional nursing practice and behaviour.

### **General**

45. To undertake other relevant duties as may be determined from time to time by the C.E.O. or other designated officer.

### **Key Performance Criteria**

The quality and standard of community nursing care.

The extent and use of evidence based practice.

The extent to which good working relationships and communication is fostered and maintained.

The extent to which there is patient satisfaction with nursing care.

The effectiveness of financial management , in particular, ability to operate within budget.

The effectiveness of performance in relation to personnel management and development.

The extent to which service plan objectives have been achieved.

**Miscellaneous**

It is recognised that this job description is subject to on-going review in the light of service needs.

## **Job Description**

### **Director of Nursing: Mental Health Services**

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 in the area of mental health.

The position requires a strategic approach to the development of services and structures, embracing continuous quality improvement and the management of changes necessary to achieve organisational objectives.

Details of the role, responsibilities and relationships are as follows:

#### **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 designated Service Manager appraised of any significant development within his/her area of responsibility and perform such additional duties as may be assigned from time to time.

#### **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 in the preparation of plans for services and monitor and report on their implementation as required
- 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.

### **Operations**

- Develop and implement (in association with Divisional Nurse Managers and Medical Consultants) operational policies, protocols, and guidelines for utilisation of services including in-patient and day services and a systematic audit of such usage.
- Develop collaborative care planning in conjunction with other professionals.
- Develop and implement a discharge and after care policy and ensure good liaison with the community and other 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 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 is consistent with the overall Board 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 board's 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 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.