

# Appointment of Chief Executive and Nurse Director



Candidate Information Pack

July 2024

## About us

The Queen's Nursing Institute Scotland (QNIS) is a small charity making a big difference. QNIS supports, develops and inspires Scotland's community nurses and midwives to be agents for health improvement and catalysts for social change. We help them develop their wellbeing and commitment to self-care so they can drive positive action to build a healthier, kinder, fairer, greener Scotland.

QNIS supports community nurses and midwives in the following ways:

- enabling them to tackle health and care inequity, sustainably, and in partnership with local people.
- providing transformational development programmes that inspire compassionate, creative, and courageous leadership.
- collaborating with others to shape and influence national policy with research-informed responses to Scotland's public health challenges.
- advocating for nursing's vital contribution to person-centred integrated health and social care.
- encouraging a focus on self-care.
- supporting the fellowship of retired Queen's Nurses.

In 2017 we reintroduced the Queen's Nurse title to Scotland for nurses employed in community roles in the NHS, social care and the independent and voluntary sectors.

Scotland's Queen's Nurses are changemakers, social reformers, expert practitioners, leaders, facilitators, role models and pioneers of new ways to improve health. Through the nine-month flagship Queen's Nurse Development Programme, their expert clinical knowledge and skills are enhanced by developing a new self-confidence. They have greater influence in their communities and within their professional networks.

Each year we offer this opportunity to around 20 carefully selected nurses and midwives from those nominated by their employers. Currently, there are more than 170 Queen's Nurses working across Scotland, in a range of community settings, from remote islands to large urban areas. They are tackling inequity and improving care for some of society's most marginalised groups in new and more effective ways

Following in the footsteps of the Institute's 19th Century founders as radical social reformers and pioneers, today's Queen's Nurses are true catalysts for change in communities across Scotland.

You can find out more about the organisation on our website <https://www.qnis.org.uk/>

## The Role

The current postholder has been leading QNIS for 10 years and is moving on to take up a new post. The vacancy offers a great opportunity to shape the evolution of the Queen's Nursing Institute Scotland as it enters a new chapter. As Chief Executive and Nurse Director, the new postholder will have the chance to lead the strategic direction of the charity. Working with a group of expert and committed trustees, and staff, the postholder will be responsible for the development of a small organisation with a large reputation.

As Chief Executive, the postholder acts as the chief officer for QNIS and is accountable to the Board of Trustees (QNIS Council) for achieving the annual operational plan and wider strategic priorities. There are regular meetings with the Chair and an annual appraisal.

The postholder also provides leadership and management to the team of 10 staff (6.5 FTE) and is responsible for overseeing the delivery of all programmes. They will lead on strategy, vision and values creating a compelling narrative to support income generation. They will nurture and manage relationships with our investment fund managers, grant making trusts and potential funders to enable a sustainable future.

As Nurse Director, the role requires representing the Institute and community nursing/midwifery in strategic forums, bringing professional expertise, good evidence and wisdom to high level influencing and policy discussions.

## Job purpose

The purpose of this role is to provide leadership to QNIS and to be responsible for the management and administration of the charity within the strategic, policy and accountability frameworks laid down by QNIS Council.



# Excellence Profile

At QNIS, we set out our expectations in the form of an excellence profile which describes the way in which a post is undertaken at its best.

The Excellence Profile for the Chief Executive and Nurse Director role is set out under four headings.

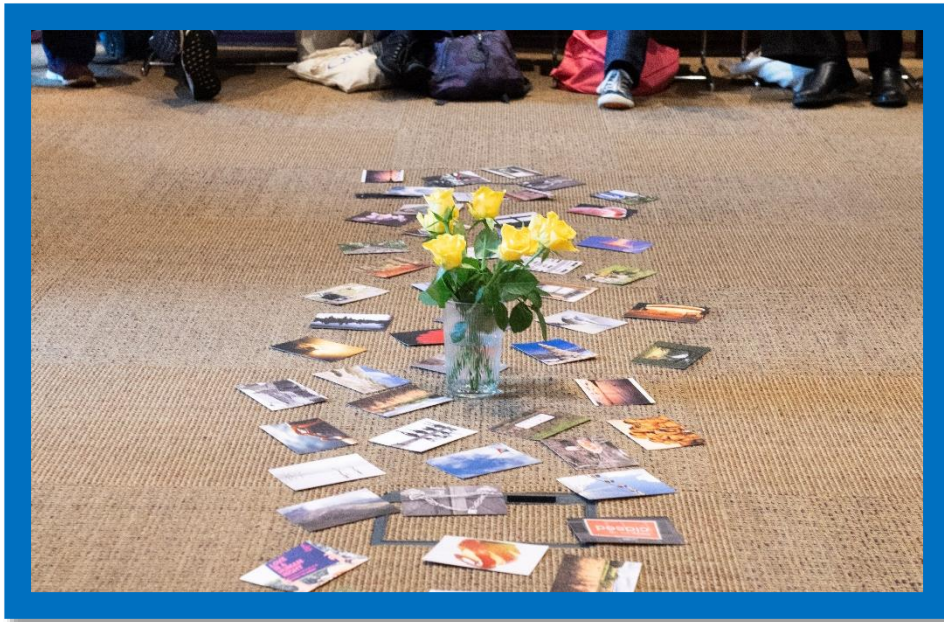
## Leadership

- Sets the values, purpose and vision of the charity, working creatively and collectively with trustees, staff and stakeholders to create an organisation which everyone loves to work with and for.
- Leads staff and volunteers, so they feel valued and motivated to do their very best for the organisation.
- Inspires others enabling the development of community nursing leadership capacity and capability to create healthful workplace cultures across Scotland.
- Continually reviews the short-, medium- and long-term strategy, listening to community nurses, funders and policymakers to maximise the impact of the charity, so we are truly making a difference.
- In person and across digital channels, communicates skilfully, building our reputation as an organisation promoting compassion, equity and social justice through nursing.
- Using highly developed networking skills, acts as a conduit to develop strong working relationship between QNIS and strategic stakeholders across health and social care, higher education and current/potential funders so others enjoy working with us and seek us out.
- Builds effective relationships with policy leaders in Scottish Government, NHS, professional bodies and other stakeholders in health and social care.
- Advises on practice, education and research requirements for community nursing at strategic level, contributing thoughtfully, bringing evidence, compassion and wisdom to discussions such that the views of QNIS are actively sought.
- Stays alert to changes in the health and social care or regulatory landscape that affect the charity or its work and develops a reputation for responding wisely.
- Builds trust through delivering on actions agreed and exceeding the expectations of others.

## Outputs and productivity

- Enables excellent governance of the charity, working with QNIS Council to ensure best practice in all matters financial, legal, and regulatory.
- Manages risk for the charity diligently, horizon scanning, identifying and mitigating risk to business continuity, finance and reputation.
- Supports and enables the staff team ensuring a compassionate workplace culture so that staff find a sense of purpose and joy at work.
- Oversees the evolution of the Queen's Nurse Development Programme ensuring its reputation for excellence and innovation continues.
- Leads QNIS operational planning and programmes ensuring that work is delivered on time, to budget and to a standard of excellence.
- Brings energy and vision to fundraising, balancing expenditure with income and managing financial risk with the trustees.
- Brings improvement thinking to systems and processes, to enable the team to work effectively together, continually developing and evaluating the impact of change.
- Leads work on policy priorities, developing high-quality thought pieces which shape national decision-making.





## Technical know how

- Outstanding communication skills which enable excellence across all the areas above.
- Leadership skills; values driven, collaborative, approachable - acting as a role model to others.
- Exceptional programme management skills and significant experience of delivering a range of complex projects.
- Strong financial skills, preparing and managing complex budgets with confidence and accuracy.
- Writes great reports and grant applications which have impact.
- A good understanding of methodologies used within health and social care research, and quality improvement, including co-production.
- Consults with others in enjoyable and creative ways, facilitating conversations which leave people feeling energised.
- Understands the political and policy influences on community nursing practice, research and development.
- A deep understanding of the challenges and barriers for nurses in developing practice, particularly working with marginalised communities.
- Skilled in IT, in particular Microsoft 365 and confident to take on new software.



## Team work

- Builds and maintains a great rapport with colleagues.
- Leads the team in our commitment to becoming a truly mindful employer and creating a workplace where people flourish.
- Leads the team, enabling shared decision-making where everyone feels heard and involved.
- Acts as a role model and welcomes ideas to enable our development as a high performing team.
- Demonstrates a ‘can do/will do’ attitude and a willingness to roll up sleeves and get involved in anything that needs doing.
- Understands the challenges and benefits of working in a small team and enjoys doing so.
- Embodies their passion for the purpose of the Queen’s Nursing Institute Scotland and its contribution to health and social care.
- Takes time to celebrate with the team after working hard to achieve goals.
- Balances the urgent and important and enjoys working flexibly.
- Thrives in a dynamic and rapidly changing environment, embracing change and bringing others with them.
- Brings a sense of joy, takes responsibility for gauging the mood in the office and attuning to interpersonal issues that may need addressing.

## Person specification

- A registered nurse, or midwife, you will be an experienced and inspiring leader.
- You will be highly numerate, able to set, monitor and manage financial plans including fundraising. You will be experienced in and knowledgeable about governance, particularly managing risk.
- To support and supervise the team, you will be an experienced programme manager; familiar with designing and managing processes, budgets, evaluation and reporting on impact. You will be a highly skilled facilitator of learning and improvement, experienced in creating safe spaces for development. You will bring a range of creative, methodologies for improvement and change.
- With a broad and deep knowledge of the health and social care policy landscape of Scotland, you will have a nuanced understanding of the range of issues affecting community nurses and midwives and Scotland's public health challenges.
- You will be highly self-aware and committed to the wellbeing and self-care of yourself and others, bringing your own compassionate and creative leadership to exemplify a healthful workplace culture for the team at QNIS.





## Terms of appointment

Salary: £84-90k depending on experience, the post is full time (37.5 hours).

Location: based in our office in central Edinburgh, with scope for flexible working from home.

Benefits: 10% employers' contribution to a group pension scheme, group life cover, option on a cycle to work scheme and 28 days annual leave plus 10 bank holidays and an additional day of birthday leave.

## How to apply

To apply, please send a brief CV, which succinctly demonstrates how your career enables a good match with the person specification and a covering letter, addressed to Mrs Erica Reid, Chair of Trustees, setting out clearly how your experience illustrates the Excellence Profile using the four headings. This covering letter will be used alongside CVs as the basis for shortlisting, so please ensure you have addressed criteria in each of the four sections of the Excellence Profile.

Send this to [Dawn.Cruse@qnis.org.uk](mailto:Dawn.Cruse@qnis.org.uk).

For an informal discussion about the role, please email [office@qnis.org.uk](mailto:office@qnis.org.uk), and we will arrange a suitable time for you to speak to Clare Cable, the current postholder.

Closing date for completed applications: Monday 12<sup>th</sup> August at midday

Date for interviews: Monday 19<sup>th</sup> August at QNIS, 31 Castle Terrace, Edinburgh