Leading Care:

Career Progression Pathway and Supporting Learning and Development Framework for the role of Ward Sister/Charge Nurse
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1.0 Introduction

1.1 Nursing and midwifery leadership, at ward/department level, is central to the delivery of safe, effective and timely person-centred care, evidenced through a positive patient/client experience and excellent clinical outcomes. The importance of highly skilled and educated nursing and midwifery workforce is well recognised by healthcare commissioners, educators, practitioners and service users. It is equally important that the pathway towards the pivotal role of leader and manager within a ward environment is intentionally mapped within career progression from the role of the staff nurse to that of Ward Sister/Charge Nurse (Kennedy, 2008). This should include learning and development opportunities which will prepare individuals for the leadership roles and specifically the Ward Sister/Charge Nurse role of the future.

1.2 The aim of the regional project Leading Care was to support and strengthen the role of the ward sister/charge nurse in Northern Ireland, including processes to support succession planning for the role. Within this document the term Ward Sister/Charge Nurse encompasses all nurses and midwives who lead a team of staff within a ward or department in a Health and Social Care (HSC) setting.

1.3 This document is the final product of work completed by two of the Sub Groups engaged in the achievement of the objectives of the Leading Care project.

1.4 The objectives of Sub-Groups 2 and 3 were:

III. Identify the key elements required for the induction and continuous professional development of Ward Sisters/Charge Nurses and from these design relevant learning and development activities. (Sub Group 2).

IV. Make recommendations about processes that regionally and within organisations support succession planning for nurses and midwives. (Sub Group 3).

2.0 Purpose

2.1 The recommendations contained in this document present a number of formal and informal mechanisms to support succession planning and the essential learning and development processes required for newly appointed and experienced Ward Sisters/Charge Nurses within the five HSC Trusts in Northern Ireland. The impact of these formal and informal mechanisms should harness the desirable leadership qualities and effective managerial skills that are essential for Ward Sisters/Charge Nurses, enabling them to lead a team of nurses and midwives to practice safely and effectively in healthcare. Further information regarding Leading Care can be accessed at: www.nipe.hscni.net.

2.2 Figure 1, page 2, illustrates the model for a Regional Career Progression Pathway from staff nurse/midwife to the role of Ward Sister/Charge Nurse.
Figure 1: Regional Career Progression Pathway

Career Progression Pathway for the Role of Ward Sister/Charge Nurse

**Staff Nurses and Midwives**
- Preparation for Leadership and Management
- Encouraging Leadership and Management Development for Teams
- Use of Portfolios

**Newly Appointed Ward Sister/Charge Nurse**
- Competency Framework for Ward Sisters/Charge Nurses
- Learning Needs Analysis
- Orientation and Development to ward leadership and Management
- Use of Portfolios

**Experienced Ward Sister/Charge Nurse**
- Incremental Development and Learning Opportunities
- Use of Portfolios
- Work based learning and Development
- Formal Learning

**Other Career Choices**

**Learning and Development Framework**
3.0 Career Progression for the Role of Ward Sister/Charge Nurse

3.1 Figure 1, page 2, illustrates the model for a Regional Career Progression Pathway from staff nurse/midwife to the role of Ward Sister/Charge Nurse. The model also demonstrates that there are other career choices, reflecting the fact that there may be participants who, having completed the preparation stage of the pathway, would not progress to apply for a Ward Sister/Charge Nurse post. The Preparation Pathway for leadership and management roles, underpinned by the learning and development framework therefore includes a number of components specific to ward management, but also promotes the idea of transferrable skills across a range of career options in nursing and midwifery.

1. Succession Planning for Staff Nurses and Midwives

Development of potential Ward Sisters/Charge Nurses can start during the early years of a registrant’s career, following registration and completion of processes aimed at preceptorship. It is important that nurses and midwives have the opportunity to develop those skills which are essential to effective leadership and management, in preparation for the role of Ward Sisters/Charge Nurses, should they desire to progress to this role in their career (Kennedy, 2008). The model and recommendations presented is designed to assist the development of knowledge and skills for staff nurses and midwives with an aptitude and a desire to apply for and undertake the role of Ward Sister/Charge Nurse.

2. Newly Appointed Ward Sisters/Charge Nurses

Lack of clarity about the Ward Sister/Charge Nurse role and purpose in terms of management, clinical expertise, leadership and teaching, can and has had detrimental effects on their confidence and autonomy to manage their ward and staff (RCN 2009). The model and recommendations presented is designed to develop and support the Ward Sister/Charge Nurse during the first two years of appointment to gain confidence to carry out the responsibilities of the post, providing leadership and management in ensuring safe and effective patient care. The model also includes a regional orientation template (Appendix 1, page 14) to enhance existing induction processes for newly appointed Ward Sisters/Charge Nurses.

3. Experienced Ward Sister/Charge Nurse

Experienced Ward Sisters/Charge Nurses equally require additional and significant breadth and depth of knowledge and skills that will consolidate the key responsibilities of their chosen career. The model and recommendations presented enable the continuous development and support of experienced Ward Sisters/Charge Nurses to carry out those escalating responsibilities that are an essential requirement of their role. The application of effective leadership and management skills should ensure the ongoing delivery of safe and effective person-centred care from their staff.
4.0 Learning and Development Framework

4.1 The model at Figure 1, page 2, presents a Career Progression Pathway that could potentially assist a staff nurse/midwife to the role of Ward Sister/Charge Nurse. The Career Progression Pathway is underpinned and supported by a learning and development framework. There are three broad elements for registrants within the learning and development framework supporting career progression to the role of Ward Sister/Charge Nurse which include:

1. Competence Assessment

In advance of undertaking preparation for their role, nurses and midwives should undertake a self-evaluation of competence through the use of an appropriate self evaluation tool such as:

- The Leadership Qualities Framework (NHS Institute for Innovation and Improvement, 2006)
  - suitable for staff nurses and midwives who may plan to undertake the role of Ward Sister/Charge Nurse
- The Competency Profile for the Role of Ward Sister/Charge Nurse (NIPEC, 2010)
  - suitable for newly appointed Ward Sister/Charge Nurses
  - suitable for experienced Ward Sister/Charge Nurses

The process of assessment will assist in the identification of learning and development needs and can be completed to support Knowledge and Skills Framework (KSF, 2004) Development Reviews.

2. Flexible Individualised Learning

There are two elements to this approach: planning and implementing. Having assessed learning and development needs, a personal development plan should be drawn up to include a blend of appropriate learning activities (for examples see Table 1, page 5) that meet the needs of the individual and can consist of elements of formal or informal learning and development. The personal development plan will also have a fixed period over which learning will take place, which should be agreed with the relevant line manager, mentor or supervisor.

Prior learning undertaken through formal or informal learning activities during a registrant’s career journey may provide evidence that the individual is competent in a particular area and does not require any further development. Knowledge and skills acquired, for example, from other development programmes such as preparation for the role of supervisor or mentor may be demonstrated via a professional portfolio.

Having planned appropriate learning and development activities, it is important for the individual to carry out or ‘implement’ them within the agreed time frame.
3. **Evaluation of Learning and Development**

The individual should maintain a professional portfolio which demonstrates evidence of learning and competence development. In addition, an evaluation of the activity undertaken should take place. The individuals’ line manager, mentor or supervisor should agree the achievement of competence and review further development needs.

The framework presented includes analysis of learning needs. For further information in relation to Learning Needs Analysis go to:

http://www.nipec.hscni.net/pub/LNA%20Dec08.pdf

**Table 1: Examples of learning and development activities**

<table>
<thead>
<tr>
<th>Menu of Learning and Development Activities to support development on the Career Progression Pathway</th>
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<tbody>
<tr>
<td>Face-to-face learning</td>
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<td>Mentoring</td>
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<td>Peer supervision</td>
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<td>Work-based learning</td>
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<td>Job shadowing</td>
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<td>Supervised practice</td>
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<td>Leading a change initiative</td>
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<td>E-learning</td>
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<td>Participation in E-communities</td>
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<td>Engaging in delegated ward management activities</td>
</tr>
</tbody>
</table>

Further examples of Learning and Development Activities are available at www.nipecdf.org

Further information on the Learning and Development Framework which supports the Career Progression Pathway can be found at:

www.nipec/wardsister

5.0 **Career Progression Pathway**

5.1 **Supporting Career Progression**

Each step in the Career Progression Pathway requires engagement in a range of learning and development opportunities for the individual. In addition, there are a number of supporting elements required at a ward/departmental, organisational and regional level. The elements identified below are essential to the effective implementation of the Career Pathway for the role of Ward Sister/Charge Nurse. It is suggested that these elements are:
**Ward/Department:**

Current Ward Sisters/Charge Nurses should appropriately delegate leadership and management responsibilities to all band 5 and 6 staff nurses/midwives of the ward team, supported through supervision and mentoring. These activities could include for example: stock and budgetary management; coordinating the staff roster; leading a project to improve practice; or acting up to the role of Ward Sister/Charge Nurse for a day.

In addition, current Ward Sisters/Charge Nurses and supervisors should support individuals who demonstrate aptitude for leadership and management and where appropriate encourage participation in learning and development in relation to the role of Ward Sister/Charge Nurse.

Following completion of the required learning and development to prepare for the role of Ward Sister/Charge Nurse, individuals should continue to develop competencies via engagement in appropriately delegated leadership and management activities. This should include enhanced opportunities, for example, ‘acting up’ into the Ward Sister/Charge Nurse role for defined periods of time.

Newly appointed Ward Sister/Charge Nurses should be initially supported by a robust orientation programme (Appendix 1, page 14) and in addition, the introduction of identified leadership and management learning and development activities. This will require facilitation from line managers, mentors and more experienced colleagues.

A process of continuous assessment and demonstration of achievement against the KSF and Competence Assessment Tool for the role of Ward Sister/Charge Nurse is therefore recommended at various stages following appointment. Regular review of learning and development needs is also advocated for the newly appointed Ward Sister/Charge Nurse within the first two years of appointment. **Figure 2** below outlines this approach.

Experienced Ward Sisters/Charge Nurses also need continuous development and support in carrying out the escalating responsibilities of the post. The continuum of role development should follow on from the self-assessment of competencies required using the Ward Sister/Charge Nurse Competence Assessment Tool. Embedding these skills and knowledge escalates them to a higher level which harnesses the individual’s ability to think and act more strategically in alignment with the Trust’s corporate objectives and regional government policy. The Career Progression Pathway will also support individuals who demonstrate aptitude and skills for potential senior management roles.
Organisational:

Each Health and Social Care Trust should consider the resourcing implications to support the effective implementation of the Career Progression Pathway for the role of Ward Sister/Charge Nurse.

For example this may include time for:

- Staff nurses and midwives to engage in development activities which support future opportunities to take on the role of Ward Sister/Charge Nurse
- Experienced Ward Sisters/Charge Nurses to mentor potential or newly appointed Ward Sisters/Charge Nurses
- Individuals to participate in learning sets.

Consideration should also be given to protecting time for learning and development activities.
**Regional:**

It is recommended that a regional group of key stakeholders should be convened to develop learning outcomes to meet the levels of achievement outlined in pages 10 and 11. This approach will provide consistent development of learning outcomes along a Career Progression Pathway for:

- Staff nurses and midwives who may plan to undertake the role of Ward Sister/Charge Nurse
- Newly appointed Ward Sister/Charge Nurses
- Experienced Ward Sister/Charge Nurses

**5.2 Career Progression**

The model presented for career progression, supports learning at a range of developmental levels within a registrant's career. The idea of learning within competency domains over a range of levels of development is in keeping with other models of skills achievement (Benner, 1984; Eraut, 1994).

It is recommended therefore that planned learning and development from preparation, through induction following appointment, and ongoing development of Ward Sister/Charge Nurses should be based on developing a range of skills on a management and leadership continuum, likened to that of ‘novice to expert’ (Benner, 1984). This system could enhance the development of competence, as assessed against the Ward Sister/Charge Nurse Competence Assessment Tool over time.

There are three levels outlined in Figure 3 below, which describe the development of an individual from staff nurse/midwife to experienced Ward Sister/Charge Nurse.
Figure 3: Levels of Development

**Staff Nurse/Midwife**
The individual has had limited opportunities of leadership and management skills in which they are expected to perform in the future. Through learning about broad principles which can be applied practically to a range of real situations, the person is supported by professional supervision or mentorship to adapt new knowledge and skills to deal with actual situations. Experiences then begin to form the basis for development of the knowledge and skills acquired.

**Newly Appointed Ward Sister/Charge Nurse**
The individual has the ability to analyse problems and situations through the development of leadership and management skills. The proficient Ward Sister/Charge Nurse will have the ability to plan for, cope with and manage the many contingencies of nursing and midwifery. The conscious, deliberate planning that is characteristic of this skill level supports the achievement of efficiency and organisational objectives. The proficient performer perceives situations as wholes rather than in terms of chopped up parts or aspects, learning from experience what typical events to expect in a given situation and how plans need to be modified in response to these events.

**Experienced Ward Sister/Charge Nurse**
The individual no longer relies on principles, rules and guidelines to connect his or her understanding of the situation to an appropriate action. The expert Ward Sister/Charge Nurse, with a considerable background and knowledge of leadership and management, now has an intuitive grasp of situations and focuses on solutions. The expert operates from a deep understanding of the organisational corporate objectives, Regional and National policy direction. When the expert Ward Sister/Charge Nurse, finds himself/herself in situations where events and behaviours are not occurring as expected, critical analysis and higher level problem solving skills are necessary to contingency plan.

Adapted from Benner (1984)
5.3 Aims of Career Progression Pathway

To support progression from ‘novice’ to ‘expert’, (Figure 3, page 9) the pathway presented defines the required levels of achievement relating to specific leadership and management knowledge and skills.

The flexible approach outlined in the Learning and Development Framework at section 4.0, page 4, underpins and supports the model of skills achievement proposed. A staff nurse or midwife may have some leadership and management skills already developed throughout their career. Through the analysis of learning needs, additional development requirements may be identified and planned for appropriately.

It is expected that a newly appointed Ward Sister/Charge Nurse will be reasonably competent in a range of required leadership and management skills. Through competence assessment and planning of appropriate learning activities to meet development needs, a level of proficiency during the first two years following appointment should be achieved. This process continues through the progression of an individual along the pathway to eventually attain the level of achievement for an Experienced Ward Sister/Charge Nurse.

The columns presented on this page and on page 11 outline the aims and desired levels of achievement for the Career Progression Pathway from staff nurse or midwife to the role of Experienced Ward Sister/Charge Nurse.
**Newly appointed Ward Sister/Charge Nurse**

**Aim:** To develop and support the Ward Sister/Charge Nurse in the first 2 years of appointment to gain confidence in carrying out the responsibilities of the post, providing leadership and ensuring safe and effective person centred care.

**The New Ward Sister/Charge Nurse will be able to:**

- Monitor and maintain standards of care to ensure the provision of safe and effective person centred care by nurses/midwives and support staff to meet the needs and experience of patients/clients and their carers in all aspects of the patient/client journey

- Apply and monitor Trust and DHSSPSNI policies and protocols for their area

- Demonstrate skills of effective communication, leadership and management of nurses/midwives and support staff providing clear lines of professional and organisational accountability

- Monitor and manage the performance and development of staff within the context of a multidisciplinary team

- Effectively manage resources within allocated budgetary constraints

- Implement effective risk management processes

- Enable a supportive environment that supports staff and students to demonstrate ongoing learning and development

- Develop nursing/midwifery services within a multidisciplinary environment to ensure best practice and that care provided is person centred and evidence based.

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**Experienced Ward Sister/Charge Nurse**

**Aim:** To continuously develop and support the experienced Ward Sister/Charge Nurse in carrying out the escalating responsibilities of the post.

**The Experienced Ward Sister/Charge Nurse will:**

- Participate in developing, implementing and monitoring standards, policies, procedures and protocols at an organisational and, where appropriate, regional level

- Represent the organisation’s perspective, policies and position with external agencies, where appropriate

- Identify the need for change, leading and promoting practice/service development initiatives within the organisation

- Ensure the development and implementation of appropriate systems to systematically capture and disseminate learning and best practice at all levels of the service

- Network with peers across professional groups within the organisation promoting the exchange of knowledge, skills and resources

- Build and maintain partnerships with a range of clinicians and managers in the planning or development of own service promoting the involvement of patients/clients and carers

- Foster a culture of evidence-based practice and continuous service improvement within the ward/department to enhance the patient/client experience through person-centred care

- Interpret the broader influences and relevant power bases within the organisation and the wider community.
6.0 Programme Development

As outlined in point 5.1, page 8, it is recommended that a regional group of key stakeholders be convened to develop learning outcomes to meet the three defined levels of achievement.

In addition, there is suggested indicative content at Appendices 2 – 4, pages 18 – 22, for programmes which may be developed to meet the learning outcomes identified through the work of a regional Expert Education Group across the three defined progression points of a leadership and management continuum.

It is envisaged that whilst a formal programme may be developed and delivered over a fixed period of time, not all elements of the programme may be required by all individuals. It is recommended that the programmes should therefore be developed to allow flexible access to components which meet the assessed learning and development needs of an individual.

7.0 Conclusion

This document presents the agreed approach for a Career Progression Pathway, as a product of the work of Sub-Groups 2 and 3 to encourage, support and continuously develop the career progression from staff nurse and midwife to the role of Ward Sister/Charge Nurse.

Through the continuum of this Career Progression Pathway the development of knowledge and skills will be supported, embedding the responsibilities and authorities attached to the role of Ward Sister/Charge Nurse addressing the Minister of Health’s commitment to ‘strengthen the role’ (N.I. Assembly 2010).

This region is committed to empowering Ward Sister/Charge Nurse who are fit for purpose and have the ability to coordinate person centred care which ultimately can improve the patient experience (NI Assembly 2010).
References


Kennedy, R. (2008). ‘How do we get the managers we need and the leaders we want?’ A personal view. Journal of Nursing Management. 16(8), 942 – 945.


Northern Ireland Practice and Education Council (2010). Competency Profile for Ward Sister/Charge Nurses. Belfast, NIPEC.

Royal College of Nursing (2009). Breaking down barriers, driving up standards. London, RCN.
## SUGGESTED ORIENTATION TEMPLATE

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<thead>
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<td>DATE OF COMPLETION</td>
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### Safe & Effective Practice

**Professional, Ethical & Legal**

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<td>Discussion on Trust Mission Statement</td>
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### Evidence based Practice

**Environment**

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<td>Discussion on the Ward Sister/Charge Nurse role in achieving environmental cleanliness standards</td>
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<td>Discussion on the Trust Infection Prevention and Control policy</td>
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<td>Discussion on the Trust Escalation Policy</td>
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**Multi-professional working**

| Role of the Ward Sister/Charge Nurse in enhancing multi professional working |                |                 |                                   |
Enhancing the Patient Experience

### Patient centred care

<table>
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<tr>
<th>Discussion on the development and review of care plans/ pathways</th>
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<th>Managers Initials</th>
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<td>Discuss the role of the Ward Sister/Charge Nurse in acting on audit results</td>
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<td>Discussion on Trust Major Incident policy and local responsibilities</td>
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<td>Role of the Ward Sister/Charge Nurse in preparation for a major incident</td>
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<td>Discussion on the role of the Ward Sister/Charge Nurse in managing actual and potential risks in the department</td>
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#### Co-ordination of Patient journey

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<tr>
<th>Role of the Ward Sister/Charge Nurse in co-coordinating patient flow within the department/hospital</th>
<th>Date Completed</th>
<th>Managers Initials</th>
<th>Ward Sister/Charge Nurse Initials</th>
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#### Leadership and Management

##### Role Model

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<th>Role of the Ward Sister/Charge Nurse in ensuring Work Life Balance for all team members</th>
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<td>Management referrals to Occupational Health</td>
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<tr>
<td>Introduction to KSF dimensions for staff in post</td>
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#### Managing the Practice Setting

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<td>COSHH</td>
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<td>Waste disposal</td>
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<td>Sharps injury pathway</td>
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<td>Zero Tolerance of abuse to staff</td>
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<td>Medical Devices</td>
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<td>Disciplinary policy</td>
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<td>Managing absenteeism</td>
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<td>Ward Sister/Charge Nurse role in relation to Budget Management and Resources management.</td>
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</table>
**Delivery of organisational objectives**

**Continuous quality improvement.**

**Service improvement, development and modernisation.**

<table>
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<th>Date completed</th>
<th>Managers initials</th>
<th>Ward Sister/Charge Nurse initials</th>
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<tr>
<td>Discussion on Corporate management plan</td>
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<td>Discussion on Ward Sister/Charge Nurse role in service development</td>
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<td>Discussion on clinical supervision responsibilities for self and staff</td>
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<td>Management of complaints at local and corporate level</td>
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<td>Discussion on audits carried out by outside agencies</td>
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**Workforce planning**

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<th>Date completed</th>
<th>Managers initials</th>
<th>Ward Sister/Charge Nurse initials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction to skill mix of staff in the department</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Discussion on management of staff resources to ensure safe environment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Introduction to recruitment process in relation to Ward Sister/Charge Nurse role</td>
<td></td>
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</tbody>
</table>

This orientation is not exhaustive, for example in areas of midwifery or mental health management the inclusion of the statutory supervision of midwifery practice and mental health legislation respectfully, need to be taken into consideration.
Outline descriptors
Preparation for the Role of Ward Sister/Charge Nurse

AIM OF PROGRAMME
To develop and support staff nurses and midwives in leadership and management knowledge and skills, who may plan to undertake the role of Ward Sister/Charge Nurse.

RATIONALE
To ensure a regional approach to the development a community of confidently skilled individuals who are prepared to take on the role of Ward Sister/Charge Nurse.

INTENDED PARTICIPANTS
Nurses and midwives who meet the following criteria:
1. Be more than two years post registration.
2. Be able to demonstrate post-registration Continuous Professional Development via a portfolio of evidence.
3. Provide a statement of aspiration to the role of Ward Sister/Charge Nurse.

PROGRAMME LENGTH
5 days annually, rolling programme suggested over two years

MAPPING TO KNOWLEDGE AND SKILLS FRAMEWORK
Six Core Dimensions
HWB2-Assessment and care planning to meet health and wellbeing needs
HWB5-Provision of care to meet health and wellbeing needs
G4-Financial Management
G2- People Management

LEARNING AND DEVELOPMENT THEMES:

a. Learning and Development
Programmes should include introductory theory of:
   a. Risk management
   b. Root cause analysis
   c. Critical Analysis
   d. Problem solving
   e. Audit
   f. Risk management
   g. Delegation
   h. Accountability

b. Skills for Effective Leadership and Management
Programme content should include learning activities to demonstrate the principles of:
   a. Self-awareness and self-management, including for example: managing stress, assertiveness, CPD and ongoing career progression, individual learning styles, learning needs analysis, time management
   b. Developing a support network
   c. Leading an Effective Team
   d. Decision making
   e. Managing people effectively, including introduction to: recruitment and selection; absence management; appraisal and performance management
   f. Managing budgets
   g. Using ICT resources effectively
Preparation for the Role of Ward Sister/Charge Nurse

**c. Change Management**
Programme content should include learning activities to demonstrate the principles of:

- a. Supporting and challenging
- b. Being a catalyst for change
- c. Promoting positive attitudes and behaviour
- d. Problem solving approaches
- e. Overcoming resistance and reluctance
- f. Managing difficult situations
- g. Evaluation

**d. Skills to Promote a Positive Patient Experience**
Programme content should include learning activities to demonstrate the principles of:

- a. Promoting and maintaining environmental standards
- b. Promoting person centred cultures
- c. The impact of personal and professional values
- d. Promoting meaningful patient and public involvement
- e. Managing quality through effective: management of feedback and continuous quality monitoring

**e. Skills to Deliver Organisational Objectives**
Programme content should include learning activities to demonstrate the principles of:

- a. Understanding organisational culture
- b. Effective organisational planning
- c. Interpretation of strategy/ translation of vision into goals
- d. Service improvement
Outline Descriptors for Learning and Development for Newly Appointed Ward Sisters/Charge Nurses

AIM
To develop and support the Ward Sister/Charge Nurse during the first two years of appointment. Gaining confidence in carrying out the responsibilities of the post, providing leadership and management to a team and ensuring safe and effective person centred care.

RATIONALE
To ensure a regional approach to the learning and development of a community of confidently skilled Ward Sisters/Charge Nurses, in the diversity of leadership and managerial responsibilities that are fundamental to the role of Ward Sister/Charge Nurse.

INTENDED PARTICIPANTS
Newly Appointed Ward Sister/Charge Nurse

LENGTH
Maximum of 12 allocated days within an agreed timeframe

MAPPED TO
Job Description and Competency Framework and Knowledge And Skills Framework - Six Core Dimensions and Specific Dimensions – HWB2-Assessment and care planning to meet health and wellbeing needs HWB5-Provision of care to meet health and wellbeing needs G4-Financial Management G2- People Management

INDICATIVE CONTENT

LEARNING AND DEVELOPMENT THEMES:

Learning and Development
Programmes should include learned skills of methods and application of:
1. Risk management procedures
2. Root cause analysis
3. Critical Analysis
4. Problem solving techniques
5. Audit
6. Delegation
7. Professional Accountability
8. Political Astuteness
9. Emotional Intelligence

Skills for Effective Leadership and Management
Programme content should include learned methods and application of:
1. Interpretation of own behaviours and impact on others-Personality Types
2. Ability to analyze, reflect and self evaluate own development needs
3. Ability to assess and facilitate learning and development of others
4. Appraisal of staff and analyze the learning needs of others
5. Negotiating skills, being assertive
6. Conflict management skills
7. Stress Management,
8. Time management
9. Leading and managing the team including performance management
10. Decision making
11. Recruitment and selection
12. Absence management
13. Financial Management
14. ICT resources

**Change Management**
Programme content should include learned methods and application to participate in the Modernisation of Services including:

1. Being a Change agent
2. Supporting and challenging
3. Promoting positive attitudes and behaviour
4. Problem solving approaches
5. Overcoming resistance and reluctance
6. Managing difficult situations
7. Measurement and evaluation

**Skills to Promote a Positive Patient Experience**
Programme content should include learned skills in methods and application of professional governance and accountability through:

1. Promoting Patient experience standards
2. Promoting and maintaining environmental standards
3. Promoting person centred cultures
4. Professional Standards – NMC
5. The impact of personal and professional values
6. Promoting meaningful patient and public involvement
7. Managing quality through effective: management of feedback and continuous quality monitoring
8. Legislation and impact on practice area

**Skills to Deliver Organisational Objectives**
Programme content should include learned skills with the knowledge of understanding:

1. Organisational culture and impact
2. Effective organisational planning
3. Interpretation of strategy/ translation of vision into goals
4. Service improvement
5. Corporate Governance
6. Financial Governance
7. Service development Networking
8. Translating strategic vision into action
Outline Descriptors for the Learning and Development for Experienced Ward Sisters/Charge Nurses

AIM
To continuously develop and support the Experienced Ward Sister/Charge Nurse in carrying out the escalating responsibilities of the post, leading to participation in organisational and regional strategic policy and direction.

RATIONALE
To ensure a regional approach in the development a community of confident, highly skilled, experienced Ward Sisters/Charge Nurses, in the diversity of organisational and regional leadership and managerial qualities

INTENDED PARTICIPANTS
Experienced Ward Sisters/Charge Nurses

LENGTH
Approx 3-6 days annually depending on an individual’s learning and development

MAPPING TO
Job Description and Knowledge And Skills Framework - Six Core Dimensions plus specific dimensions of:
- HWB2-Assessment and care planning to meet health and wellbeing needs
- HWB5-Provision of care to meet health and wellbeing needs
- G4-Financial Management
- G2- People Management

INDICATIVE CONTENT
To be delivered at a higher achievement level to accommodate consolidation of Leadership and Management skills

Learning and Development
Depending on the individuals learning and development and the competencies achieved during the first two years the consolidation of leadership and management skills will include analytical application and monitoring of

1. Strategic Risk management procedures
2. Root cause analysis and application of Problem solving techniques
3. Critical Thinking
4. Manage and rectify complaints at a local level.
5. Managing Audit
6. Professional Accountability and Delegation
7. Political Intelligence impact on Health
8. Transformational Leadership
9. Thinking Differently
10. Stakeholder Mapping
**Skills for Effective Leadership and Management**
Programme content should include assessment and measurement of:

1. Interpretation of own behaviours and impact on others - Personality Types
2. Reflection and self evaluation of own development needs
3. Ability to assess and facilitate learning and development of others
4. Appraisal of staff and analyze the learning needs of others
5. Development of personal development plans linking with Corporate Objectives
6. Leading and managing the team including performance management
7. Conflict-resolution skills
8. Work-life balance
9. Workforce Planning

**Change Management**
Programme content should include assessment and measurement in the Modernisation of Services to include:

1. Knowledge and skills of Improvement – People and Processes
2. Service Improvement methodology
3. Implementation of change
4. Measurement and evaluation
5. Sustainability

**Skills to Promote a Positive Patient Experience**
Programme content should include learned skills in methods and application of professional governance and accountability through maintaining and monitoring:

1. Standards relating to Patient experience
2. Environmental standards
3. Person centred cultures
4. Professional Standards – NMC
5. The impact of personal and professional values
6. Meaningful patient and public involvement
7. Quality of the service
8. Legislation and impact on practice area

**Skills to Deliver Organisational/Regional Objectives**
Programme content should include learned skills in methods and application of monitoring:

1. Organisational culture and impact
2. Implementation of strategy/ translation of vision into goals
3. Service improvement
4. Financial Governance