Senior Nurse Out of Hours

SENIOR NURSE HOSPITAL AT NIGHT & PATIENT FLOW

A Competence Assessment Tool: Supporting Professional Development

Final
June 2016

CONTENTS

1.0 Introduction

The Clinical Director of the HSC Safety Forum (NI) asked NIPEC to take forward a regional project to address Recommendations 1 and 11 contained within the Regulation and Quality Improvement Authority Report on the *Review of Hospitals at Night and Weekends* (RQIA, 2013). As part of the project, this Competence Assessment Tool was developed by the regional Task and Finish Group, chaired by Brenda Creaney, Executive Director of Nursing and Patient Experience, Belfast Health and Social Care Trust. Membership of the Group included senior representatives from key stakeholders including the five HSC Trusts, NIPEC, Professional and Staff Side Organisations and regional Human Resources representation.

This Competence Assessment Tools comprises the minimum core elements required of all professionals undertaking the role of Senior Nurse/Hospital at Night and Patient Flow. Each HSC Trust can build on these when recruiting and selecting for specific posts within their organisation.

To find out more information about the Career Pathway and supporting resources for all Senior Nurse Out of Hours roles, including Senior Nurse/Hospital at Night, Senior Nurse/Patient Flow and Senior Nurse/Hospital at Night and Patient Flow, visit: www.nursingandmidwiferycareersni.hscni.net

1.1 Development of the Competence Assessment Tool

The development of the Competence Assessment Tool began by undertaking a comprehensive review of local, national and international literature to source competency frameworks and competencies relevant to the Senior Nurse/Hospital at Night and patient Flow role.

Once the competency areas and statements were agreed by the Task and Finish Group the Competence Assessment Tool was refined over a period of four months through engagement with a wide range of key stakeholders throughout Northern Ireland, which included: Senior Managers; Human Resources and representatives from Education, Professional and Staff Side organisations. The Competence Assessment Tool was approved by the Task and Finish Group in March 2016.

1.2 Who is the Competence Assessment Tool For?

This Assessment Tool will apply to a professional undertaking the amalgamated role of Senior Nurse/Hospital at Night and Patient Flow who has a lead role within the Trust's Hospital at Night service. Although the post holder may be required to fulfil the role of Senior Nurse Hospital at Night & Patient Flow within working hours (0900 – 1700) in a absence of other Senior Nurse positions. The roles, however, are similar and include leading and co-ordinating the Hospital at Night team, responding

to incidents and emergencies and providing clinical advice, support and guidance to medical and nursing staff across all adult specialities to support them in their delivery of patient care. In most hospitals, these nurses generally work at nights or weekends in a single hospital. However, in some hospitals they alternate between days and nights and across different hospital sites, resulting in the sharing of experience between sites. Additionally, in smaller hospitals some nurses may undertake the role of both Senior Nurse/Hospital at Night and Senior Nurse/Patient Flow.

2.0   The Competence Assessment Tool

The Competence Assessment Tool is underpinned by the Nursing and Midwifery Council's *Code: (*NMC*; 2015)* and is designed to help you consider how well you do your job. The next few pages provide information for you on how to:

- use the Competence Assessment Tool to assess yourself and get others to assess you
- provide evidence for renewal of your registration and revalidation with the Nursing and Midwifery Council (NMC)
- provide evidence of achievement for your KSF personal development plan
- use your assessment results to focus on your development needs, prepare for supervision meetings and support your career development.

The Tool is made up of six core competency areas (Figure 1) that are applicable for all those undertaking the role of Senior Nurse/Hospital at Night and Patient Flow.

Within each competency area is a list of competence statements that you can use to assess yourself against and plan for your learning and development. A copy of The Competence Assessment Tool is available at:
http://nipecportfolio.hscni.net/compro/ReadOnly/CompSelect.asp

2.1   How will I benefit from using the Competence Assessment Tool?

The Competence Assessment Tool can help you identify the knowledge and skills required for your role.

By undertaking a self-assessment you can use the results to prepare for supervision meetings and identify areas which you find challenging and need further development in.

The assessment tool can also enable you to focus on areas for career development and where relevant, support your preparation for job interviews. It can also be used in conjunction with other Competencies relevant to your role as a Senior Nurse/Hospital at Night and Patient Flow Co-ordinator.

The six core competency areas within this tool have been mapped against the core and relevant specific dimensions of the NHS Knowledge and Skills Framework (KSF; DH, 2004).

The areas expand on the dimensions covered by KSF and the competence statements provide you with specific competency requirements for the role of Senior Nurse/Hospital at Night and Patient Flow Co-ordinator.

This has been done so that you can use your assessment results to help you provide evidence for your annual KSF development review meetings. You can then agree your learning and development outcomes, with your line manager, which are relevant to your post outline.

Figure 1: Core competency areas
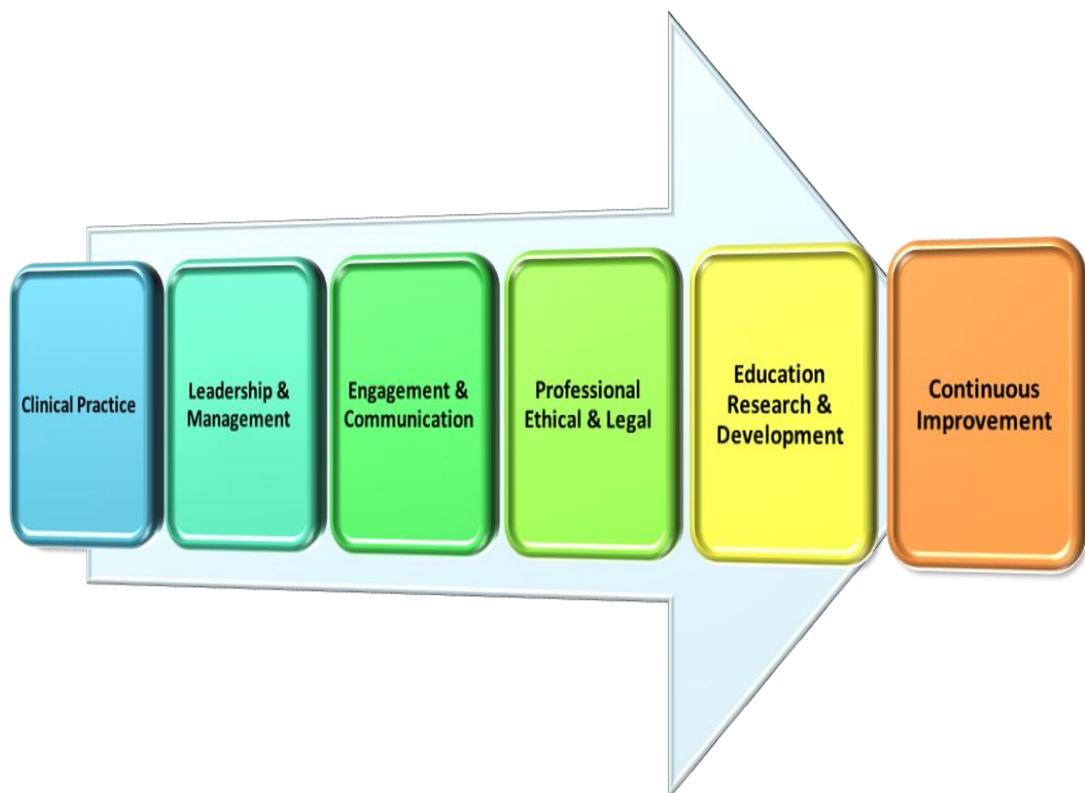
Your assessment results and related reflections can be entered into your online portfolio, or completed on a hard copy. To create and build your own confidential portfolio online visit http://nipecportfolio.hscni.net/

This will help you to evidence your competence and related learning and development needs and meet other requirements such as renewal of your NMC registration and revalidation.

To complete your assessment and add it to your portfolio, visit
http://nipecportfolio.hscni.net/compro/ReadOnly/CompSelect.asp

You can use your online portfolio to:

- Keep details about your career journey to date
- Keep information to help prepare for your appraisal, review or revalidation
- Show what you have learned through your day-to-day experiences
- Store information about your learning activities
- Get help to write a reflection.

2.2   How do I use the Competence Assessment Tool?

The Competence Assessment Tool allows you to build up a picture of how you are performing in your role. It is up to you to decide how much of the Competence Assessment Tool you wish to use. Figure 2 presents an outline of the steps you should work through, to get the most benefit from the Assessment Tool.

Figure 2: Learning and Development Framework

Step 1	**Assess** your knowledge and skills using the competence assessment tool to find out about your learning and development needs. Follow the instructions on http://nipecportfolio.hscni.net/compro/ReadOnly/CompSelect.asp to enable you to complete your assessment online. Compile your evidence to support your assessment.
Step 2	**Plan** your learning and development needs from your assessment results, including any 360° feedback and other sources of information. Record and prioritize your overall learning and development needs with your line manager using your KSF personal development plan.
Step 3	**Implement** the learning and development activities agreed with your line manager in your KSF personal development plan. This should include a meeting with your line manager to discuss progress.
Step 4	**Evaluate** your learning and development in relation to improvements in your knowledge and skills with regard to your role. Maintain a reflective record of your learning and development in your portfolio at http://nipecportfolio.hscni.net/ to support your preparation for your supervision sessions or development review meetings.

Adapted from the NIPEC Learning Needs Analysis:
Guide for Ward Managers and Team Leaders (NIPEC, 2009)

3.0 COMPETENCY AREAS

3.1 COMPETENCY AREA: CLINICAL EXPERT

> This competency area has been mapped against the following KSF dimensions: Core Dimensions 1, 2, 3, 4, 5 and 6; Specific Dimensions G1, G6, and HWB3.

Rating Scale:
- **LD** I need a lot of development
- **SD** I need some development
- **WD** I feel I am well developed
- **NA** Is not applicable to my role

1. TAKING A PRESENTING HISTORY FROM AN INDIVIDUAL TO INFORM ASSESSMENT	LD	SD	WD	NA
a) Take a presenting history from an individual to inform assessment	☐	☐	☐	☐
b) Knowledge of current NMC standards to support learning and assessment in practice	☐	☐	☐	☐
c) Prioritise individuals for assessment	☐	☐	☐	☐
d) Is aware of when to ask for senior help or intervention	☐	☐	☐	☐
e) Measure and record vital signs using NEWS	☐	☐	☐	☐
f) Is able to identify acutely abnormal physiology, and make a differential diagnosis including ability to interpret laboratory investigations, ECG and chest x ray	☐	☐	☐	☐
g) Assess the individual's level of consciousness, utilising Glasgow Coma Scale	☐	☐	☐	☐
h) Maintains accurate clinical records	☐	☐	☐	☐
2. TECHNICAL SKILLS/INTERVENTIONS TO SUPPORT THE ASSESSMENT PROCESS	**LD**	**SD**	**WD**	**NA**
a) Recognises, assesses and support others in the detection of the acutely sick/deteriorating patient	☐	☐	☐	☐
b) Initiate laboratory clinical tests and correctly interpret results/recognise deviation from normal:				
• Biochemistry	☐	☐	☐	☐
• Haematology	☐	☐	☐	☐
• Coagulation	☐	☐	☐	☐
c) Request radiological examinations: • Chest	☐	☐	☐	☐
d) Record and interpret electrocardiograph.	☐	☐	☐	☐
e) Demonstrate proficiency in cannulation and venepuncture	☐	☐	☐	☐
f) Can perform arterial blood gas sampling and analysis	☐	☐	☐	☐

3. ASSESSMENT AND 1ST LINE TREATMENT	LD	SD	WD	NA
a) Assess and provide 1st line treatment for a patient presenting with breathlessness	☐	☐	☐	☐
b) Assess and provide 1st line treatment for a patient presenting with bleeding and fluid loss	☐	☐	☐	☐
c) Assess and provide 1st line treatment for a patient presenting with pain	☐	☐	☐	☐
d) Assess and provide 1st line treatment for a patient presenting with altered consciousness, seizures	☐	☐	☐	☐
e) Assess and provide 1st line treatment for a patient presenting with acute confusion/ agitation	☐	☐	☐	☐
f) Assess and provide 1st line treatment for a patient presenting with altered body temperature	☐	☐	☐	☐
g) Assess and provide 1st line treatment for a patient presenting with reduced urinary output	☐	☐	☐	☐
h) Assess and provide 1st line treatment for a patient presenting with a fall	☐	☐	☐	☐
i) Assess and provide 1st line treatment for a patient presenting with sepsis	☐	☐	☐	☐
4. THERAPEUTIC INTERVENTIONS	LD	SD	WD	NA
a) Prioritise individuals for treatment according to their health status and needs	☐	☐	☐	☐
b) Is competent in intermediate life support	☐	☐	☐	☐
c) Management of the Unconscious patient	☐	☐	☐	☐
d) Is competent with automated and manual defibrillation	☐	☐	☐	☐
e) Manage upper airway obstruction as a medical emergency	☐	☐	☐	☐
f) Insert oropharyngeal airway, nasopharyngeal airway, appropriately and safely	☐	☐	☐	☐
g) Use bag and mask to maintain oxygenation appropriately and safely	☐	☐	☐	☐
h) Recognise indications for oxygen therapy and select appropriate device for administration of oxygen therapy	☐	☐	☐	☐
i) Administer oxygen therapy at rate and concentration as prescribed or as per patient group directive	☐	☐	☐	☐
j) Administer intravenous fluids as a medical emergency	☐	☐	☐	☐
k) Prescribe within defined protocols	☐	☐	☐	☐
l) Is competent in the recognition and verification of expected death	☐	☐	☐	☐
m) Prescribes, using Patient Group Directives (PGD's) a range of medications including analgesics and nebulisers	☐	☐	☐	☐

		LD	SD	WD	NA
n)	Knowledge of Management of Chest drains	☐	☐	☐	☐
o)	Management of Tracheostomy Care	☐	☐	☐	☐
5.	**TECHNICAL SKILLS TO SUPPORT THERAPEUTIC INTERVENTION**	**LD**	**SD**	**WD**	**NA**
a)	Is competent in the administration of Intravenous Medications	☐	☐	☐	☐
b)	Is competent in Male catheterisation	☐	☐	☐	☐
c)	Perform insertion of Nasogastric tube	☐	☐	☐	☐
d)	Is competent in the management HICC /PICC/ Central Venous lines	☐	☐	☐	☐
e)	Has knowledge of indicators and management for CPAP & NIV	☐	☐	☐	☐
6.	**PSYCHOLOGICAL INTERVENTION**	**LD**	**SD**	**WD**	**NA**
a)	Promote night time environment conducive to sleep	☐	☐	☐	☐
b)	Demonstrate understanding of cultural needs when caring for individuals	☐	☐	☐	☐
c)	Provide emotional support for the family who are distressed /bereaved	☐	☐	☐	☐

3.2 COMPETENCY AREA: LEADERSHIP AND MANAGEMENT

This competency area has been mapped against the following KSF dimensions: Core Dimensions C1, C2, C3, C4, C5 and C6; Specific Dimensions G1 and G6.

Rating Scale:
- **LD** I need a lot of development
- **SD** I need some development
- **WD** I feel I am well developed
- **NA** Is not applicable to my role

1. LEADERSHIP AND MANAGEMENT	LD	SD	WD	NA
a) Provides clinical leadership to ward staff and junior medical staff in the out of hours period	☐	☐	☐	☐
b) Understanding of how to consult, involve, influence and lead the hospital at night team and others, recognising personal impact on situations and people	☐	☐	☐	☐
c) Ability to lead the delivery of a safe service influencing and facilitating change within the hospital at night /patient flow services	☐	☐	☐	☐
d) Demonstrates clear visibility to the team and others	☐	☐	☐	☐
e) Acts as a role model, creating a culture which supports and empowers staff to contribute to the delivery of safe and effective, person-centred care	☐	☐	☐	☐
f) Ability to co-ordinate nursing/medical interventions, influencing clinical decisions and monitoring the quality of patient care	☐	☐	☐	☐
g) Demonstrates effective interpersonal skills	☐	☐	☐	☐
h) Fosters a culture of enquiry that is supportive and facilitative, encouraging creativity and innovation	☐	☐	☐	☐
i) Develops implements and evaluates hospital at night /patient flow policies and good practice guidelines	☐	☐	☐	☐
j) Uses critical analysis skills to identify, interpret, and address problems proactively	☐	☐	☐	☐
k) Knowledge of the governance and risk management arrangements that are in place for the services you are responsible for	☐	☐	☐	☐
l) Ability to take appropriate action to identify and manage risk and maintain safety of users, staff and others in accordance with relevant regulations, policies and procedures	☐	☐	☐	☐
m) Knowledge of the necessary process required to optimise the patient journey through the health care system at a pace appropriate to each individual	☐	☐	☐	☐
n) Ability to manage Nursing issues out of hours to include the deployment of staff	☐	☐	☐	☐

2. DEVELOPING TEAM PERFORMANCE	LD	SD	WD	NA
a) Communicates the team's vision by agreeing values, goals and objectives that relate to the organisation's objectives and which motivates staff to strive towards that vision	☐	☐	☐	☐
b) Effectively communicate and actively engage with the team through meetings, reports, supervision and personal development review meetings	☐	☐	☐	☐
c) Support the learning and development of multi-professional staff including students, by creating an environment that supports effective learning and development opportunities	☐	☐	☐	☐
d) Knowledge of the principles and processes of facilitating learning in practice, including mentoring and coaching	☐	☐	☐	☐
e) Knowledge of clinical supervision including the roles and responsibilities of a supervisor and supervisee	☐	☐	☐	☐
f) Manage the team effectively, to comply with relevant organisational policies, legislation and Professional Regulations	☐	☐	☐	☐
g) Actively promote and support reflective practice, formal and/or informal	☐	☐	☐	☐
h) Demonstrates the ability to manage conflict, disputes and difficult situations	☐	☐	☐	☐
i) Delegate in a supportive, appropriate and effective manner	☐	☐	☐	☐
j) Delegates appropriate responsibility and authority to ensure the delivery of a safe and effective service	☐	☐	☐	☐
k) Develop decision making skills within the team	☐	☐	☐	☐
l) Recognise and respond to the effects of stressors and workload pressures on staff using Trust support services as appropriate.	☐	☐	☐	☐
m) Provide a robust system of induction and support for new staff and those undertaking a period of preceptorship	☐	☐	☐	☐
n) Raise concerns appropriately when resources/workload issues negatively impact on team performance.	☐	☐	☐	☐
o) How confident are you in supervising and managing the day t day work of other staff in your team to ensure the deliver high quality of care	☐	☐	☐	☐
p) How confident are you in managing grievances, disciplinary chairing, interview and selection panels and the writing of KSF outlines etc	☐	☐	☐	☐

3.	MANAGING THE TEAM/SERVICE	LD	SD	WD	NA
a)	Ability to prioritise workload and delegate duties to hospital at night team members, as appropriate	☐	☐	☐	☐
b)	Knowledge of the factors which impact on staff resources when planning, allocating, and leading the hospital at night team to provide safe effective care	☐	☐	☐	☐
c)	Manages the health care support staff within the hospital at night team	☐	☐	☐	☐
d)	Displays organisational skills necessary to manage the day to day running of the health care support team in a flexible and efficient manner	☐	☐	☐	☐
e)	Provide effective leadership and support in all clinical emergencies	☐	☐	☐	☐
f)	Provide effective leadership in relation to: • Bed management • Staffing issues	☐	☐	☐	☐
g)	Supervise interventions carried out by others	☐	☐	☐	☐
h)	Ensure effective time management	☐	☐	☐	☐
i)	Manage the performance of self, individuals and teams	☐	☐	☐	☐
j)	Demonstrate ability to activate policies for handling patient / relatives / public complaints	☐	☐	☐	☐
k)	Receive and coordinate all requests for clinical advice/interventions and support from ward staff and medical staff (bleep filtering)	☐	☐	☐	☐
l)	Co-ordinate clinical emergencies e.g cardiac arrest	☐	☐	☐	☐
m)	Co-ordinate the management of patients identified as clinically 'at risk' referring to appropriate medical colleges when necessary	☐	☐	☐	☐
4.	INTERNAL/EXTERNAL TRANSFER AND DISCHARGE OF INDIVIDUALS	LD	SD	WD	NA
a)	Organise safe transfer of the individual to higher / lower levels of care within the hospital environment	☐	☐	☐	☐
b)	Manage equipment used for the transfer or ensure appropriate personnel in place to manage equipment	☐	☐	☐	☐
c)	Participate in the transport of individuals who require emergency transfer to suitable locations for treatment/intervention/care in accordance with local transfer policy	☐	☐	☐	☐

3.3 COMPETENCY AREA: ENGAGEMENT AND COMMUNICATION

> **This competency area has been mapped against the following KSF dimensions: Core Dimensions 1, 2, 3, 4, 5 and 6; Specific Dimensions G1, G6, and HWB3.**

Rating Scale:
- **LD** I need a lot of development
- **SD** I need some development
- **WD** I feel I am well developed
- **NA** Is not applicable to my role

1. ENGAGEMENT AND COMMUNICATION	LD	SD	WD	NA
a) Leads and co-ordinates the hospital at night handover in partnership with Medical Registrar	☐	☐	☐	☐
b) Ability to delegate in a supportive and appropriate	☐	☐	☐	☐
c) Knowledge of how to collaborate effectively with other members of the multi-professional team	☐	☐	☐	☐
d) Ability to demonstrate effective interpersonal/communication skills within a multi-disciplinary setting	☐	☐	☐	☐
e) Demonstrates effective time management skills	☐	☐	☐	☐
f) Establishes and maintains effective communication networks throughout the hospital.	☐	☐	☐	☐
g) Develops links with Regional peer groups to share good practise	☐	☐	☐	☐
h) Maintains effective communication with internal and external stakeholders at all levels of the organisation.	☐	☐	☐	☐
i) Ensures good communication between staff and patients and relatives is maintained to assist in their understanding of care, treatment and progress of the patient and outcomes.	☐	☐	☐	☐
j) Communicates with senior managers and clinicians regarding Hospital at Night service	☐	☐	☐	☐
k) Ability to challenge multi professional team members in a supportive and appropriate manner	☐	☐	☐	☐
l) Understanding and valuing of patients' cultural preferences, health beliefs and behaviours.	☐	☐	☐	☐

3.4   COMPETENCY AREA: PROFESSIONAL, ETHICAL AND LEGAL

> This competency area has been mapped against the following KSF dimensions: Core Dimensions 1, 2, 3, 4, 5 and 6; Specific Dimensions G1, G6, and HWB3.

Rating Scale:

LD	**I need a lot of development**
SD	**I need some development**
WD	**I feel I am well developed**
NA	**Is not applicable to my role**

1. PROFESSIONAL, ETHICAL AND LEGAL	LD	SD	WD	NA
a) Knowledge of professional accountability relating to own practice and that of team members	☐	☐	☐	☐
b) Knowledge of policy developments that have an impact on health care provision e.g. disability	☐	☐	☐	☐
c) Knowledge of clinical governance, risk assessment/ management and adverse incident reporting arrangements	☐	☐	☐	☐
d) Awareness of DHSSPS policy and standards, for example, safe handling, records management and administration, storage and custody of medicinal products	☐	☐	☐	☐
e) Awareness of the NMC Code (2015), standards and professional guidelines	☐	☐	☐	☐
f) Awareness of Data Protection Act (1998)	☐	☐	☐	☐
g) Awareness of local policies and procedures relevant to the H@N service	☐	☐	☐	☐
h) Demonstrates responsibility for own continuous professional development and revalidation with the NMC	☐	☐	☐	☐
i) Ability to reflect on own practice and adapt if necessary	☐	☐	☐	☐
j) Awareness of the requirement for practitioner assistant's using protocols and guidelines	☐	☐	☐	☐
k) Awareness of protocols, guidelines and patient group directives to inform the decision making process	☐	☐	☐	☐
l) Development of Trust policies and protocols appropriate to the H@N service	☐	☐	☐	☐
m) Awareness of ethical issues and practices related to:				
i) Do Not Resuscitate orders	☐	☐	☐	☐
ii) Organ donation	☐	☐	☐	☐
iii) Relatives witnessing resuscitation	☐	☐	☐	☐
n) Recognise situations where consideration for withdrawal of treatment should be made	☐	☐	☐	☐

o)	Manage information, reports and records in line with professional guidelines and the Trust's clinical governance framework	☐	☐	☐	☐
p)	Deal with adverse incidents in a timely and appropriate manner within a culture of learning	☐	☐	☐	☐
q)	Appropriately challenges health and social care practice which could compromise the safety, privacy or dignity of patients	☐	☐	☐	☐

3.5   COMPETENCY AREA: EDUCATION, RESEARCH AND DEVELOPMENT

> This competency area has been mapped against the following KSF dimensions: Core Dimensions 1, 2, 3, 4, 5 and 6; Specific Dimensions G1, G6, and HWB3.

Rating Scale:
- **LD**   I need a lot of development
- **SD**   I need some development
- **WD**   I feel I am well developed
- **NA**   Is not applicable to my role

1. EDUCATION, RESEARCH AND DEVELOPMENT	LD	SD	WD	NA
a) Knowledge of education, learning and development opportunities and resources available to support team and individual practice and performance	☐	☐	☐	☐
b) Contributes to the development of professional and/or multi-professional practice	☐	☐	☐	☐
c) Knowledge of how to access and critically appraise current evidence from a variety of sources	☐	☐	☐	☐
d) Understanding of service development processes and evidence based practice, e.g. data collection, audit, patient/client involvement and research	☐	☐	☐	☐
e) Develop and promote a culture of research and evidence based practice to enhance person-centred care	☐	☐	☐	☐
f) Access and use current information systems to support evidence based practice	☐	☐	☐	☐
g) Promote and develop clinically effective practice by developing, implementing, monitoring and evaluating evidence based policies and procedures	☐	☐	☐	☐
h) Network with peers across professional groups within the organisation promoting the exchange of knowledge, skills and resources	☐	☐	☐	☐
i) Provide specialist training in managing acutely ill patients to other professional staff both within the H@N team and across the hospital site	☐	☐	☐	☐
j) Demonstrates the use of relevant and current information and communication technology to include email, internet and databases	☐	☐	☐	☐

3.6   COMPETENCY AREA: CONTINUOUS IMPROVEMENT

> This competency area has been mapped against the following KSF dimensions: Core Dimensions 1, 2, 3, 4, 5 and 6; Specific Dimensions G1, G6, and HWB3.

Rating Scale: LD   I need a lot of development
SD   I need some development
WD   I feel I am well developed
NA   Is not applicable to my role

1. CONTINUOUS IMPROVEMENT	LD	SD	WD	NA
a) Knowledge of how to use relevant quality indicators to measure	☐	☐	☐	☐
b) Knowledge of measuring for improvement and interpreting causes of variation	☐	☐	☐	☐
c) Awareness of continuous improvement methodologies and their application to improve the Patient Flow service	☐	☐	☐	☐
d) Working in partnership with a range of clinicians and managers in the planning and/or development of the H@N and Patient Flow services, promoting the involvement of patients and relatives/carers	☐	☐	☐	☐
e) Ability to review processes/practices including those within the H@N s and Patient Flow Services to enhance the delivery of safe, effective and person-centred care and deliver required efficiencies	☐	☐	☐	☐
f) Identify areas of practice where H@N and Patient Flow services can be improved and proactively take forward any changes identified being aware of and overcoming barriers to change	☐	☐	☐	☐
g) Fosters a culture of continuous quality improvement through the use of audit, supervision, personal reflection and patient feedback on practice by self and other members of the team/service	☐	☐	☐	☐
h) Displays organisational skills in capturing information pertaining to quality measures within the service	☐	☐	☐	☐
i) Ability to critically analyse the information captured and instigate any measures necessary to address quality concerns if indicated	☐	☐	☐	☐
j) Identifies the need for change, leads innovation and manages changes in practice and/or service	☐	☐	☐	☐
k) Systematically captures and disseminates learning and best practice at all levels of the service	☐	☐	☐	☐
l) Contribute to developments in the Trust's education and learning needs framework, in collaboration with nurses and midwives eg mandatory Training, preceptorship, Learning in Caring, Annual Appraisal and Supervision	☐	☐	☐	☐

m)	Promote an effective learning culture that maximises the acquisition of competence of nursing an midwifery to provide high quality patient/client care	☐	☐	☐	☐
n)	Contribute to the development of flexible approaches to practice development on nursing/midwifery/specialist public health nursing programmes	☐	☐	☐	☐