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JOB DESCRIPTIONS FOR HOSPITAL STAFF

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Examples

Selected from Central Wirral Hospitals

- 1 General Information on Central Wirral Hospitals
- 2 General Information on Nursing Services
- 3 General Information on Catering Facilities
- 4 General Information on Radiological Protection Service

Administrative and Clerical

- 5 Area Administrator
- 6 Assistant Hospital Secretary
- 7 Assistant Personnel Officer
- 8 Clerical Officer, Appointments
- 9 Clerical Officer, Records and Statistics
- 10 Clerk/Typist, Operating Theatres
- 11 Deputy Chief Salaries and Wages Officer
- 12 Deputy Group Accommodation Officer
- 13 Group Training Officer
- 14 Ward Clerk, Accident and Emergency Department

Nursing

- 15 Allocation Officer
- 16 Chief Nursing Officer
- 17 Clinical Teacher, Charge Nurse, Grade 6
- 18 Nurse Careers Adviser
- 19 Nursing Officer, Grade 7b: Geriatric Unit
- 20 Senior Charge Nurse, Grade 6a
- 21 Staff Nurse, Grade 5

Catering

- 22 Catering Supervisor
- 23 Dining-room Maid/Kitchen Assistant
- 24 Group Catering Manager

Domestic

- 25 Domestic Supervisor
- 26 Night Orderly

Building and Engineering

- 27 Assistant Building Supervisor
- 28 Electrical Assistant
- 29 Hospital Engineer

Professional and Technical

- 30 Physicist, Basic Grade
- 31 Trainee Photographer

Selected from other employing authorities

- 32 Accountancy Assistant (Leeds Group B HMC)
- 33 Assistant Secretary (Liverpool RHB)
- 34 Deputy Hospital Secretary (St Andrew's and Hellesdon HMC)
- 35 General Administrative Assistant (Oxford RHB)
- 36 Group Personnel Officer (Reading and District HMC)
- 37 Group Theatre Superintendent (Portsmouth Group HMC)
- 38 Laundry Manager (Walsall HMC)
- 39 Organiser of Voluntary Services (The Royal Free Hospital)
- 40 Principal Nursing Officer, Teaching Division (Hastings Group HMC)
- 41 Public Relations Officer (Blackburn and District HMC)

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Job Description

Lent to _____ date _____ returned by _____ date _____

**Job Descriptions
for Hospital Staff**

Maurice W Cuming MA MIPM
Senior tutor in personnel management
King's Fund College of Hospital Management

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Acknowledgements

The King's Fund is grateful to all the chief officers who so promptly responded to Mr Cuming's request for sample job descriptions. Nearly 200 were sent in from which it was possible to select only a small number for publication. To Mr W J B Groves, group secretary of the Central Wirral Hospitals, special thanks are due, firstly for initiating this publication and secondly for the help and advice he gave so readily during its production.

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Definitions

It is as well to use those supplied officially in the *Glossary of Training Terms*,[†] devised originally by the Ministry of Labour, especially since there is still a tendency for people to refer to the techniques involved in different ways.

A **job description** is a broad statement of the purpose, scope, duties and responsibilities of a particular job. The information needed to prepare this statement is gathered through **job analysis**, the process of examining a job to identify its component parts and the circumstances in which it is performed. In so far as a job description is used for recruitment purposes, it should be supplemented by a **personnel specification** which describes the kind of person suitable for the job in terms of necessary qualifications, training, previous experience, and any other factors which may be relevant.

Uses*

1 When filling jobs, whether by internal transfer or promotion, or through recruitment from outside, it is essential to have a detailed description of the vacant job and a personnel specification: both these documents should be available to the selection committee, and should be discussed by them before interviewing candidates, in order to ensure that they have a common understanding of the requirements of the job and the sort of person who will be able to do it satisfactorily.

2 When devising training programmes, it is essential to know what skills and knowledge are required to perform particular jobs to the required standards.

3 When reorganising management structure, at times of major changes in the service, amalgamation of groups, or during the normal processes of growth and contraction, it is essential that the purposes of all the tasks carried out in the organisation and their relationships to each other should be clearly understood by everyone involved.

For the sake of completeness, **job evaluation** should be included – when job

[†]GREAT BRITAIN. Department of Employment. *Glossary of training terms*. London, HMSO, 1967. Third impression with amendments, 1971.

*Adapted from *The Theory and Practice of Personnel Management*, M W Cuming, Heinemann, 1968.

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an exclusive area of work which must be defended against imaginary intruders from elsewhere in the organisation. This fear can only be overcome if the essential positive point is grasped that job descriptions must be carefully prepared, well-written, and regularly reviewed – in other words, **flexibility** is a key to the whole technique.

Framework

There are advantages in observing a common format when setting out job descriptions within one organisation; for example, so that one job can readily be compared with and related to another. Whichever format is decided upon, it should comprise the following items:

Accountability

A brief statement of the area of activity involved in the job, and to whom the person holding it is accountable for results.

Duties and responsibilities

A list of the tasks to be performed, bringing out the physical and mental effort involved, the variety of operations and the demands these may make on the employee's intelligence and initiative; the difficult or disagreeable features; standards of performance, so that consequences of failure can be seen. The statement of responsibilities will identify any authority over resources (staff, equipment, finance) which the employee has been given to enable him to carry out the job, and, where measurable, the results expected.

Environment and terms of employment

A description of the physical surroundings, pleasant and unpleasant or hazardous.

The method of remuneration, frequency of review and other conditions of service.

Prospects for advancement.

Employee benefits and welfare services.

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Job Description

Social background

The size of the department and a definition of relationships with other staff in the organisation and people from outside. An assessment of the status of the job.

The examples

The examples in the file show how these items may be adapted to describe jobs in hospitals. Not all of them contain details of the environment, and none contains terms and conditions of service or salaries. These are deliberate omissions, partly for the sake of brevity and to avoid repetition, but also because some items apply nationally and are statutorily decided, or because their inclusion would render the examples out of date in too short a time. It should be remembered, however, that such information is necessary, particularly when the job description is being used for recruitment and selection of staff.

The examples are set out in an adapted King's Fund house style* and are arranged in two parts. The first contains a selection of job descriptions from one hospital group, Central Wirral Hospitals, which broadly uses a common format. The second is a selection culled from a number of employing authorities up and down the country showing different formats.

None of those who contributed would claim that his job description is perfect or that it should be taken as it stands as a model. No job description is a permanent statement, in any case. It must be stressed also that this publication is in no way to be regarded as an officially authorised instruction manual: it is merely a guide which the King's Fund hopes will be helpful to other hospital staff when preparing their own job descriptions.

*King Edward's Hospital Fund for London. King's Fund house style, 1971.

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GENERAL INFORMATION ON CENTRAL WIRRAL HOSPITALS*

The Central Wirral Hospitals comprise nine hospitals with a total of 1155 beds:

Clatterbridge Hospital, Bebington	564 beds
Clatterbridge Hospital West	314 beds
Clatterbridge Isolation Hospital	11 beds
Clatterbridge Maternity Hospital	62 beds
Cleaver Hospital, Heswall	158 beds
Heswall Maternity Home, Heswall	13 beds
Pensby Children's Wing, Heswall	16 beds
Heathfield Maternity Home, Bromborough	17 beds
The Liverpool Clinic, Liverpool	-

The numbers of staff employed in the Group are:

medical and dental	147
nursing and midwifery	1129
administrative and clerical	196
professional and technical	224
ancillary	618

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*To be included in all job descriptions.

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GENERAL INFORMATION ON NURSING SERVICES*

The nursing services of the nine hospitals in the Central Wirral Group are in the process of being integrated and reorganised, both in hospital administration and in the implementation of the 'Salmon' scheme of nursing administration. The scheme allows for one general nursing division and two areas as indicated below:

principal nursing officer	general nursing division grade 9a
senior nursing officer	teaching grade 8a
senior nursing officer	midwifery grade 8a

These three officers report direct to the chief nursing officer and are responsible to him for the efficient running of their departments.

The Central Wirral School of Nursing provides training on a group basis for both student and pupil nurses. In addition students are taken for training for the Thoracic Nursing Certificate.

The cadet scheme at Clatterbridge Hospital is the oldest scheme in the country and is at present responsible for attracting a large proportion of the student nurses in training.

*To be included in all nursing job descriptions.

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GENERAL INFORMATION ON CATERING FACILITIES*

The catering facilities in the group consist of one main kitchen serving the entire Clatterbridge site with approximately 1000 meals a day. In addition, a second kitchen, opened in 1970 in Clatterbridge Hospital West, acts as a finishing kitchen only and patients' meals are served on Stellex trays. Separate catering arrangements at Cleaver Hospital provide approximately 200 meals a day and each of the smaller hospitals has its own kitchen.

Dining facilities for staff at Clatterbridge comprise one main dining-room, one smaller dining-room providing waitress service, two snack rooms and separate facilities for special dinners.

*To be included in all catering job descriptions.

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GENERAL INFORMATION ON RADIOLOGICAL PROTECTION SERVICE*

The Regional Radiation Protection Service Centre is based at the Liverpool Clinic and provides a service to the radiodiagnostic x-ray departments (about 70 in all) in the hospitals of the Liverpool Region.

The staffing of the department is:

- 1 senior physicist
- 1 physicist
- 4 physics technicians
- 1 higher clerical officer

The Liverpool Clinic is part of the Central Wirral Group of hospitals. Physicists are employed also in the Group at the Regional Radiotherapy Centre, Clatterbridge Hospital West and at the Department of Nuclear Medicine, Liverpool Clinic.

*To be included in all radiological protection service job descriptions.

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AREA ADMINISTRATOR, Area 2

Clatterbridge Hospital Centre

The area administrator allocated to Area 2 is responsible to the hospital secretary (Area 3 administrator) for the day to day management of Clatterbridge Hospital South comprising: six medical wards, two dermatological wards, three orthopaedic wards, one ENT ward, mortuary, occupational therapy department, hospital chapels and hypertension unit.

The Area 2 administrator also has responsibility for certain functional services provided to the whole of the Clatterbridge Hospital Centre as detailed below.

The Area 2 administrator is expected to work closely with the senior nursing officer allocated to this area under the 'Salmon' scheme.

Responsible to

Hospital secretary
Clatterbridge hospitals

Reports to

Hospital secretary
Clatterbridge hospitals

There is also an element of direct responsibility and reporting to the group secretary on certain policy matters.

Duties

- 1 To be responsible for the efficient day to day management of Area 2 (corresponding to Clatterbridge Hospital South) and to cooperate with the consultant staff and senior nursing officer in promoting the best interests of the patients and the hospital.
- 2 To manage the clerical services of the Area 2 administrative offices and to attend to correspondence arising in connection with the area.
- 3 To undertake the investigation of accidents, complaints and untoward incidents and to take appropriate action in accordance with Group policy.
- 4 To undertake regular visits to all wards and departments in Area 2 and to issue requisitions and works orders within the delegated authority.
- 5 To undertake weekly catering rounds on wards in Area 2 in conjunction with the appropriate nursing officer and catering officer.

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- 6 To note patients' suggestions promptly as these are received and to take appropriate action.
- 7 To submit recommendations and requests for grants from the League of Friends and from the Endowment Fund to the group secretary.
- 8 To prepare the annual estimate of expenditure for Area 2.
- 9 To attend upon house visitors to Area 2.
- 10 To be responsible for keeping contact with all voluntary bodies working at the Clatterbridge Hospital Centre and to act as secretary to meetings of voluntary organisations and generally to coordinate voluntary activities in the Centre.
- 11 To be responsible for the overall efficiency of the medical records services (excluding radiotherapy records) and to coordinate the work of the medical records officer.
- 12 To supervise the work of the medical secretaries located in Area 2.
- 13 To be responsible for the overall performance of the portering services and to coordinate the work of the head porter throughout the hospital.
- 14 To act as coordinating officer to the occupational therapy department and the occupational therapy services throughout the Clatterbridge Hospital Centre.
- 15 To maintain good contacts with the chaplains serving the Clatterbridge Centre and to be responsible for the general upkeep of the chapels located on the site.
- 16 To 'action' with recommendations, forms in respect of such personnel matters as:
 - applications for special leave
 - applications to attend courses and conferences
 - resignation formsand similar documents.
- 17 To interview and appoint staff in conjunction with the departmental heads and personnel officer as appropriate.
- 18 To submit a weekly paragraph on the work of the area for inclusion in the 'Clatterbridge Chronicle'.

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- 19 To assist in arrangements for special functions that take place in the area (eg, visits, lectures).
- 20 To attend meetings of the staff conference.
- 21 To be available for 'on-call' duties in rotation with other area administrators.
- 22 To undertake such other appropriate duties as may be allocated from time to time by the hospital secretary and/or group secretary.

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ASSISTANT HOSPITAL SECRETARY

General Administrative Grade

Hospital Secretary's Department, Area 3
Clatterbridge Hospital

The practice of area administration has been introduced throughout the Group and the Clatterbridge hospitals divided into four administrative areas. The hospital secretary has specific responsibility for Area 3 and overall responsibility for the area administrators in Areas 1 and 2. The remaining area at the Clatterbridge Hospital Centre is concerned with maternity services and is a separate organisation (Area 5).

The assistant hospital secretary assists the hospital secretary in the administration of Area 3, deputises for the administrators of Areas 1 and 2 in their absence, and assists elsewhere in the Group as may be required. In the event of the hospital secretary's absence, his duties are performed by the most senior area administrator.

<u>Responsible to</u>	Hospital secretary
<u>Responsible for</u>	Managing the hospital general office
	Assisting the hospital secretary generally in the day administration of Area 3

The following personnel:

- 1 higher clerical officer
- 1 clerical officer
- 1 shorthand typist

<u>Relationships with</u>	The appropriate area administrator on any matter arising from or affecting that area
	The appropriate nursing officer on any matter affecting nursing policy or staff
	The personnel officer on any matter affecting recruitment or termination of employment
	Heads of departments on any matter affecting their departments

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Limitations

The recruitment or termination of any staff without reference to the hospital secretary

Disciplinary action or interviewing any member of staff without reference to the appropriate head of department

Duties

- 1 To ensure the efficient management of the general office in all its aspects.
- 2 To define all areas of work in the general office and ensure that the personnel concerned are performing effectively.
- 3 To develop by training and exposure the skills and knowledge of general office staff.
- 4 To ensure, by supervision, satisfactory arrangements for dealing with patients' property, admission of private patients, sale of meal tickets, receipt and banking of monies received.
- 5 To undertake routine correspondence and take appropriate action as required.
- 6 To issue official orders and requisitions within the limits of delegated authority as required.
- 7 To assist the hospital secretary in the investigation and follow-up of accident and untoward incident reports and complaints.
- 8 To undertake, at the request of the hospital secretary, ward catering inspection rounds in conjunction with the catering officer and senior nursing officer and to make reports thereon.
- 9 To assist with arrangements for special functions in the hospital.
- 10 To assist in the preparation of annual estimates.
- 11 To undertake the appropriate share of Saturday morning duty and 'on call' arrangements.

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ASSISTANT PERSONNEL OFFICER

Group Personnel Department

Responsible to

Personnel officer

Responsible forOrganising and/or conducting
induction courses for all grades

Recruiting certain staff grades

Supervising the work of the higher
clerical officer, clerical
officer (records and statistics)
and clerical officer (filing)LimitationsThe inception of recruitment
without reference to personnel
officerThe appointment or transfer of
anybody without reference to
the head of department and/or
hospital secretary or chief
nursing officerDuties

Induction

- 1 To be aware of all new starters and to ensure their attendance at the appropriate time for induction training.
- 2 To ensure that all new starters have fulfilled the contractual requirements concerning references and medical examination; that P45 and NI card are presented; that each new starter has received a correct offer of employment and associated literature.
- 3 To arrange, administer and up-date induction courses for all staff joining the hospital.

Recruitment

- 4 To be responsible for the recruitment function as it affects female staff in ancillary, clerical, junior administrative and professional, technical and medical grades.
- 5 To ensure that all recruitment requests in respect of the above grades are discussed with heads of department before advertisements are placed.
- 6 To ensure that interview assessment sheets are prepared simultaneously with the writing of the advertisement.

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7 To expedite all recruitment activity by ensuring that advertisement response is analysed within 48 hours of publication and that applicants are interviewed quickly.

8 To maintain contact with all available sources of recruitment, and to develop an awareness of the best advertising media.

General

9 To ensure that all documentation in connection with recruitment, transfer and termination is carried out in the department.

10 To compile returns of religious denominations and to reassess annually the remuneration rate for part-time hospital chaplains.

11 To maintain the records of approved staffing levels for all hospitals and grades of staff employed in the Group.

12 To deal with all correspondence relating to State registration of professions supplementary to medicine, and applications of staff for such registration.

13 To perform other duties as required by personnel officer and to deputise for him in his absence.

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CLERICAL OFFICER - APPOINTMENTS

Clatterbridge Hospital

The duties involve direct contact with the public by telephone and in person, which calls for tact and initiative. The volume of work is considerable and demands a high standard of accuracy.

The appointments/reception office is situated in the outpatient department and is one section of the medical records department. Occasional transfer to other sections may be necessary from time to time.

Responsible to Higher clerical officer

Duties

- 1 To deal with incoming mail which entails:
 - entering appointments on appropriate lists
 - sending appointments card with pre-registration form to patient
 - dealing with requests to alter appointments
 - filing correspondence after action
- 2 To make appointments for patients attending clinics and for ward discharges.
- 3 To arrange transport for patients as authorised.
- 4 To undertake monthly check of long-term appointments and send notification to patients.
- 5 To be familiar with functions of other clerical officers in the section with a view to deputising as required.
- 6 To undertake any other duties as directed by higher clerical officer.

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CLERICAL OFFICER (RECORDS AND STATISTICS)

Group Personnel Department

<u>Responsible to</u>	Assistant personnel officer for everyday matters
	Personnel officer on defined projects
<u>Responsible for</u>	Maintaining an up-to-date personal record for all employees
	Compiling statistical returns as required
	Engaging upon statistical projects as required

Duties

Records

- 1 To issue letters of appointment to all nursing staff including and below 'Salmon' grade 6.
- 2 To make out personal files and record cards in respect of the above nursing staff.
- 3 To maintain an up-to-date record of all staff employed in the Group.
- 4 To receive all staff change forms and make appropriate amendments to staff records.
- 5 To document all new staff during induction.
- 6 To arrange presentation of long-service certificates.

Statistics and Returns

- 7 To prepare returns in connection with retention of staff beyond normal retirement age.
- 8 To compile all staff returns as required for the department.
- 9 To maintain the record of all leavers.

General

- 10 To initiate the monthly staff review; to issue the necessary forms and complete the action.

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11 To write and up-date all literature associated with employment, conditions of service and careers and to deal with written requests for such information.

12 To ensure by contact with the higher clerical officer that the appropriate booklets and leaflets are sent out with all offers of employment.

13 To maintain the literature in the waiting room and main waiting area in an attractive condition.

14 To assist the higher clerical officer in maintaining the notice boards in an attractive, up-to-date condition.

15 To conduct statistical surveys as directed by the personnel officer.

16 To be fully aware of the functions of the higher clerical officer with a view to deputising as necessary.

17 To assist the clerical officer (filing) with any unusual volume of filing.

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CLERK/TYPIST

Operating theatres
Clatterbridge Hospital

Responsible to

Theatre superintendent for all matters associated with working duties

Hospital secretary for any disciplinary matter

Responsible for

Coordination of communications within the operating department and with wards and other departments

Clerical, typing and receptionist duties

DutiesCommunications

- 1 Receiving and relaying messages.
- 2 Maintaining communication with other hospital departments and with outside callers.
- 3 Providing information regarding location of departmental staff.

Reception

- 4 Receiving and directing patients and escorts on arrival at the operating department.
- 5 Receiving and directing visitors to the operating department.

Clerical

- 6 Maintaining appropriate departmental records in accordance with local policy.
- 7 Dealing with departmental correspondence in association with theatre superintendent.
- 8 Typing departmental information including:
 - off-duty and emergency rosters
 - departmental procedures
 - notices

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study programmes
visitors' programmes

9 Preparing requisitions for equipment, supplies,
stationery, in consultation with relevant staff.

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DEPUTY CHIEF SALARIES AND WAGES OFFICER

Central Wirral Hospitals

The treasurer's department is located at Clatterbridge General Hospital and provides a central financial service for the whole Group. The establishment of the department is 22.

The method of payment for salaries and wages has been transferred to the central computer at Liverpool Regional Hospital Board.

<u>Responsible to</u>	Senior accountancy assistant
<u>Responsible for</u>	Control of the weekly computerised payroll (comprising about 1100 employees) with clerical assistance

Duties

- 1 To calculate wages for approximately 300 employees within the above section of the payroll, and to complete all appropriate records.
- 2 To deal with enquiries from staff, either verbal or written.
- 3 To calculate increments for part-time nurses.
- 4 To deal with other duties as delegated by the senior accountancy assistant.

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DEPUTY GROUP ACCOMMODATION OFFICER

Central Wirral Hospitals

Responsible to

Group accommodation officer

Responsible for

The effective allocation, administration and upkeep of staff residential accommodation at Cleaver Hospital, Liverpool Clinic, Pensby Children's Wing, Heswall Maternity Home, Heathfield Maternity Home and Eastham Council property

The handling of all requests for recreational and conference accommodation at Clatterbridge Hospital (South Hall and Larch House)

Relationships with

Senior nursing officer at Cleaver Hospital and the small hospitals on all matters affecting the welfare of resident nursing staff

The appropriate medical officer, affecting the welfare of resident medical staff

Hospital secretary at Cleaver Hospital on any matter affecting domestic staff at that hospital

Matron at Heswall and Heathfield Maternity Homes on any matters affecting domestic staff at those homes

Catering officer in ordering requested refreshments in recreation rooms

Limitations

The ordering of any new furniture or equipment

Instructing staff from any other department without reference to the head of that department

Duties

- 1 To inspect regularly all residential accommodation within the defined area of responsibility.

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- 2 To report all deficiencies and necessary repairs to the accommodation officer.
- 3 To recommend improvements in furnishings.
- 4 To conduct inventory checks on all property and particularly before any resident leaves the hospital.
- 5 To ensure that all tenancy agreements are understood and adhered to.
- 6 To receive all requests for recreational accommodation at Clatterbridge Hospital and handle the administration arising.
- 7 To compile monthly returns of occupancy of residences other than those situated at Clatterbridge Hospital.
- 8 To deputise for the group accommodation officer as necessary.

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GROUP TRAINING OFFICER

Central Wirral Hospitals

Responsible to

Group personnel officer

Responsible for

The administration of agreed training schemes and the development of training needs to meet both existing and future requirements covering:

all ancillary staffs

administrative and clerical staffs

professional and technical staffs

Relationships with

Regional training officer and regional staff officer. (The group training officer will be expected to communicate regularly with regional training staff, and specifically not to enter into commitment on any training programme without first checking to avoid duplication.)

Area administrators and heads of departments to ensure that they are informed of training proposals as they may affect personnel

Limitations

Recruitment, and termination of appointments without reference to group personnel officer or group secretary

Nomination of a student to attend any course without reference to head of department

Commitment to any training expenditure in excess of £25 without reference to group personnel officer, or commitment to any training programme without reference to the regional training officer, or regional staff officer as appropriate

Duties

Training

- 1 To determine as far ahead as possible the Group's

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education and training needs (in the training areas specified above) and priorities, and to put forward a yearly programme providing for such needs.

2 To participate in the preparation of an annual training budget, and to ensure adherence to agreed expenditure.

3 To analyse in collaboration with department heads, the skills, experience and knowledge required in each job and to establish the content of training.

4 To prepare detailed training programmes and to ensure they are distributed and operated upon.

5 To establish the purpose of courses and the performance standards to be achieved.

6 To determine requirements in terms of time, space, equipment and materials and to ensure that these are available.

7 To determine, as necessary, educational and planned experience requirements for different categories and to ensure that these are carried out.

8 To develop means of checking the effectiveness of training programmes and to maintain records to provide information on individual progress and achievement.

9 To establish practical checks on performance by tests and personal visits and reports from departmental heads.

10 To designate, and train in teaching technique, instructors and line supervisors as may be necessary and agreed.

11 To establish and maintain close personal contact with the heads of departments and colleges where personnel are undergoing training/further education.

12 To keep informed on the suitability of external training courses and to arrange attendance if appropriate.

13 To ensure that comprehensive training manuals are prepared and amended in the light of experience.

Recruitment

14 To administer recruitment functions in respect of all student intake into the medical laboratory, diagnostic and therapeutic radiography, and administrative and clerical grades.

15 To determine recruitment needs well in advance of availability of school-leaving labour.

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WARD CLERK

Clatterbridge Hospital

The duties of this post are performed in the accident and emergency department at Clatterbridge Hospital, and it is one of two similar posts in this department.

Responsible to

Hospital secretary

Reports toHigher clerical officer,
outpatient department, or
medical records officerDuties

- 1 To receive patients in the accident/emergency department, and complete admission orders, casualty forms and/or HMR 1 forms as appropriate.
- 2 To maintain accident/emergency register of patients.
- 3 To maintain an appointments system and produce documents with x-ray reports for casualty and fracture clinics.
- 4 To arrange transport for patients as authorised by medical or senior nursing staff.
- 5 To answer routine telephone enquiries in consultation with medical or nursing staff.
- 6 To produce statistics as required by medical records officer.
- 7 To complete road traffic accident records and inform the treasurer's department of persons involved in RTAs as soon as possible.
- 8 To incorporate casualty notes with the unit case note system of the hospital, checking notes with the main patient index and filing notes in case sheets where these exist.
- 9 To undertake such other duties as may be allocated by the hospital secretary.

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ALLOCATION OFFICER

Nursing Officer: Grade 7b

Clatterbridge Hospital

The allocation officer's job is one of the key positions connected with nurse training and the service needs of the wards and departments. The personnel and counselling aspects of this job form a major contribution to the attitude of nurses in training towards the wards and departments. Trained staff may also benefit from discussions concerning the capabilities of nurses in training which should make them aware of their limitations and progress.

The allocation officer has the very important job of coordinating the educational and service requirements for nurses in training.

<u>Responsible to</u>	Principal nursing officer
<u>Reporting to</u>	Principal nursing officer
<u>Subordinates</u>	Trainee allocation officer Clerical assistant
<u>Relationships with</u>	Senior nursing officers and nursing officers within the Group Senior nursing officer (education)
<u>Committee membership</u>	Attendance at Group nursing executive meetings when matters of allocation are discussed Participation in other discussions and meetings which may influence decisions concerning the allocation of nurses in training

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Duties

Allocation

- 1 To allocate student nurses, pupil nurses and those undertaking shortened training programmes, for the required periods, to the areas where their educational needs can be met by the nursing experience available.
- 2 To allocate those nurses in training who have completed their educational programme to wards of benefit to them educationally and to the wards for service needs.
- 3 To allocate nurses in training with due regard to the service needs of the areas.
- 4 To forecast the difficulties and deficiencies which may arise affecting service needs, and to report these well in advance to the principal nursing officer.
- 5 To negotiate with the nurse careers adviser on the allocation of voluntary paramedical workers to wards and departments.

Education

- 6 To check periodically with nurses in training that their programme is meaningful and meets the educational needs of each allocation.
- 7 To check that nurses in training are on wards where their experience will be sufficient to enable them to feel prepared to take their necessary assessments.
- 8 To maintain an up-to-date knowledge of the requirements for nurse training and policies of the General Nursing Council.
- 9 To keep senior nursing officers and nursing officers informed of the present educational requirements of nurses allocated to their spheres of authority.
- 10 To check periodically in areas and units that the allocation of nurses in training is in line with educational requirements.

Communications

- 11 To keep the principal nursing officer informed of the position with regard to nurses in training both in educational and service needs.
- 12 To inform the senior nursing officers of the changes which will occur in the allocation of nurses in training so that sufficient notice will be available to wards.

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13 To discuss with senior nursing officers and nursing officers the service needs of their areas and units and the availability of nurses in training.

14 To maintain continual contact with the senior nursing officer (education), assisting with the preparation of training programmes, discussing the service requirements and any changing patterns of education which will influence nurse allocation.

15 To cooperate with sewing room superintendent when requested, advising on problems relating to staff uniform and linen.

Personnel

16 To maintain contact with all nurses in training, in the service situation, visiting them and discussing their progress.

17 To counsel nurses in training, giving advice and help or referring them to those most able to help when necessary.

Administrative

18 To maintain through clerical help the reports, records and progress files on all nurses in training.

19 To produce and maintain visual aids and quick reference charts to assist in recognising allocation details.

20 To inform the senior nursing officer (education) of absences by nurses in training which will influence the training programme.

21 To inform the treasurer's department, according to policy, of holidays, sickness and absence of nurses in training.

22 To ensure that nurses in training are informed in good time of changes in the allocation programme and of changes from area to area.

23 To introduce a trainee to all aspects of allocation and the subjects connected with it.

24 To stand in for nursing officers and give administrative support to units and areas as indicated or requested.

25 To participate in the duty rota of nursing officers responsible for nursing administration in the evenings and at weekends.

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CHIEF NURSING OFFICER

Central Wirral Hospitals

Responsible to Central Wirral Hospital
Management Committee

Reports to Group secretary

The chief nursing officer has an office at the Group administration headquarters at Clatterbridge Hospital and works as a senior member of the Group management team. The duties of the post are broadly similar to those set out in the Salmon Committee report. The group is already closely integrated, with hospitals sharing a centralised personnel service, finance, etc, and it is hoped that this process of integration will continue to accelerate. The committee structure of the group has been streamlined and the Management Committee practises extensive delegation to officers.

Duties

- 1 To be responsible for the formation of an effective nursing policy within the Central Wirral group of hospitals.
- 2 To define objectives within the nursing field, to identify major nursing problems and to suggest solutions in collaboration with other senior officers of the Group.
- 3 To organise to the best advantage the combined nursing services of the Group in a way designed to facilitate the meeting of objectives and the execution of policy.
- 4 To control and coordinate the activities of the nursing and nurse education services of the Group.
- 5 To prepare estimates of staffing and equipment requirements for the nursing services of the Group and to be responsible for the effective control of subsequent allocations.
- 6 To advise the Hospital Management Committee on all aspects of nursing and nursing education.
- 7 To create and sustain within the local community a high regard for the nursing services of the Group and the nursing profession generally.
- 8 To encourage research into nursing practice and to strive continuously to improve the standards of nursing care provided by the Group.
- 9 To make appropriate arrangements for the health and welfare of all nursing staff employed in the Group.

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10 To improve and maintain morale among nursing staff by effective leadership, consultation and communications.

11 To serve on selection committees for the appointment of senior nursing staff and to attend such other meetings, conferences, etc, involving nursing matters as may be required.

12 To identify the management potential of subordinate senior nursing officers by regular and systematic appraisal, and to develop this potential to the full by appropriate education and training.

13 To advise senior officers of the Group on the nursing aspects of new buildings and developments within the Group.

14 To play a major part in the introduction of a 'Salmon'-type structure within the Group.

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CLINICAL TEACHER

Charge Nurse (Grade 6)

Central Wirral School of Nursing

<u>Responsible to</u>	Senior nursing officer
<u>Reports to</u>	Senior nursing officer
<u>Minimum qualifications</u>	Registered nurse Experience as a staff nurse Post-registration course in clinical teaching

Duties

Professional

- 1 To instruct student and pupil nurses in bedside nursing and observation of the patient.
- 2 To liaise with the charge nurse and tutor in the organisation of clinical rounds in accordance with the programme.
- 3 To keep abreast of all medical equipment.
- 4 To participate in inservice training.
- 5 To assist with hospital examinations and tests.
- 6 To participate in forming nursing procedures.

Administrative

- 7 To keep records of student and pupil nurses in the unit.

Personnel

- 8 To counsel student and pupil nurses in the unit.
- 9 To attend weekly meetings, and report on student and pupil nurses to the senior nursing officer.

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NURSE CAREERS ADVISER

Nursing Officer: Grade 7a (49)

Central Wirral Hospitals

The post is in two parts:

1 The nurse careers adviser carries out the main nurse recruitment/advisory function within the Group for pre- and post-registration courses and for trained staff. About 24 hours per week are given to this part of the job.

2 The remainder of the time is devoted to establishing contact with paramedical organisations and organising emergency reserve staff.

<u>Responsible to</u>	Chief nursing officer
<u>Reports to</u>	Chief nursing officer
<u>Superiors</u>	Chief nursing officer
<u>Subordinates</u>	Nil
<u>Relationship with</u>	Staff officer
<u>Committee Membership</u>	Member: Nursing Education Committee
	In attendance: Nurse Advisory Committee
	Member: Group nursing executive

The nurse careers adviser operates within the authority and responsibility as given by the chief nursing officer, and is required to

1 effect a close working relationship with the personnel officer and represent the nursing interest in his department

2 form an effective working relationship with the senior nursing officer (education), on student and pupil nurse training

3 maintain contact with nursing officer (cadets), for pre-nursing cadets

4 establish close links with the head of department of pre-nursing studies and staff of the West Cheshire College of Further Education dealing with the training of pre-nursing students.

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Duties

Nurse Careers Advice

- 1 To school children in the fourth year upwards.
- 2 To staff in training (after suitable further training and experience).
- 3 To trained staff.

Recruitment

- 4 To work with senior nurse management on yearly targets for the recruitment of student/pupil/cadet nurses and of trained staff for post-registration courses and new developments.
- 5 To initiate and organise school visits to hospitals within the Group.
- 6 To take part in exhibitions at careers conventions, county shows and in other places where the general public meet.

Public Relations

- 7 To arrange and organise all group visits to hospitals within the Central Wirral Hospitals.
- 8 To attend careers conventions in schools and colleges.
- 9 To review and revise continually all current recruitment literature for pre- and post-registration training.
- 10 To advise on nurse recruitment policy for the Group.
- 11 To coordinate nurse advertising policy for the Group.
- 12 To establish a good working relationship with careers advisers and nursing officers of the Department of Employment.

Voluntary Paramedical Work

- 13 To cooperate with the administrator who has overall responsibility for voluntary workers.
- 14 To establish and maintain effective contact with paramedical organisations (eg, St John Ambulance Brigade, British Red Cross Society) in the community.
- 15 To arrange for adequate supervision through the appropriate senior nursing officer for training within the wards and nursing departments in the Central Wirral Group of those persons holding first aid and home nursing certificates.

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16 To receive from nursing heads of wards and departments written reports on personnel mentioned in paragraph 15, as required.

17 To allocate these auxiliary staff, when trained, to wards and departments through the nurse allocation officer.

Emergency Reserve of Trained Nurses and Midwives

18 To establish, maintain and control a register containing a list of trained nurses and midwives who are willing to nurse in the wards and departments within the Central Wirral hospitals in times of staffing emergency.

19 To establish and maintain an adequate training programme for these staff each year.

20 To establish and develop quarterly meetings with these staff to keep them informed of developments within the Group and changes in nursing practice.

21 To advertise, to keep an adequate number of staff on the reserve list. This number of staff to be determined in consultation with the chief nursing officer.

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NURSING OFFICER: Grade 7b (20)

Geriatric Unit

Clatterbridge Hospital West

The post of nursing officer, geriatrics, is a stimulating one as there is an active and progressive programme of care, treatment and rehabilitation for all patients. There are 137 beds in four wards, and an assessment bungalow.

Under the guidance of a consultant physician in the unit a clinic for research into Parkinson's disease was started in June 1970.

A post-certificate course in geriatrics for qualified nurses is undertaken in this area.

Responsible to Senior nursing officer

Reports to Senior nursing officer

Duties

Professional

- 1 Acting as consultant to ward sisters/charge nurses on geriatric nursing practice.
- 2 Acting as consultant to unit staff (at the request of ward sisters/charge nurses) on relations with patients, relatives and medical staff.
- 3 Controlling tests of new equipment in the unit.
- 4 Controlling the introduction to the unit of agreed procedures for the improvement of the nursing service and reduction of infection.
- 5 Initiating and developing new ideas and methods in the unit, and encouraging staff to do the same.
- 6 Participating in inservice training and in the teaching of student and pupil nurses.
- 7 Advising and informing the teaching division on the organisation and supervision of the training programme for student and pupil nurses allocated to the unit.
- 8 Communicating with relatives of patients as required.
- 9 Cooperating with medical staff in solving problems of patient care, and in medical research.

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10 Controlling a ward in the absence of a suitable deputy to the ward sister/charge nurse.

Administrative

11 Organising staff and student and pupil nurses allocated to the unit.

12 Organising, within the unit, the inservice training of all unit staff.

13 Arranging, in consultation with ward sisters/charge nurses, duty rota for unit staff.

14 Reporting requirements of staff and asking for support when necessary.

15 Working out plans to implement the nursing policy within the unit.

16 Checking the day to day cleanliness of the unit in consultation with the domestic superintendent.

17 Advising and informing other units, departments and services (eg, admissions, catering officer, medical records, medical social workers, pathology, pharmacy, physiotherapy, transport, x-ray) on matters within the unit's competence, other than those which can be dealt with by unit staff directly.

18 Reporting to the senior nursing officer on the results of the programme and the affairs of the unit.

Personnel

19 Introducing new ward sisters/charge nurses to their duties.

20 Taking all steps possible to safeguard the welfare and safety of unit staff during working hours.

21 Counselling unit staff.

22 Coordinating leave for ward sisters/charge nurses and staff nurses.

23 Reporting on ward sisters/charge nurses and endorsing or amending reports on staff nurses and giving merit rating according to the established procedure.

24 Recommending specific courses for members of staff in the development of their efficiency.

25 Informing tutors of the progress of student and pupil nurses.

26 Exercising leadership of the unit.

27 Developing the management skills of ward sisters/charge nurses.

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SENIOR CHARGE NURSE: Grade 6a

Ash House and Group Nursing Staff Welfare

Clatterbridge Hospital

The senior charge nurse of Ash House and Group Nursing Staff Welfare is in charge of a nine-bedded nurses' sick bay, staff health records, and the general welfare of all nursing staff in the Group.

She is required to attend certain management and other clinical and teaching courses at the hospital's expense. These are carefully planned as part of her career development.

Ash House

Responsible to Senior nursing officer, Area 3

Reports to Senior nursing officer, Area 3

Duties

Professional

- 1 Supervising professional work of nursing staff.
- 2 Preparing reports for, and receiving reports from, the night nurse.
- 3 Maintaining custody of dangerous drugs; checking and witnessing administration of drugs.
- 4 Assisting medical staff and ascertaining medical treatments.
- 5 Reporting condition of patients to medical staff and, when necessary, to the senior nursing officer and receiving instructions.
- 6 Carrying out nursing procedures and treatments.
- 7 Training qualified nursing staff in nursing and ward management.
- 8 Directing the training of other ward staff.
- 9 Maintaining personal contacts with patients through ward rounds, conversations, etc.
- 10 Arranging for patients' meals and special diets, and participating in meal service.
- 11 Communicating with relatives of patients and with visitors as required.

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Administrative

- 12 Supervising and controlling all staff seconded to the ward either for training or experience, or on a more permanent basis, ie, staff nurses, enrolled nurses or nursing auxiliaries.
- 13 Organising reception of patients and nursing in accordance with any standing instructions.
- 14 Maintaining good order in the ward.
- 15 Directing domestic and other staff.
- 16 Controlling drugs and dressings kept in the ward.
- 17 Maintaining ward stores and equipment. Requisitioning, with due economy, provisions and other supplies, and repairs and replacements of equipment.
- 18 Arranging care of patients' property and distribution of mail.
- 19 Assisting medical staff in the discharge of patients and their after care.
- 20 Checking with the allocation officer on the admission and discharge of sick nursing staff and, when necessary, advising on reallocation following sickness.
- 21 Cooperating with other nursing units and other hospital departments (where necessary coordinating their activities at ward level), eg, admissions, catering officer, chaplains, medical records, medical social workers, pathology, pharmacy, physiotherapy, transport, x-ray.
- 22 Rendering returns required by any branch of the hospital administration, including notifications of patients' deaths and mishaps.
- 23 Reporting on ward affairs to the senior nursing officer.

Personnel

- 24 Introducing new members of staff to their duties.
- 25 Counselling ward staff and nurses in training.
- 26 Reporting on qualified and other nursing staff to the senior nursing officer.

Group Nursing Staff Welfare

<u>Responsible to</u>	Principal nursing officer
<u>Reports to</u>	Principal nursing officer

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Duties

Professional

- 1 Arranging, and assisting medical staff with, medical examinations of newly appointed staff.
- 2 Arranging, and assisting medical staff with, immunisation of staff when required.
- 3 Arranging routine chest x-ray of all nursing staff.
- 4 Arranging appointments with outpatient department for nursing staff when necessary.
- 5 Arranging with accident and emergency department for nursing staff injured or taken ill whilst on duty, to be examined and treated.
- 6 Checking with radiotherapy and any other department where staff may be subjected to special hazards likely to have any effect upon health.
- 7 Keeping a check on the health of nursing staff with a known history of illness.
- 8 Carrying out research into causes of sickness, absence and the extent to which health and welfare considerations affect wastage of staff.
- 9 Working with the senior nursing officer (teaching) on welfare of student and pupil nurses.
- 10 Working with the nursing officer (cadets) on welfare of cadet nurses.

Administrative

- 11 Maintaining all records relating to health of nursing staff.
- 12 Keeping the principal nursing officer informed on nursing staff welfare.
- 13 Reporting to the principal nursing officer on difficulties and problems arising with non-resident staff.

Personnel

- 14 Counselling nursing staff throughout the Group, particularly new staff, students, pupils and cadets.
- 15 Maintaining close contact with the accommodation officer and home wardens where staff are resident.
- 16 Arranging pre-retirement programmes and giving advice when problems arise.

STAFF NURSE: Grade 5

Clatterbridge Hospital

To give general cover of the ward or department the staff nurse is working in, she may be required to work on opposite shifts to the charge nurse. Normally the staff nurse is seconded to a unit and may be required to rotate in that specialty. The appointment is made to the Central Wirral Hospitals; consequently, in times of staff shortage the staff nurse may be required to work in another unit for a time at the request of a nursing officer. The appointment will be reviewed every six months after a staff appraisal assessment has been made. The policy of the Group is that a staff nurse's appointment will end after a second appraisal, which allows the person one year in that post. After this a new contract may be issued and further experience offered in a staff nurse's post, the person may be promoted to junior charge nurse, or, where no senior post exists or appraisal is such that promotion is not offered, the staff nurse will be required to leave. The ending of the contract casts no doubt on the nurse's ability, but it may be in her best interests to leave after one or two years for further experience in another hospital or in the community.

During the period of holding the staff nurse's post, the occupant is required to work eight weeks in every 12 months on night duty in the unit in which she or he normally works. This may be taken as night duty in rotation (ie, two weeks every three months) or eight straight weeks, according to the needs of the unit.

Certain training is offered to the staff nurse during the period of office and could include participation in outside courses. It is assumed that by accepting the post, she is willing to undertake these additional courses at the hospital's expense.

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Responsible to

Charge nurse

Reports to

Charge nurse

Minimal requirements

Registered on the general part
of the Register

Duties

Professional

- 1 Supervising, under direction, the professional work of nursing staff.
- 2 Preparing reports for and receiving reports from the night nurse, when required by the charge nurse.
- 3 Assisting in maintaining custody of dangerous drugs; checking and witnessing administration of drugs.
- 4 Assisting medical staff, as directed by charge nurse, and ascertaining medical treatments.
- 5 Reporting condition of patients to medical staff through the charge nurse when on duty and, when necessary, to the nursing officer of unit, and receiving instructions.
- 6 Carrying out nursing procedures, treatments and carefully observing and reporting condition of patients to charge nurse.
- 7 Teaching student and pupil nurses according to procedure laid down by charge nurse.
- 8 Training, under senior direction, senior student nurses in nursing and ward management.
- 9 Taking part in the training of other ward staff.
- 10 Maintaining personal contact with patients through ward rounds, conversation and teaching sessions.
- 11 Arranging, under direction, patients' meals and special diets and participating in meal service.
- 12 Communicating with relatives of patients and with visitors as agreed with charge nurse.

Administrative

- 13 Assisting in organising the reception of patients and nursing in accordance with any standing instructions.
- 14 Assisting to maintain good order and organisation in the ward or department.

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16 In cooperation with the charge nurse, assisting with systematic practical instruction of student and pupil nurses in accordance with the requirements of the General Nursing Council.

18 Taking some of the responsibility for maintaining ward stores and equipment; requisitioning, with due economy, provisions and other supplies, and repairs and replacement of equipment as directed by the charge nurse.

20 Under direction, assisting medical staff in the discharge of patients and their after care.

21 Introducing junior new members of staff to their duties as directed by the charge nurse.

23 Keeping the charge nurse informed of:

- 24 Assisting in assessment of junior staff by providing relevant information to the charge nurse.

24 Assisting in assessment of junior staff by providing relevant information to the charge nurse.

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CATERING SUPERVISOR

Clatterbridge Hospital West

Responsible to

Catering officer or her deputy
for the efficient day to day
management of the west kitchen

Responsible for

The instruction and training of
staff

Equipment: this includes the
reporting of breakdowns and
requisitioning of maintenance

Collection of meal tickets and
accounting for meals served

Duties

- 1 General supervision of the unit including cooking, cleaning, tray service to patients, patient and staff dining-rooms.
- 2 Ordering of kitchen supplies.
- 3 Arrangement of duty rota.
- 4 Collating information relating to patients' menus for submission to catering officer.
- 5 To undertake ward visits as necessary; also occasional visits at meal times with area administrator and senior nursing officer.
- 6 To undertake cooking duties as necessary.

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DINING-ROOM MAID/KITCHEN ASSISTANT

The hospital runs a cafeteria-type service to all grades of staff. The duties of this post are performed in both the cafeteria and the main kitchen.

Senior dining-room maid for
dining-room service

Duties

1 Preparing for serving all meal breaks and tea/coffee breaks.

3 Delivering trays of refreshments to various offices and departments as required.

Kitchen

6 Washing pots and pans, etc, used in the kitchen.

8 Assisting in the loading of heated food trolleys before despatch to the wards.

9 Helping generally in the cafeteria and kitchen as may be directed from time to time.

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GROUP CATERING MANAGER

Central Wirral Hospitals

Responsible to

Group secretary

Relationships withGroup treasurer on measures for
the control of expenditurePersonnel officer on all
recruitment and training mattersSenior dietitian on all matters
concerning special dietsChief nursing officer on all
matters affecting ward meal serviceDuties

- 1 To coordinate, direct and control the work of officers in the day to day running of each unit, ensuring that:
 - a good quality meals are provided for patients and staff suitable to their needs, and that similar standards prevail in each hospital in the Group
 - b effective methods of control are established and maintained over the cost and quantity of food used
 - c good staff management prevails and that there are satisfactory standards of cooking, distribution, service and hygiene
- 2 To determine the quality and cost of food purchased through the supplies organisation, subject to any agreed contracts.
- 3 To assist in the organisation and supervision of training schemes for all catering staff in the Group.
- 4 To advise the employing authority on:
 - a the level of expenditure needed to meet the catering requirements of all the hospitals in the Group
 - b the number and grade of catering staff required in each unit and their recruitment and selection
 - c the planning and provision of catering facilities and the selection of equipment

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DOMESTIC SUPERVISOR

Cleaver Hospital

The domestic supervisor must, at all times, be aware of the ward sisters' sapiential authority with regard to nursing and interpretation of medical requirements on the wards. The supervisor is expected to vary working arrangements to suit the convenience of the ward, ie, time and extent of cleaning during emergency, but the supervisor must decide the best method of working.

As on the wards, the supervisor is expected to vary the working arrangements in an emergency to suit the convenience of a department but in no way to vary the method of working without authority from the domestic superintendent.

<u>Responsible to</u>	Head porter
<u>Responsible for</u>	The direct supervision of all ward orderly and domestic assistant staff
<u>Relationship with</u>	Ward sisters Heads of department
<u>Limitations</u>	Recruitment, and termination of appointments Instructing staff from another department without reference to the head of that department

Duties

- 1 Training, supervision, welfare and discipline of staff.
- 2 Allocation of work and quality control.
- 3 Arrangement of duty rotas.
- 4 Controlling issues and usage of cleaning materials.
- 5 Checking work schedules and making temporary adjustments.
- 6 Ensuring that the cleanliness of the hospital is maintained to required standards.
- 7 Ensuring the observance of safe working methods.
- 8 Checking machinery and equipment and reporting faults.

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- 9 Observing and reporting the need for repairs and maintenance to buildings, furnishings, etc.
- 10 Ensuring that all domestic staff maintain standards of personal hygiene.
- 11 Reporting any accidents to staff.

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NIGHT ORDERLY

The duties of the post are performed in the nurses' homes, ie, Elm, Maple, Larch - 10, 11 and 12, Hawthorn, Oak and Chestnut Houses.

Responsible to Accommodation officer

Duties

- 1 10 pm Collect report book and keys from lodge.
- Close Elm House front door and be available in Elm House library/study room to receive cadet nurses arriving between 10 pm and 11 pm. The warden will have been notified of cadet nurses issued with a late pass. All other resident nursing staff will have front door keys.
- 10 30 pm Remind visitors of the time to leave the visitors' sitting room.
- 11 pm Lock non-resident women's changing rooms.
- 11 30 pm Check security of corridors and windows, bathrooms, toilets and public rooms, one or two corridor lights to be left on; ensure irons and cookers have been switched off and plugs disconnected.
- Proceed to outlying homes and check the security as detailed for Elm House.
- 2 Deal with telephone calls and record any problems to do with the general welfare of resident nursing staff.
- 3 Clean the following rooms in Elm House:
- television room
visitors' room
nurses' sitting room
kitchen
study room
- 4 Report in writing events and work carried out during the night and list names of cadet nurses arriving after 11 pm.
- 5 At 6 30 am unlock non-resident women's changing rooms. Leave report book and keys at the lodge at 7 am.
- 6 Refer all welfare (eg, sickness) of the nursing staff to senior night sister (accident and emergency). Report all unusual incidents (eg, intruders) to Lodge Enquiries, and other incidents (eg, burst pipes, urgent maintenance requirements) to shift engineer - extension 445 or on 'bleep'.

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11 PM

12 30 PM

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ASSISTANT BUILDING SUPERVISOR

The post is based in the works department at Clatterbridge Hospital, but the assistant building supervisor is required to undertake regular visits to the hospitals of the Group and has responsibility, subject to the supervision of the building supervisor, for the inspection and maintenance of buildings, and for any minor or delegated capital schemes concerned with the building trades which may be allocated to the Hospital Management Committee.

Responsible to Building supervisor

Reporting to Building supervisor

Duties

- 1 To assist in planning and supervising the building maintenance work of the Group.
- 2 To assist in the preparation of drawings and specifications to permit the invitation of tenders for such building maintenance work as may be put out to contract.
- 3 To assist in the supervision of contract building and maintenance work.
- 4 To prepare drawings and specifications for minor and delegated capital works to be carried out by contract or by direct works.
- 5 To supervise the execution of minor capital works entrusted to the Hospital Management Committee.
- 6 To perform such other duties as may be required from time to time by the group secretary or building supervisor.

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ELECTRICAL ASSISTANT

Clatterbridge Hospital

The electrical assistant is attached to the works department, based at Clatterbridge Hospital.

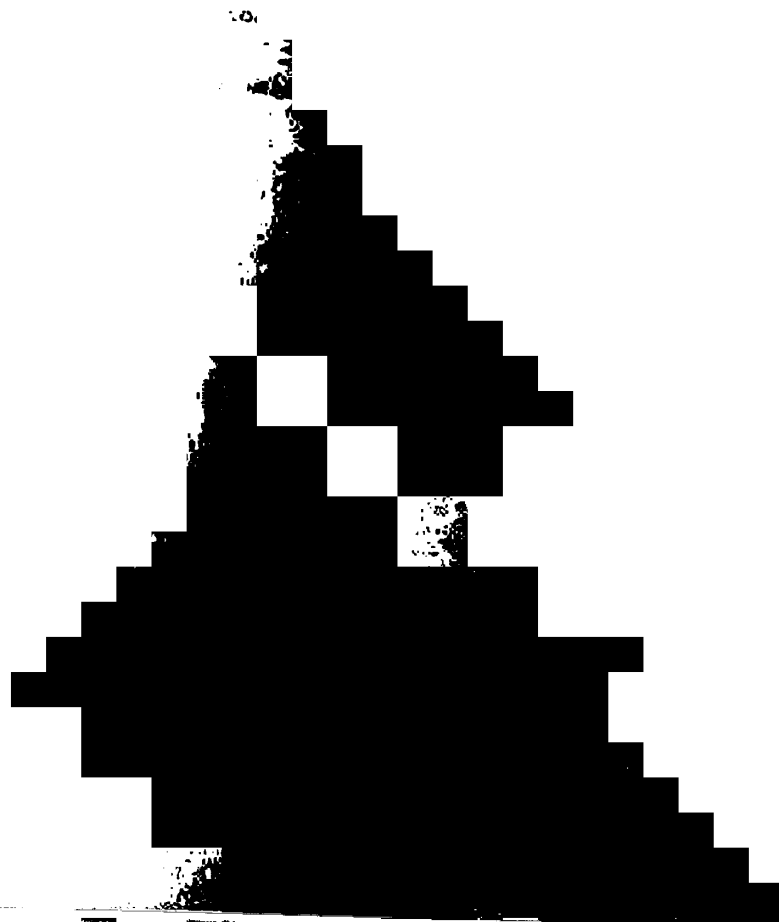
Responsible to Hospital engineer

Duties

- 1 Cleaning of lampshades and electrical fittings.
- 2 Care and maintenance of batteries and accumulators.
- 3 Greasing and oiling of equipment.
- 4 Replacement of plugs, electric light bulbs, fluorescent tubes, fuses and leads, etc.
- 5 Moving electrical equipment from stores department to departments where it is required.
- 6 Any other duties which may from time to time be allocated by the hospital engineer.

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HOSPITAL ENGINEER

Clatterbridge Hospital

The post is based in the works department at Clatterbridge Hospital.

Responsible to

Group engineer

Responsible for

The planning and organisation of the engineering services

There is a building supervisor who is responsible for the supervision of minor and delegated building capital schemes, building maintenance and the associated staff.

Duties

- 1 To be responsible for the satisfactory supervision, operation, maintenance and coordination of all the engineering services.
- 2 To assist in the design and execution of minor new engineering capital works.
- 3 To be responsible for the maintenance of all records required for the effective and efficient control of the engineering staff, plant, services and equipment.
- 4 To assist in the preparation of specifications and drawings in connection with capital and revenue engineering schemes.
- 5 To perform stand-in duties of the Group in the absence of the group engineer.
- 6 To carry out such other duties as may be assigned to him by the group engineer.

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PHYSICIST (BASIC GRADE)

Radiological Protection Service

Responsible to Senior physicist

Duties

1 To work with the senior physicist in providing a radiological protection service. Later, with training, to become a radiological protection adviser.

2 To assist in the technical direction of the work of the Regional Radiation Protection Service Centre in respect of:

a computerised film badge service for over 1500 people per fortnight

a contamination/radiation monitoring service

the development of monitoring survey techniques

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TRAINEE PHOTOGRAPHER

The department of clinical photography is based in the Regional Radiotherapy Centre which forms part of Clatterbridge West Hospital.

During the training period, the trainee works in the photographic department, assisting in the daily activities undertaken there. In addition he is expected to attend the Liverpool College of Art and Design for a course in general photography for the City and Guilds examination 344. This course operates on a day release and evening class basis and lasts for a period of three years.

Senior medical photographer

Assisting in the general duties
described below

1 To photograph patients, either at the bedside or in the studio, and also pathological specimens.

2 To make lantern slides in both monochrome and colour.

3 To reproduce x-ray negatives.

4 To attend to the registration and filing of negatives and lantern slides.

5 To photo-copy documents as required, including patients' case sheets.

6 To make up solutions necessary for photographic processing.

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LEEDS (GROUP B) HOSPITAL MANAGEMENT COMMITTEE

SEACROFT HOSPITAL, LEEDS 14

<u>POST OF</u>	Accountancy Assistant
<u>DIRECTLY RESPONSIBLE TO</u>	Senior Accountancy Assistant

General The Management Committee controls eight hospitals and a chest outpatient department. The Group offices are situated at Seacroft Hospital (children's and infectious diseases - 374 beds). The other main units are Meanwood Park Hospital (mental handicap - 700 beds), Killingbeck Hospital (cardio-thoracic and chest diseases - 286 beds) and St George's Hospital (geriatric - 305 beds).

The Committee has a budget of approximately £3 500 000. All financial records are processed on the regional computer.

Description of Duties To assist the senior accountancy assistant over the whole range of the accountancy functions of the Group. He/she has special responsibility for:

Day to day running of the costing and stores records section.

Preparation of interim and annual costing information as necessary.

Costing investigations.

Job costing and financial information relating to approved works.

Preparation and control of Group service accounts.

Stocktaking compilations, etc, for interim and final accounts.

Liaison with RHB on capital accounts.

Supervision of cashier.

Control of staff register for computer payroll.

Certain duties in connection with incentive schemes.

Such other duties as may be delegated by group treasurer.

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ASSISTANT SECRETARY, OPERATIONAL ACTIVITIES UNIT

The assistant secretary leads a unit which undertakes specific research projects and aims at the provision of a comprehensive information service with the general objective of improving the planning and running of the hospital services in the Liverpool region. The projects undertaken by the research section during the first four years of its existence were concerned mainly with the study of the need for medical care in the Liverpool region, the study being conducted in close liaison with the Medical Care Research Unit at the University of Manchester and under the direction of Dr R F L Logan. Following the completion of this study the Liverpool Regional Hospital Board decided to retain a research/intelligence team as a permanent feature of its organisation. Emphasis is always on the logical analysis of a problem, on quantifying its elements and presenting findings which will enable the Board's officers to formulate solutions to management problems based on a thorough knowledge of the relevant data.

Assistant Secretary, Operational Activities Unit

The Operational Activities Unit forms a part of the medical division and the assistant secretary is responsible to the senior administrative medical officer for the functional duties allocated to him and for the achievement of tasks assigned to the unit.

Research and statistics section (responsible for the production and collation of routine and ad hoc information, the analysis of data, and research).

Liaison between the Operational Activities Unit and other departments/sections in the Board, in particular with the other sections of the medical department, the capital projects section, the establishment section and computer centre.

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DUTIES AND RESPONSIBILITIES

Overall objectives

- 1 To provide an efficient information service to the Board and its senior officers.
- 2 To undertake research into specific subjects.
- 3 To promote the efficient use of management data by the Hospital Management and 'Cogwheel' committees.
- 4 To keep himself abreast of current development, practice and thinking in the hospital world generally.
- 5 To promote and encourage a good standard of management in the unit.
- 6 To provide opportunities for developing the potential of staff in the unit, including the promotion of staff training and welfare.
- 7 To ensure an efficient system of internal and external communications.
- 8 To review all activities affecting the unit critically, and to innovate.

General duties

- 1 The setting up of an adequate information service in relation to routine statistical data (including hospital and vital statistics). This involves the collection, assimilation and presentation of statistics to enable the Board to monitor the provision of hospital services in the region, and to deploy its resources to the best advantage. This, in turn, involves assessing the right kind of information to be provided initially, and ensuring that such information will continue to be provided as a routine. This process almost invariably entails a change in organisation, often a major change; the role of the team as an instrument of change adds, of course, to the interest and to the hazards of the work.
- 2 The assistant secretary is expected to administer research projects, possibly guided by working parties of concerned clinicians and in collaboration with university or local authority research departments.
- 3 Responsibility for the introduction, extension, development and evaluation of HAA. All the region's discharges and deaths (excluding maternity and psychiatric patients) are covered by HAA, and the accent is on integrating the information so provided with other routine data, thus eliminating the artificial distinction between HAA and other sources of information. In furtherance of this aim the assistant secretary will be expected to discuss

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with HMC officers, medical boards and 'Cogwheel' committees the use of the management data now becoming available. At all times there is a need to ensure close working relationship with staff engaged in HAA duties at group and hospital level, and at the Board's computer centre.

4 The assistant secretary is expected to attend committees, etc, and in particular the Board's Medical Advisory Council, when matters arising from the work of the Operational Activities Unit are under discussion.

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ST ANDREW'S AND HELLEDON HOSPITALS MANAGEMENT COMMITTEE

TITLE

Deputy Hospital Secretary St Andrew's Hospital,
Norwich
St Nicholas' Hospital,
Great Yarmouth
(General Administrative Grade)

ORGANISATIONAL RELATIONSHIPS

Responsible to Hospital secretary
Supervises through allocation and control
of work:
Two higher clerical officers
Two clerical officers
One shorthand typist
One audio typist

Work relationships with representatives of heads of service

JOB SUMMARY

Acts as office manager in ensuring the smooth running of the administrative functions of the two hospitals.

Deputises for the hospital secretary over the full range of his duties in his absence.

DUTIES AND RESPONSIBILITIES

General

- 1 To control and develop the general management of the unit hospital administration services.
- 2 To develop a close working communication with representatives of all service heads.
- 3 To report progress regularly to the hospital secretary.

Responsible for:

medical records
statistical returns
procedures appertaining to the Mental Health Act, 1959
administration of central linen pool
fire precaution procedures
general supervision of patients' canteen purchasing
programme

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social functions, eg, staff dance, nurses' prizegiving,
Christmas festivities (as liaison officer)
ward furniture and other requirements
preparation of agendas, minutes and subsequent action for
the following committees:

Joint Consultative Staffs Committee
St Nicholas' Hospital Advisory House Committee
Nurse Education Committee

nursing publicity
such other duties as may be allocated

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OXFORD REGIONAL HOSPITAL BOARD

1 TITLE AND GRADE

Administrative Assistant (Medical Employment)

General Administrative Assistant

2 ORGANISATIONAL RELATIONSHIPS

Responsible to:

Senior administrative assistant (medical employment)

Has contact with:

Officers of other departments of the Regional Board

Officers and members of HMCs and Boards of Governors

Department of Health and Social Security

General Medical Council

Advertising agencies

Other RHBs

3 JOB SUMMARY

The post holder provides general administrative support in connection with the appointment of medical staff, with particular reference to registrar and senior registrar posts, and to the employment of married women doctors.

4 DUTIES AND RESPONSIBILITIES

a Provide administrative support for the appointments committees for registrars and senior registrars.

b Implement the training scheme for married women doctors on part-time appointments.

c Communicate directly, by correspondence and by telephone, with medical staff with regard to their terms and conditions of service.

d Maintain staffing and establishment records.

e Assist in the preparation of the treasurer's monthly nominal roll, and annual statistical returns for the DHSS.

f Undertake such other duties of a comparable nature as may be arranged.

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READING AND DISTRICT HOSPITAL MANAGEMENT COMMITTEE

POST OF GROUP PERSONNEL OFFICER

Organisational Relationships

<u>Responsible to</u>	Group secretary
<u>Controls the work of</u>	All staff who are working in the personnel department
<u>Working relationships with</u>	Hospital secretaries, public relations officer (nursing staff), all heads of departments and staff in the Group, to provide advice in the field of personnel management Regional Hospital Board training and staff department and other appropriate organisations, to develop and improve the personnel function

JOB SUMMARY

Responsible for developing and implementing the Group personnel policies.

Duties and Responsibilities

- 1 Developing, implementing, evaluating the Group personnel policies and ensuring that these policies are known and acted upon.
- 2 Developing and maintaining methods of recruitment, selection and training and keeping them under review.
- 3 Advising senior management on the personnel implications of any proposed organisational or other changes in the Group and assisting in the personnel aspects related to such change.

KEY TASKS

1 Manpower planning

Forecasting the Group's future labour requirements.

Dealing with recruitment and staff development programmes.

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Controlling staff establishments, advising on staffing levels and keeping necessary records to achieve this.

Investigating staff turnover and cooperating with hospital secretaries and heads of departments to achieve reductions.

Advising on requests for increases in staff establishments and regrading of individual posts.

Advising on the most effective use of existing labour resources, having OM/work study staff available if required or desirable to assist in this task.

Advising on the staffing implications of major building projects and the development of services in the Group.

2 Recruitment and selection

Maintaining personal contact with line and functional managers and providing them with advice on methods of improving recruitment, including advertising policy and selection procedures with a view to achieving maximum effectiveness.

3 Job descriptions, etc

Preparing job descriptions.

Ensuring that the experience and training of staff are used to best advantage so that they are effectively employed.

4 Training

In accordance with the Group personnel policies.

WELFARE POLICY

In accordance with the Group personnel policies.

A staff occupational health service is being developed and the personnel officer is required to cooperate with the senior nursing officer in charge.

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PORTSMOUTH GROUP HOSPITAL MANAGEMENT COMMITTEE

GROUP THEATRE SUPERINTENDENT

<u>Role</u>	Group Theatre Superintendent
<u>Grade</u>	Senior Nursing Officer Grade 8
<u>Responsible to</u>	Chief nursing officer
<u>Reports to</u>	Chief nursing officer
<u>Minimal qualifications</u>	Registered nurse (general register) Experience as theatre superintendent

FUNCTIONS

Professional

- 1 Acting as a consultant to the theatre superintendents on the implementation of policy and the reviewing of organisation and procedures.
- 2 Initiating and developing new ideas and encouraging theatre superintendents to do the same.
- 3 Participating in inservice training of all grades of theatre staff.
- 4 Cooperating with medical staff, liaising between nursing, professional, administrative and medical staff, and between divisions on theatre matters.
- 5 Participating in Theatre Procedures Committee.
- 6 Participating in the planning and commissioning of new operating theatres.
- 7 Advising on upgrading of old theatres.
- 8 Investigating complaints and mishaps and reporting as laid down in Group policy.
- 9 Giving active support to the person acting up in the absence of the theatre superintendent; controlling a unit in the absence of both the nursing officer and a suitable deputy.

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Administrative

1 Coordinating the work of theatre superintendents within the Group, and with their help:

working out plans to establish procedures within realistic limits of each surgical discipline

revising duty rotas to provide staff to meet the demands of all operating theatres in the Group for routine lists and day and night emergency work

2 Checking by visits and 'feedback' that such plans are being carried out.

3 Preparing detailed programme for student/pupil nurses' theatre training in conjunction with teaching division.

4 In conjunction with the regional course coordinator, running a post-registration theatre course.

5 Establishing and checking the maintenance of safety codes in all operating theatres.

6 Conferring with the heads of other areas, including senior nursing officer, CSSD and control of infection team.

7 Reporting to the chief nursing officer on all matters relating to theatres.

8 Ensuring that an adequate service is provided for the patients and job satisfaction for the nursing staff.

Personnel

1 Exercising leadership of the theatre teams and controlling the staffing establishments within the area.

2 Participating as member of selection panel in the appointment of theatre superintendents.

3 Concerned, together with the principal nursing officer and theatre superintendent, with selecting and appointing theatre sisters. Concerned with theatre superintendents in the selection of staff and enrolled nurses.

4 Making recommendations for staff to attend specific courses to extend their potential or facilitate their promotion, and helping staff to prepare for such courses.

5 Counselling any grade of theatre staff at the request of theatre superintendents.

6 Visiting exhibitions and receiving visits from representatives of surgical equipment manufacturers to keep well informed of new ideas and costs.

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7 Assisting with the training scheme for theatre attendants, pioneering a supervisory scheme, whereby they come under the jurisdiction of the theatre superintendents. Participating in their appointment.

8 Coordinating leave for theatre superintendents.

9 Introducing new theatre superintendents to their duties, and counselling them as required.

10 Reporting, according to the established procedure, to the CNO and PNOs as appropriate, on theatre superintendents, and endorsing or amending reports on theatre sisters.

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WALSALL HOSPITAL MANAGEMENT COMMITTEE

Title of Post: LINEN SERVICES MANAGER

The post is that of a general manager in charge of the central laundry services.

Relationships

Responsible to the group secretary for appropriate aspects of commissioning and execution of policies relating to the new central laundry which fall within the province of the HMC.

Reports to the group secretary and is responsible to him for carrying out tasks as agreed.

Coordinates arrangements of the central laundry service between central laundry, nursing administration, hospital secretaries and supplies department of the Walsall HMC and, through an officer designated, with the West Bromwich HMC.

Supervises the staff under his control.

Working relationships with the group engineer on matters relating to maintenance, operation, installation and replacement of equipment and general upkeep of the laundry.

Working relationships with the group fire officer on fire precaution arrangements.

Duties

- 1 Special responsibilities for establishing a central laundry service for the patients and staff of the Walsall and West Bromwich Groups of hospitals in accordance with operational policy to be laid down.
- 2 To develop the department to the required standard of efficiency and economic operation.
- 3 Other such tasks as may be determined.
- 4 To appoint and manage central laundry staff as laid down by standing orders and personnel policies in being.
- 5 To liaise with the group secretary in training programmes for all grades of staff and to ensure adequate instruction in operating methods.
- 6 To lay down, in cooperation with various hospital officers as appropriate, instructions for the operation of the group linen service in conformity with group operational policy of the HMC in conjunction with advice of the Regional Hospital Board.

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- 7 To organise collection and delivery schedules.
- 8 To ensure that all classes of linen garments are processed efficiently and that adequate tests are effected.
- 9 To keep appropriate statistical and test results records so that efficient operation of the central laundry can be measured.
- 10 Budgetary control.
- 11 To review at appropriate times changing requirements of the hospitals' needs affecting the laundry.
- 12 To advise on selection of suitable materials and designs for items processed through the laundry.
- 13 To ensure proper observation of Factories Act and associated statutory regulations.
- 14 To carry out any other job that may be laid down from time to time by the HMC.

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THE ROYAL FREE HOSPITAL

ORGANISER OF VOLUNTARY SERVICES

Grade

General Administrative

Responsibility to

Administrator and Secretary to the Board of Governors

Duties

- 1 Consultation with chief hospital officers and other staff concerned, to ascertain and define the voluntary assistance required.
- 2 Drawing up descriptions of work content of each volunteer.
- 3 Allocation of volunteers in accordance with capabilities and suitability for the work involved.
- 4 Planning rotas to organise and maintain the service provided by volunteers.
- 5 Visiting schools, industrial and commercial organisations, voluntary organisations and societies, to make known the hospital's interest in the community and needs for assistance.
- 6 Planning and implementing short induction courses about the hospital for voluntary workers and, where necessary, about the work involved.
- 7 Looking after the volunteers' general welfare and amenities.
- 8 Maintaining records of all volunteers working in the hospital group.
- 9 Liaising with existing voluntary organisations in the Group and acting as a channel of communication between them and the administration.
- 10 Liaising with the councils of social services of the London Boroughs of Camden and Islington, in order to provide continuity of voluntary help to patients moving between hospital and community.
- 11 Planning publicity about voluntary work and obtaining the approval of the administrator and secretary to the Board.

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HASTINGS SCHOOL OF NURSING

Top Management

<u>Role</u>	Principal Tutor in control of the Teaching Division
<u>Grade</u>	Principal Nursing Officer (Grade 9)
<u>Responsible to</u>	Chief nursing officer
<u>Minimal qualifications</u>	Registered on the general part of the register Experienced as a tutor (grade 7) Top management course or intending to take top management course

Functions

Professional

- 1 Informing the chief nursing officer of the implications for nurse training of developments in educational methods and in the content of nurse training.
- 2 Informing the chief nursing officer on educational methods for inservice training of nursing staff and cadets.
- 3 Chairman of the Nurse Education Committee, and participating in nursing procedure meetings and at meetings of officers within the hospitals and school of nursing.
- 4 Classroom and ward teaching of some subjects in the syllabus.
- 5 Participating in inservice training of nursing staff and cadets.
- 6 Giving guidance to senior tutors, tutors, clinical teachers and student tutors (if any) on teaching methods.
- 7 Publicising nursing as a career and promoting publicity of courses available within the hospital group. Organising visits to and from schools, talks and open days. Help in preparation of brochures as these need renewing.
- 8 Acting as an examiner in statutory and non-statutory examinations.
- 9 Advising on structural alterations and new building equipment.
- 10 Participating with the chief nursing officer and principal nursing officer of the general nursing division in studying, reviewing and setting standards of nursing care.

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Administrative

- 11 Controlling staff of the division.
- 12 Reporting requirements of staff and teaching equipment.
- 13 Coordinating the courses of training in the school of nursing and preparing the school programmes for three years ahead.
- 14 Approving detailed programmes for all courses.
- 15 Preparing school of nursing estimates and subsequently containing expenditure within the approved allocation.
- 16 Organising the general administration of the school of nursing, including the deployment of staff, tutorial, clerical and domestic, seconded to the school, loan of equipment, allocation of school accommodation, arrangements for examinations, maintenance of records.
- 17 Conferring with allocation officer to plan clinical experience allocation of students and pupils to meet statutory requirements.
- 18 Conferring with nursing colleagues in the nursing division, medical and local health authority staff, etc, on the implementation of educational policies.
- 19 Arranging the participation of outside authorities and lecturers in the education programme.
- 20 Reporting to the chief nursing officer on the work of the division.
- 21 Convening meetings of the teaching staff.
- 22 Arranging prizegivings.
- 23 Completing student and pupil nurse discontinuation forms. (Organising psychiatric secondment at a later date.)

Personnel

- 24 Appointing clinical teachers in consultation with the principal nursing officer in general division and senior nursing officers (tutors).
- 25 Participating, as member of selection panels, in the appointment of tutors and assisting in the appointment of senior tutors.
- 26 Introducing senior tutors and tutors to their duties.
- 27 Counselling senior tutors and tutors.
- 28 Coordinating leave for all tutors.

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- 29 Selecting and appointing clerical staff.
- 30 Reporting to chief nursing officer on senior tutors and tutors. Also reporting to appropriate college on progress of tutor students (if any) in teaching practice.
- 31 Acting upon reports of clinical teachers.
- 32 Recommending specific courses for members of staff in development of their efficiency, including statutory courses.
- 33 Selection of students, pupils and cadets in conjunction with the nursing officer nominated by the chief nursing officer, reviewing applications, interviewing and making a final assessment of candidates.
- 34 Interviewing student and pupil nurses as necessary, including those referred by senior nursing officers of the teaching and general division, eg, welfare, discipline, examination failure, discontinuation of training.
- 35 Counselling all levels of staff, providing information on future careers and further courses of study.
- 36 Assessing progress of students and pupils and certifying they have complied with the General Nursing Council's requirements.
- 37 Exercising leadership of the division.
- 38 Developing the management skills of immediate subordinates.

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41.1

BLACKBURN AND DISTRICT HOSPITAL MANAGEMENT COMMITTEE

PUBLIC RELATIONS OFFICER

THE GROUP The Blackburn and District Hospital Management Committee comprises the following hospitals:

Royal Infirmary, Blackburn	371 beds (acute)
Springfield Annexe, Blackburn	30 beds (geriatric)
Queen's Park Hospital, Blackburn	566 beds (partly acute)
Victoria Hospital, Accrington	114 beds (acute)
Park Lee Hospital, Blackburn	140 beds (geriatric and pre-convalescent)
Clitheroe Hospital, Clitheroe	101 beds (geriatric)
Withnell Hospital, Withnell	52 beds (chest)
Bramley Meade Maternity Home, Whalley	22 beds
Routh Lee Maternity Home, Accrington	11 beds
Bull Hill Maternity Home, Darwen	24 beds

The Group offices are situated at the Royal Infirmary, which is approximately one mile from Blackburn town centre on the main road to Bolton.

JOB SUMMARY To improve and to extend the public's knowledge of the Group's activities and to increase its awareness of the hospitals' needs with a view to encouraging the recruitment of all grades of staff, particularly nursing staff.

ORGANISATIONAL RELATIONSHIPS Responsible to the group secretary for all aspects of the duties allocated.

Consulting with the chief nursing officer on matters relating to nurse recruitment and advertising for nursing staff.

Coordinating this work with that of other hospital staff who come into contact with the public, press and other bodies.

Contact with educational institutions and the Youth Employment Service.

Consulting with other officers on matters relating to their department and spheres of activity.

PUBLIC RELATIONS Assisting in the implementation of the Hospital Management Committee policy by the presentation of a coherent picture to the hospitals' staff and the public.

Publicising the Group hospitals' achievements and progress.

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Maintaining good relationships with the national and local press, radio and television.

Giving a proper explanation of any existing difficulties or deficiencies when required.

Organising open days, exhibitions, school visits, tours of the hospitals, etc.

COMMUNICATIONS Keeping the group secretary informed of all activities. Reporting to the chief nursing officer of all action taken regarding nurse recruitment and advertising.

Extending and improving existing means of communication with the press and public.

Producing hospital journals, or newsletters, staff bulletins and information leaflets on all aspects of hospital life.

Reviewing all existing arrangements for publicity.

Informing general practitioners, local authorities and the public regarding hospital services.

NURSE RECRUITMENT The public relations officer is expected to deal with all the administration associated with nurse recruitment. Advice on the professional aspect of this duty is given by the chief nursing officer and his staff, who also advise on the arrangements for nursing staff to speak in schools, etc, on nursing as a career, and the visiting of hospitals in connection with this.

INNOVATING Investigating and preparing new methods of public relations. Investigating and improving on present methods of nurse recruitment. Designing and implementing, in conjunction with other staff, a proper programme for the presentation of the Group's work and the hospital service in general.

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