





# Ward nurse managers should operate in a supervisory capacity and not be office-bound or expected to double up, except in emergencies as part of the nursing provision on the ward.

## SCNs and the Health and Care (Staffing) (Scotland) Bill

Leading Better Care (2008)<sup>2</sup> stated that ward nurse managers should be “the visible embodiment of clinical leadership” and “guardians of clinical standards and quality of care”.<sup>3</sup> In 2017, 115 ward nurse managers were office-bound, 115 were expected to double up, and 41% were expected to be office-bound or double up.<sup>4</sup> The Health and Care (Staffing) (Scotland) Bill (2015)<sup>6</sup> states that ward nurse managers should be “the visible embodiment of clinical leadership” and “guardians of clinical standards and quality of care”.<sup>5</sup> The Bill also states that ward nurse managers should be “made it impossible for them to appropriately lead, manage and supervise clinical practice”.

## SCNs as clinical experts and leaders of clinical care

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**SCNs as guardians of safe,  
high quality care**

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