

**JOB DESCRIPTION**

<b>Job Title:</b>	Matron Local Neonatal Unit (LNU)
<b>Band:</b>	8a
<b>Care Group:</b>	Women's, Childrens, Cancer and Support Services Care Group
<b>Directorate:</b>	Child Health
<b>Department:</b>	Child Health
<b>Location:</b>	The post holder will initially be based at St Mary's, Poole Hospital. In 2025 the Neonatal unit is moving to the newly built BEACH building on the Royal Bournemouth site.
<b>Accountable to:</b>	Care Group Director of Nursing/ Head of Nursing & Professions
<b>Accountable for:</b>	All nursing including neonatal nursing team, Advanced Neonatal Nurse Practitioners (ANNP) and nursery nurses

## Main Purpose

- To provide clinical and professional leadership to assigned departments and specialist nursing/midwifery teams ensuring that action is taken at all levels to empower nurses/midwives to provide high standards of care in a safe environment.
- To act as a professional role model, demonstrating the trust vision and values and ensuring that staff work within regulatory, legal and trust policies and procedures in maintaining and improving standards utilising resources available.
- To be highly visible, accessible and an authoritative nursing/midwifery presence providing compassionate and professional assistance or advice to patients, carers, and the workforce, spending at least 50% of rostered time in clinical practice.
- Take responsibility for overall monitoring of clinical standards within teams or services including overall responsibility for safe staffing, standards of clinical practice and the setting clear objectives for development, ensuring agreed programmes of work are running to plan, and promptly escalating any cause for concern through appropriate communication channels.
- To ensure that the patient experience is of the highest quality, inspiring patient, parents, and public confidence.
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- Promote best practice in the prevention of infection ensuring a clean and safe environment.
- To work collaboratively with the South West Regional Maternity & Perinatal Team to enable ICBs, via Local Maternity and Neonatal Systems (LMNS'), to deliver responsive, caring, safe, high-quality maternity and perinatal services.
- To work collaboratively with maternity services to work towards the Maternity Incentive Scheme: 10 safety actions for maternity-neonatal services.
- To lead the transformation of the current neonatal service to the BEACH building in 2025

## General Duties:

The Matron is responsible for delivering the Trust's Strategy and objectives, within their area of responsibility including:

- Ensuring the standardisation of services across all relevant areas to the best possible level, so that all patients experience equally high-quality care;
- Supporting the planning and managing services to ensure the best possible use of resources;

- Supporting the development of a sustainable safe workforce that is fit for the future within area of responsibility;
- Ensuring services are delivered in a culture where patient safety, high clinical quality, service improvement and financial accountability are paramount.

### **Communication and Working Relationship Skills**

- To establish and maintain effective relationships with clinical and managerial leaders providing a senior clinical perspective and highly specialist advice to ensure operational delivery is patient centred.
- To communicate effectively with all other departments in the Trust in a professional and productive manner, providing a responsive service at all times.
- To develop responsive working relationships with other appropriate agencies to enhance the patient journey with particular reference, internally to PALS (Patient Advice and Liaison Services) and complaints, and externally to health care commissioners and social services.
- To provide expert clinical leadership and advice to designated areas by working with teams and individuals demonstrating best practice in care delivery to improve staff performance, with the aim of delivering sustained improvements in the care of patients and their families.
- To work closely with other Matrons across the organisation, ensuring joint working and excellent communication, and that adequate provision is made for cross cover during periods of leave.
- To maintain a high standard of personal behaviour and ensure effective communication with all members of the multidisciplinary team, patients, carers, and relatives. Act with personal and professional integrity within professional, ethical and legal frameworks and processes to maintain and improve standards.
- To lead the negotiation and discussion with ward/department leaders within areas of responsibility to devise action plans with clear responsibilities and deadlines that facilitate implementation of agreed plans.
- To assist in the resolution of any conflicts between staff within the clinical area promoting local resolution where possible.
- To be a highly visible, accessible, and approachable leader to staff, patients, carers, families, and the public, ensuring that open channels of communication are created and sustained.
- To develop and maintain effective clinical networks both within the trust, including regionally where appropriate.

- To establish a robust communication and meeting structure within the designated area to ensure effective and timely communication of information to and from the Directorate, Care Group and wider trust. Ensure quality is a focal part of all key meetings, discussion occurs across clinical and non-clinical staff, and is evidenced in minutes/ actions.
- To represent own area of nursing and clinical practice at relevant directorate and trust groups, providing specialist advice, ensuring appropriate feedback and cascade of information as required.
- To act as an interface between the Care Group Director of Nursing, Head of Nursing & Professions, Senior Matron and areas of responsibility, ensuring appropriate escalation/update occurs regarding key clinical and managerial issues effecting service area.
- Provide and receive highly complex, sensitive and contentious information to senior managers, staff, patients and carers.

#### **Analytical and Judgemental Skills**

- To act as a strong advocate for excellent patient care, ensuring clinical practice and care delivery is in accordance with relevant standards; evidence based and aligned to trust guidelines, protocols and policies. Be able to challenge clinical decisions in the best interests of patients.
- To ensure own practice and that of others upholds the NMC/ HCPC Codes of professional conduct.
- To hold nurses/practitioners to account where patient care and experience is of an insufficient standard and/ or where staff fail to meet their professional standards.
- To ensure that robust monitoring processes including clinical audit is fully implemented across designated areas and action is taken to maintain and improve quality standards in all areas.
- To monitor compliance, within designated areas, of key performance indicators e.g. BAPM, mandatory training, nurse sensitive indicators, and that appropriate action plans are in place and monitored with the aim of delivering the highest standard of fundamental care.
- Take responsibility for ensuring quality assurance activities are delivered within the designated services e.g. completing quality walkabouts, participating in peer reviews.
- To analyse a wide range of complex quality and safety metrics to produce quality and safety reports for designated areas, reporting these through to Senior Matron and Directorate / Care Group triumvirate.

- To analyse patient feedback and survey data and ensure the management of a monitored improvement plan to address areas of identified weakness or concern.
- Support implementation of the trust's risk and governance strategy ensuring that:
  - Datix/LERN incidents are reviewed and that investigations are undertaken in a timely way and learning is actioned and shared;
  - Risks in the care environment are identified, assessed, reported and action plans developed to minimise and manage risks;
  - Root cause analysis of incidents and complaints is completed in accordance with trust policy.
- To act as the investigating officer when appropriate for complaints, serious untoward incidents and safeguarding investigations.
- Provide assurance that investigations into patient care / complaints lead to systematic changes when required, and that any changes in practice are actively monitored and sustained.
- Develop and support ward leaders in the delivery of appropriate actions plans in response to audit, complaints, incidents, staff issues, accolades, near misses and serious incidents.
- Lead and hear disciplinary, sickness, performance and grievance procedures as appropriate. Escalating issues in relation to NMC registration, capability and fitness to practice.
- To attend scoping and learning panels to provide expert clinical advice where required.

### **Planning and Organisational Skills**

- To work in close conjunction with the Directorate management team to set and deliver the service objectives, in line with the trust strategic objectives and targets.
- To ensure that processes are in place to ensure ward and departmental objectives in relation to operational and strategic plans are monitored and reported.
- To plan and implement clinical policy and practice changes within designated area ensuring the dissemination and application is consistent across all areas.
- To work within the wider multidisciplinary team to ensure timely and effective patient discharge and transfer and to reduce patient length of stay by ensuring efficient and effective well-planned care and procedures.

- To work within the wider multidisciplinary team to influence and design complex care, operating models and discharge processes using expert leadership, analytical and communication skills.
- To support the site operational functions which ensure effective patient flow incorporating national and locally agreed targets. Work with the site management teams to support effective capacity management where required.
- To attend daily briefing sessions to provide leadership in support of trust activities aimed at improving staff and patient safety in all relevant sites and services (e.g. site meetings, safe patient briefings and board rounds).

#### **Responsibility for Patient/Client Care, Treatment and Therapy**

- To be accountable for and provide clinical and professional leadership to assigned clinical wards and departments and specialist nursing/midwifery teams within the directorate.
- To provide highly visible, and accessible advice and support to the staff in delegated areas on issues relating to safe and compassionate nursing and midwifery care, spending a minimum of 50% of the working time in the allocated clinical area – this will be supernumerary activity focused on reviewing standards of care, shadowing and mentoring staff, reviewing documentation, and speaking with patients and their relatives to understand their experience of the care given.
- To maintain clinical credibility by acting regularly as a practitioner in own area of expertise.
- To be responsible for maintaining an overview of the standards of care being delivered across defined clinical areas, instigating remedial action to improve practice as necessary.
- To be responsible for monitoring the quality of environmental services within the care area and take steps to ensure the environment of care is safe, clean and patient focused.
- To be responsible for embedding clinical standards; ensure any changes to clinical practice are implemented within areas of responsibility taking into account the specialist and specific implications for areas of speciality.
- To ensure that all patients are treated with compassion, privacy, dignity and respect placing value on the diversity of the local community and beyond.
- To be responsible for working with the ward/department and sisters/charge nurses in assessing the clinical skills required to deliver a safe and high-quality service, identifying any deficits in this and developing programmes to address these issues.

#### **Responsibility for Policy / Service Development**

- To champion the sharing of good practice and innovation across designated area and directorate.
- Working with colleagues and the Quality Improvement Team / Transformation Team, identify and support Directorate initiatives on new ways of working / role redesign / service improvements, new technology to improve quality and productivity.
- To be responsible for ensuring that clinical initiatives and service developments become truly embedded in clinical practice and that staff have a clear understanding and opportunity to contribute to the change process.
- To actively support Ward/Service Leads in quality and patient safety improvement activities to improve person-centred outcomes, reduce unwarranted variation, and eliminate avoidable harm.
- To participate in developing a shared vision of the service and work with the multidisciplinary team, organisation and external agencies to achieve this.
- To act as an expert resource to others; in developing and improving specialist knowledge and skills in clinical practice; through being an assessor, teacher and facilitator.
- To actively participate in strategic service planning and development.
- To act as facilitator in developing clinical practice and promoting changes in service that meet National Standards including NICE guidance.
- To lead on the development, implementation and review of specific standards, competencies, clinical policies, procedures and standard operating procedures for use within specialist areas of responsibility in collaboration with the multi-professional team.
- To contribute to the development and review of trust wide policies and procedures and ensure that these are implemented in areas of responsibility.
- To promote the involvement of patients, carers and clinical users of the services with the aim of using their views to improve service delivery.

#### **Responsibility for Finance, Equipment and Other Resources**

- To monitor ward and departmental budgets, providing advice and assistance to the ward/dept leaders to ensure pay and non-pay budgets are managed effectively taking prompt and appropriate steps to deal with and/or escalate unplanned variances.
- Act as authorised signatory for nursing within agreed limits including rental of specialist equipment

- To identify and reduce waste with the goal of freeing up people and money to deliver high quality, safe and compassionate care every time.
- To produce briefing documents and papers for submission to the Directorate and Care Group triumvirate and other relevant trust groups
- To undertake monthly review of nursing resource within each area to ensure safe and effective utilisation of nursing resource including flexible staff utilisation, the management of sickness and other absence, use of temporary staffing (Bank / Agency) and adherence to safe rostering principles and policies.
- To use tools and techniques including Safecare and Red Flags, to optimise use of resources against patient dependency models, making sure that establishments meet patient need to promote the best possible clinical and performance outcome.
- Attend daily safe staffing meetings, providing expert professional advice to enable the optimal use of the staffing resource to support safe staffing across the directorate, Care Group and wider trust.
- Demonstrate resilient, resourceful and creative approaches to solving staff shortages in response to any challenges within designated services.
- To participate in 6 monthly and annual template reviews of designated ward and department staffing establishments demonstrating in-depth understanding of the workforce and activity data.
- To ensure all areas are well-maintained, clean and safe. Work in conjunction with the Infection Prevention and Control Team to agree cleaning schedules and monitor compliance.
- To ensure appropriate application of Health and Safety policies and procedures, reporting and escalating risks, agreeing actions and monitoring progress.

#### **Responsibility for Human Resources, e.g. Supervision, Training, HR Advice and Management**

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- To line manage the Ward/Service Leads within area of responsibility using a range of best practice strategies (for e.g. appraisals, 1:1 meetings) to ensure they are focused on delivering individual and team objectives in accordance with the trust policies and procedures
- To provide expert managerial supervision, coaching and support for individuals and teams within remit to ensure they function cohesively and demonstrate Trust values in action.
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- To take effective, professional steps in partnership with Human Resources Business Partners to deal promptly with any concerns regarding team or individual's performance, attendance or practices.
- To monitor compliance with, professional and trust standards of practice, Trust policies and guidelines, induction, education and training including statutory and mandatory training taking action to ensure compliance.
- To implement Trust employee relation policies when appropriate including disciplinary, sickness absence and performance policy and procedures. Investigate and chair hearings as required.
- To use appropriate channels to escalate any areas of concern with regards standards of care, staff practices or behaviours that may put staff or patients at risk.
- To ensure training needs analysis is undertaken in each area of responsibility, in line with the trust process, contributing to the development of the directorate development plan.
- To participate in the full recruitment processes of directly managed staff and support others with the recruitment, induction and retention of staff.
- To support the education, mentorship and supervision of learners within services, paying particular attention to the maintenance of the standards required to provide appropriate education in practice.
- To actively support the dissemination of learning from any reviews, investigations, or complaints across the organisation, personally contributing to and supporting effective mortality reviews, 'lessons learnt' events, and effective staff debriefs within the area of responsibility.
- To play an active role in assisting talent management activities in terms of identifying emerging leaders from the workforce, creating a high support/challenge environment by supporting various career development/enhancement opportunities (e.g. by offering mentorship, shadowing opportunities etc)
- To monitor the appraisal process at ward level and ensure that systems are in place to further personal development of all staff, using in house and commissioned education opportunities effectively.
- To ensure the that the learning experience of students is of high quality and fit for purpose.

#### **Responsibility for Information Resources and Administrative Duties**

- To ensure that any intranet/internet pages related to the designated areas of responsibility are up to date and accurate.

- To ensure compliance with trust patient information policies contributing to the development of high-quality specialist patient information relevant to the designated area of responsibility.
- To be responsible for maintaining high standards of record keeping in accordance with professional standards both personally and monitoring practice of the designated area.
- To ensure that administrative and support services are effective in order to enable staff to deliver high standards of care.
- To demonstrate personal leadership by achieving 100% compliance with statutory and mandatory training targets.
- To support the Senior Matron, Head of Nursing & Professions and Care Group Director of Nursing in compiling performance reports and briefings with regards the services under your responsibility.

#### **Responsibility for Research and Development**

- To participate in approved research and development activities within designated services aimed at increasing knowledge and improving care in line with Trust objectives.
- To encourage practice development and use of evidence-based practice at ward level.
- To encourage participation in research activities when opportunities arise.
- To actively seek feedback from services on clinical care standards ensuring relevant quality and safety measures are gathered and accurately reported to the Senior matron or relevant leads.
- To contribute towards continuous improvements in patient and carer experience through supporting appropriate monitoring/improvement activities and acting as a role model when engaging with patients and carers.
- To actively pursue personal and professional development including attending Regional and National events, developing personal capacity and capabilities, and developing an appropriate level of knowledge and understanding with regards the context for care in the designated services.
- To work with colleagues including the procurement team to facilitate trials of equipment in order to ensure appropriate equipment usage and identify potential for cost improvements.

#### **Freedom to Act**

- To be accountable and responsible for the professional leadership of staff within designated areas of the care group.
- To follow Trust policies and procedures and interpreting them to staff.
- To comply with the Nursing and Midwifery Council (NMC) Code of Professional Practice for Nurses/ Midwives and Health Visitors.
- To maintain and extend own professional competence and expertise at the highest level through practice and continuing professional development at a local and national level.
- Is accountable for interpreting professional protocols and standards and trust wide care pathways and as a specialist in their field deciding how these are best achieved.
- Is required to interpret and comply with all trust policies and strategies, together with national policies and strategies in order to define and achieve goals and standards.

### **Mental, Physical, and Emotional Effort**

#### **Mental Effort**

- There is a frequent requirement for concentration where the work pattern is unpredictable and subject to frequent interruptions for urgent reasons.
- Support the Trusts matron weekend and late shift rota
- There is a requirement for the post holder to analyse complex data for long periods of time and produce reports / recommendations from the analysis.
- There is a requirement to interpret and translate national policy / directive into local action, policy and procedure at trust level.
- There is a requirement for autonomous decision making sometimes this may be urgent and in the absence of detailed information.

#### **Physical Effort**

- Use display screen equipment frequently.
- Physically required to undertake frequent episodes of sitting, standing and walking whilst carrying out clinical and managerial duties.
- Occasional requirement to travel between trust sites.
- Occasional moderate physical effort when undertaking clinical work and/or shadowing in clinical areas.

- Occasional exposure to highly unpleasant working conditions when undertaking clinical work and/or shadowing in clinical areas including blood and body fluids, verbal aggression. This may include undertaking clinical procedures and administration of medicines including intravenous administration.

### **Emotional Effort**

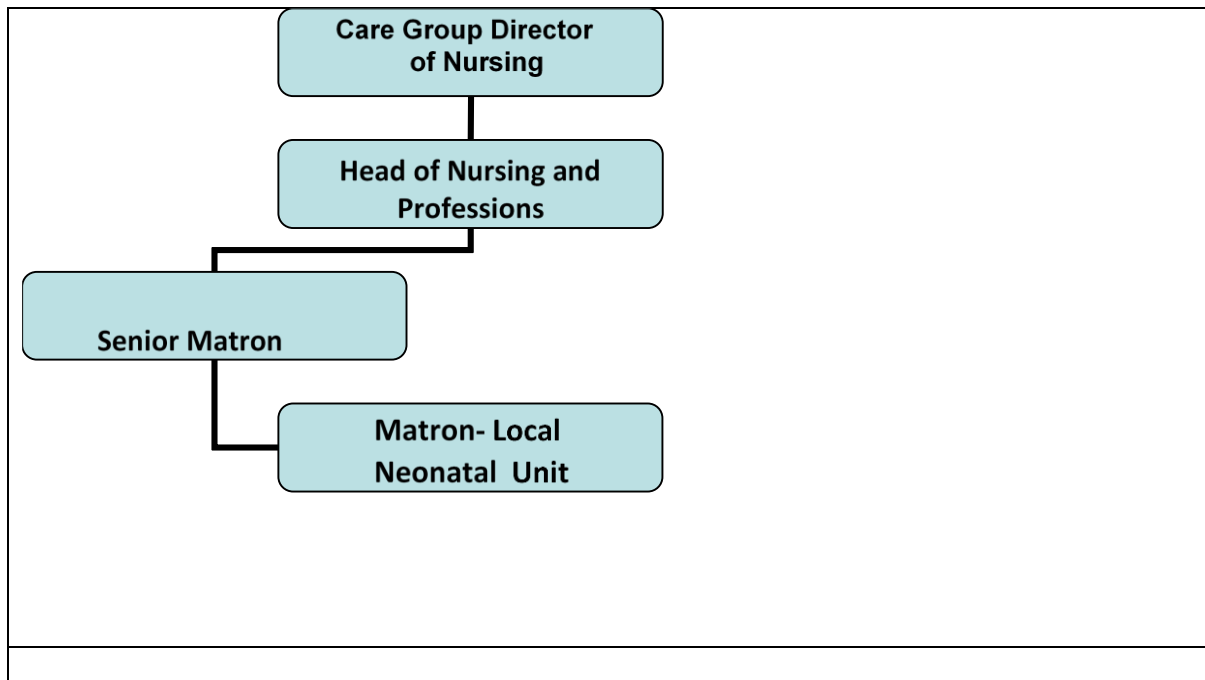
- The job role involves proactively managing complex situations through the employment of strong interpersonal skill to engage, influence and lead a diverse range of stakeholders through transformational change.
- There is a requirement to reconcile inter and intra professional differences of opinion and judgments on complex clinical and professional issues.
- The post holder will be required to impart unwelcome news to stakeholders which may influence strategic decisions in relation to temporary staffing use /demand and expenditure
- The post holder will deal with challenging concerns or issues raised by staff / colleagues and employees in relation to their terms and conditions, conduct or capability; this includes disciplinary matters/ hearings which involve the dismissal of staff.
- There will be frequent direct exposure to emotional /distressing situations and behaviours, including very sensitive and confrontational situations with patients, relatives and carers e.g. complaints.

### **Any Other Specific Tasks Required**

- To participate in the Matron rota including evening and weekend/BH presence on site, assuming full responsibilities for this role.
- The post holder will be expected to provide support to other services in the Care Group in the absence of peers. When required, he/she will deputise in the absence of the Senior Matron;
- To develop and commit to delivering against an ambitious personal development plan that reflects the core objectives of the Trust and the Trust's strategic direction for improving person centred care.

### **Organisational Structure of Department**

N.B. Indicative plan only – each Care Group and Directorate will agree the number of posts within each role dependent on the complexity, size and numbers of wards and departments.



### **Transforming our Hospital Services in Dorset**

This is a very exciting time to join our hospitals in Dorset. We are in line to receive a significant national investment of £201 million to help transform our services and redevelop Poole Hospital and the Royal Bournemouth and Christchurch Hospitals, now merged as University Hospitals Dorset. We have been able to access these national funds because we have such a good plan in Dorset.

Our vision is to join up our services so they can be delivered in a more integrated way. We have a great opportunity together to improve outcomes for patients, make better use of all our resources, and ensure our services can be provided on a sustainable basis.

For developing our workforce, the aim is to establish modern, well-equipped centres of excellence with sustainable roles for staff, standardisation of education and training so that we can attract and retain skilled clinical and non-clinical staff to Dorset. This is a great opportunity for you to be part of the transformation change activity taking place following the merger of two hospital trusts to form University Hospitals Dorset NHS Foundation Trust last October.

### **Partnership with Bournemouth University**

We are proud to be affiliated with Bournemouth University, and working closely in partnership with them, this provides us with the opportunity for establishing joint posts, shared learning and training, sharing facilities, and joint project work.

### **CONDITIONS OF SERVICE**

As laid down by the University Hospitals Dorset NHS Foundation Trust.

### **Smoking**

The Trust has a responsibility to provide a safe and healthy environment for everyone who is working, visiting or living on hospital premises. Smoking is NOT allowed on site except for within the designated smoking areas and shelters for staff and patients.

The Trust will not tolerate smoking in undesignated areas and there is a zero-tolerance approach to all staff who continue to do so. We will continue to provide support to staff, patients and visitors who want to give up smoking.

In the interests of promoting responsible healthcare all staff should refrain from smoking when offsite in uniform or wearing an identifying NHS badge in any public place.

### **Data Protection**

All staff are required to comply with the Data Protection Act and the Trust's Data Protection Policy. Staff are responsible for ensuring that any personal data which they hold is kept securely; that personal information is not disclosed either orally or in writing to any unauthorised third party; that personal data is only accessed where there is a legitimate business need and only where such processing is consistent with the purposes for which the data was collected.

### **Equality and Diversity**

The Trust is positively committed to the promotion and management of diversity and equality of opportunity. Equality and diversity is related to the actions and responsibilities of everyone – users of services including patients, clients and carers; work colleagues; employees; people in other organisations; the public in general. All employees have a responsibility to ensure that they act in ways that support equality and value diversity and must comply with the responsibilities placed upon them by employment legislation and the equality duties.

### **Health and Safety at Work**

Everybody within the Trust has a legal responsibility for the health, safety and welfare of themselves and others at work. These duties are set out within the Health and Safety at Work etc. Act (HASAWA) 1974, the Management of Health and Safety at Work Regulations (MHSWR) 1999, and in other relevant regulations and guidance notes.

#### ***All Staff***

In accordance with HASAWA and the Trust Health & Safety policy, all staff have legal responsibilities;

- to take reasonable care for themselves and others that may be affected by their acts/ omissions
- to co-operate with their manager/ supervisor to enable them to carry out their legal duties e.g.
  - shall report all hazards and defects to their line manager/ supervisor
  - shall report all accidents, incidents, near-miss events to their manager/ supervisor and via an adverse incident report (AIR) form (Trust policy)

- to use all work equipment, materials and substances in accordance with any training and instruction provided (e.g. medical devices, chemicals, mechanical aids, machinery, plants, vehicles, and personal protective equipment)
- to ensure they attend all annual mandatory training and attend health and safety training as required for the post.
- to comply with trust and department health, safety & risk policies and procedures
- not to interfere with or misuse anything provided to secure health and safety, e.g. wedge fire doors open, remove first aid equipment, break locks off systems

### ***All Managers/ Heads of Department and Clinical Leaders***

In accordance with the Trust's Risk Assessment policy and Risk management strategy, all managers/heads of department and Clinical Leaders are responsible for ensuring that they and their staff, comply with all Trust and department health and safety policies and procedures.

### **Safeguarding**

The University Hospitals Dorset NHS Foundation Trust is fully committed to safeguarding the welfare of all children and young people, and vulnerable adults by taking all reasonable steps to protect them from harm. All staff will receive appropriate training and induction so that they understand their roles and responsibilities and are confident about carrying them out.

### **Infection prevention and control**

The prevention and appropriate management of infection is of paramount importance in the quality and safety of the care of patients, and to the safety of visitors and members of staff. It is the responsibility of all staff to be aware of, assess and minimise these risks and comply fully with Infection Prevention and Control Policies.

The Health Act 2008 establishes a Code of Practice for the Prevention and Control of Health Care Associated Infections. It sets out criteria by which NHS managers ensure that patients are cared for in a clean environment, with a safe water supply, where the risk of Healthcare Associated Infections (HCAI) is kept as low as possible.

**Managers, Heads of departments and Clinical Leaders** are responsible for ensuring that:

- The necessary equipment and mechanisms are in place to support infection prevention
- health care workers are free of and are protected from exposure to communicable infections during the course of their work, and that all staff are suitably educated in the prevention and control of HCAI

### **Carbon sustainability**

The Trust is committed to continual improvement in minimising the impact of its activities on the environment and expects all members of staff to play their part in

achieving this goal and in particular to work towards a 28% reduction in carbon emissions by the end of 2020/21 (based on a 2013 baseline).

### **DBS/Disclosure and Barring Service (CRB)**

As part of our recruitment procedure this post will be subject to a Criminal Record Disclosure. A Disclosure is a document containing information held by the police and government departments.

Disclosures provide details of a person's criminal record including convictions, cautions, reprimands and warnings held on the Police National Computer. Where the position involves working with children, Disclosures will also contain details from lists held by the Department of Health and Social Care and the Department for Education and Skills (DfE) of those considered unsuitable for this type of work.

**This post is subject to the policies, procedures and rules approved by the Trust and as varied from time to time. All staff are required to familiarise themselves with, and comply with the Trust's policies, procedures, rules or statements of practice. These can be accessed through the Intranet, your Department Manager, or through Human Resources.**

### **Job Description Agreement**

All job descriptions which are developed for job matching purposes must be signed by both the line manager and the staff member and the effective date of when the role changed entered. Please see re-grading and job evaluation policy.

Any job descriptions amended or updated through the results of a personal review should also be signed and dated by both the line manager and staff member and a copy retained on the personal file.

Signed.....Date.....Manager

Signed.....Date.....Employee

### **Review of this Job Description**

This job description is intended as an outline indicator of general areas of activity and will be amended in the light of changing service needs. This job description will be reviewed in conjunction with the post holder on an annual basis at appraisal.