

## Candidate Pack

For

## Matron – Paediatric Community, Virtual Ward, & Clinical Nursing Specialist Services



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Our  
**values**



The North Middlesex University Hospital NHS Trust is a medium-sized acute and community trust with over 525 beds and over 600 community staff, serving more than 600,000 people living across Enfield and Haringey and the surrounding areas, including Barnet and Waltham Forest.

The hospital has been on its present site for over 100 years and was established as an NHS trust by statute in December 1990. The Trust's services are provided on the North Middlesex University Hospital site as well as a range of community sites across the London Borough of Enfield, including at partner hospitals. They provide services in collaboration with a range of partners, including local GPs, acute, mental health, and other community health service providers across North Central London.

In the year ending 31 March 2022, the Trust reported a turnover of £419.7m and employed almost 4,000 staff. Following the transfer of Enfield Community Services on 1st April 2023, this has increased as we have welcomed over 600 new staff including District Nurses, Community Matrons, Community Physiotherapists, Psychologists, and many more across a wide range of adult and children's community services in Enfield. It is an exciting time to join North Mid as we continue our journey to become an integrated care organisation to deliver high quality, seamless care in our local communities, with a focus on tackling health inequalities.

North Mid is part of North Central London integrated care system – consisting of the NHS and Local authority organisations in Camden, Islington, Barnet, Enfield, and Haringey. As with other ICS's, we are working increasingly closely with partners and indeed many of our financial and performance objectives are measured at this system level. Whilst all organisations remain as standalone, statutory bodies we have an ICS infrastructure for making shared decisions and agreeing shared approaches.

We are proud of our staff and want to ensure their training allows them to provide excellent clinical care. We are also a training unit for medical students from UCL and St George's University Grenada, and for nursing and midwifery students from Middlesex and City Universities.

## Our Vision

At North Mid, we've set out sights on Trust North: a set of five clear ambitions which describe our vision for our Trust.





## Additional Information

### Location

Situated in North London with a multi-cultural community, the area provides a wide range of facilities and is close to the heart of London. Central London is easily accessible, with Liverpool Street and Kings Cross approximately 30 minutes away by public transport.

### Benefits

We want to attract the best and brightest people to work at NMUH and that means looking after you from the moment you apply for a role at the Trust and throughout your career with us. Our staff are our most valuable asset, and we believe that investing in colleagues is crucial if we want to enable everyone to reach their full potential.

### Learning and Development

As a University Trust, we recognise the importance of investing in our workforce to continue to deliver the right care in the most effective way, based on a sound evidence base and continuing professional development. We offer:

- A structured leadership and management development programme
- Core skills statutory and mandatory training programmes
- A 'one-stop' induction programme for all new staff – introducing you to the Trust, our values and our services
- A structured programme of learning for trainee doctors, student nurses and students across allied health professions
- A coaching network where trained coaches throughout the Trust are matched with staff of all disciplines to provide a powerful development opportunity.



- A wide range of Continued Professional Development (CPD) opportunities, working with
- partners – such as Middlesex University and University of Hertfordshire, to deliver training and development programmes and support.

## Health and Wellbeing

We offer a Health Hub which helps improve staff health and wellbeing across the Trust – encouraging staff to step away from their work and think about their own health. This includes:

- Workshops, challenges, and social events throughout the year
- Confidential and safe forums where staff can talk about the emotional impact of their work.
- An equality and diversity staff network providing support to all staff.
- Mindfulness bite size taster sessions
- Mini health checks
- Free, confidential counselling services 24/7
- Reduced gym rates at a number of local health clubs/gyms

## Pay and Annual Leave

- Generous annual leave: starting at 27 days and increasing after five and 10 years.
- Maternity/paternity and shared parental leave schemes.
- Sick pay for all substantive and permanent staff
- Range of flexible working options across the Trust including compressed hours, term time contracts, part-time working etc.
- One of the best pension schemes in the UK

## Road Access and Public Transport

North Middlesex University Hospital NHS Trust is situated on the North Circular Road, the hospital is within very easy reach of the M25, M1, A1, A10 and A12. The hospital is situated close to the residential districts of North London including Enfield and Winchmore Hill, which all have an excellent environment and schools. Silver Street main line railway station is a 5-minute walk away, with services direct to Liverpool Street Station and Seven Sisters underground Station.

Our community services are based in a various locations around Enfield including:

St Michael's Primary Care Centre, Gater Drive, Enfield, EN2 0JB  
 Lucas House, 305-309 Fore Street, Edmonton, N9 0PD  
 Forest Primary Care Centre, 308A Hertford Road, Edmonton, N9 7HD  
 Chase Farm Hospital and the Skye Unit, The Ridgeway, Enfield, EN2 8JL  
 Eagle House Surgery, 291 High Street, Enfield, EN3 4DN  
 Highlands Health Centre, 3 Florey Square, Winchmore Hill, N21 1UJ  
 Bowes Road Clinic, 269 Bowes Road, Enfield, N11 1BD  
 George Marsha Centre, St Ann's Hospital Site  
 Bay Tree House, Enfield

For more information about the services available at these locations click [here](#)

## Our Values and Expected Behaviours

You are part of Team North Mid, a workforce over 4,000 strong. A big part of working here is having a culture and values that help us to achieve our vision of delivering outstanding care to local people.

### We are caring:

What it means	Our behaviours
<ul style="list-style-type: none"> <li>We are compassionate and take time out to check on colleagues and patients.</li> <li>We are understanding and recognise each other as individuals.</li> <li>We are committed to improving our community for colleagues, patients and carers</li> </ul>	<ul style="list-style-type: none"> <li>Showing empathy</li> <li>Being curious</li> <li>Showing humility</li> <li>Listening to others</li> </ul>

### We are fair:

What it means	Our behaviours
<ul style="list-style-type: none"> <li>We respect and understand each other's differences and backgrounds.</li> <li>We are consistent with providing realistic, clear expectations and constructive feedback.</li> <li>We are always looking for opportunities to develop all our staff and our services</li> </ul>	<ul style="list-style-type: none"> <li>Being consistent</li> <li>Listening to others</li> <li>Supporting each other</li> </ul>

### We are open:

What it means	Our behaviours
<ul style="list-style-type: none"> <li>We embrace change and continuously challenge ourselves and colleagues to create meaningful improvement.</li> <li>We ask for help when we need it; we offer help when we see a colleague struggling and we are always open to challenge.</li> <li>We actively look for new ways of working and explore new partnerships across teams, divisions and organisations</li> </ul>	<ul style="list-style-type: none"> <li>Speaking up</li> <li>Being curious</li> <li>Learning from mistakes</li> </ul>

These values are extremely important to us and we expect everyone who works at the Trust in any capacity to share and uphold these values. Further information on the Trust's values is available on our website.



## Care and Compassion

Ensure that any escalation of care concerns or safeguarding escalations are made robustly through the appropriate channel. Undertake audits and where appropriate cooperate with the corporate nursing team to maintain Trust standards of care.

## Job Description

Position	Matron – Paediatric Community & CNS Services
Salary/Band	Band 8a
Location	Children's Services
Hours	37.5 Hours per week
Responsible to	Divisional Director of Nursing & Quality
Accountable to	Chief Nurse

## Key Working Relationships

### Internal Relationships

- Non-Executive Directors
- Executive Directors
- Chief Nurse
- Divisional Triumvirate Team
- Service Management Team
- Senior Nursing Leadership team
- Safe Staffing Lead Nurse
- Associate Directors of Nursing
- Matrons
- Heads of services
- Nursing / Midwifery / Allied Health Professional Staff
- All Divisional staff
- Divisional Directors of Nursing/Midwifery/Allied Health Professionals
- Finance
- Human Resources
- Quality Governance team
- PMO
- Finance

### External Relationships

- CQC
- CCGs / Commissioners / CSU GPs
- Other Trusts within the local health economy Patients and relatives
- NHS England
- Health watch
- Local Authorities
- Public and Patient Involvement Forums
- Voluntary Organisations
- Patient and Public Groups
- Local Safeguarding Adult Boards
- Local Safeguarding Children's Boards

## Job Summary

The Matron's role is the cornerstone of improving the quality of patient care within the Division, through visible inclusive leadership and engagement with patients and families, frontline staff senior management teams, the Trust and its key stakeholders. The Matron forms an equal part of the Triumvirate leadership for the services they manage along with the Clinical Director and service manager. These services include the community Children's Nursing Team (CCNT) and the Paediatric Clinical Nurse Specialists.

The Matron's role is instrumental in promoting high standards of clinical care, reducing health inequalities, and promoting equality for all; as well as supporting workforce retention and recruitment; staff education and development; compassionate, inclusive leadership and patient safety. It is an integral part of the Matrons role to maintain clinical competence by working in their areas providing support, guidance, leadership, and clinical advice to staff. The post holder should have a full awareness and understanding of the Matron's Handbook (NHS England & NHS Improvement January 2020).

## Introduction to the Department

### **Children's Community Nursing Team**

The Community Children's Nursing Team is a team consisting of both generic and specialist nurses who provide care for children and young people aged 0-16 years old with a variety of care needs from surgical, orthopedic, oncology, haematology, diabetes, and various other complex conditions.

### **Hospital@Home Virtual Paediatric Ward**

The H@H pilot has been commissioned by NCL ICB. The function of the team will be to provide hospital standard care to children with acute nursing needs in the community. Working within a virtual ward model, the service will develop bespoke care pathways for children requiring nursing care which will avoid extended lengths of stay and admission. The team will work closely with paediatricians and pharmacy colleagues to ensure a seamless transfer home and provide high quality nursing care according to their treatment plan. The H@H service supports the NHS Long Term Plan which emphasises the importance of care to be provided closer to home and aligns with the STP vision to improve urgent and emergency care for children. In turn, the H@H service will aim to support the 4 hour emergency department turnaround target and improve the flow of patients within North Middlesex.

## **Duties and Responsibilities:**

### **Inclusive leadership, professional standards, and accountability:**

Through compassionate and inclusive leadership – Lead and influence your staff to deliver high quality care for patients by:

- Being a visible leader and providing an authoritative presence, using strategic thinking to spread understanding of the organisation's aims and demonstrating organisational values and behaviours through role modelling and being available to support staff and patients and advancing equality and opportunity for all.
- Display clinical and professional credibility through enabling and empowering staff and acting as an advocate, within areas of responsibility on a regular basis, through working clinically alongside the teams in your areas.
- Educate other professionals and members of the public about the Matron's role and share knowledge, develop individual and team skills and seek out creative opportunities, as well as standardising practice.
- Ensure a professional appearance and maintain professional standards, lead by example and be aware of their own leadership style, using self-awareness, being open to receiving and learning from feedback and being aware of unconscious biases.
- Be able to understand local policies, practice and frameworks and participating in national and regional initiatives, keeping up to date with the national agenda such as the CNO's strategy, which includes raising the profile of nursing and speaking with one voice.
- Build trust in the workforce by helping to achieve personal, team and organisational objectives and ensuring consistent practice by implementing and embedding local and national standards of care.
- Demonstrate respect to all patients and carers and involving them in decisions about their care – respecting their diverse needs and reducing inequalities of access to care and care delivered.

### **Audit & Monitoring:**

Be able to provide assurance that wards, departments, and services are delivering safe, high-quality care through audits and monitoring patient and staff experience and satisfaction. Work with Governance teams and other colleagues to share findings from audits for trust-wide improvement and be able to provide real-time feedback, share learning from incidents and develop, maintain and monitor action plans following investigations.

### **Quality & Safety Performance:**

- Monitor quality using a quality scorecard and work with managers to develop plans to address any area needing improvement.
- Ensure interventions are monitored, reviewed, and reported to the Divisional Governance groups' meetings.
- Use local quality improvement (QI) strategies to drive local improvements and have a clear process for assessing and reviewing risks, incidents, and complaints.
- Participate in ward accreditation inspections to improve clinical standards.



**Patient safety:**

- Ensuring good understanding of patient safety and the incident management system and implementing the NHS patient safety strategy and supporting World Patient Safety Day.
- Engage in the patient safety collaborative programme, responding to the patient safety agenda, developing new patient safety measurements, using the serious incidents policy, using clinical commissioning group (CCG) and regulatory levers to support patient safety improvements.
- Lead and support in using debriefing to stop and reflect after challenging situations.

**Safeguarding all people:**

- Have a full understanding of their duty to report safeguarding incidents to protect their patients, colleagues, and community.
- Work collaboratively with the Trust Safeguarding teams.
- Have a full understanding of the Mental Capacity Act and Deprivation of Liberty Safeguards.

**Environmental cleanliness and Infection Prevention & Control:**

Be responsible for leading their teams in improving the clinical environment to meet the requirements of the hygiene code and the Health and Social Care Act to ensure safety of patients, families, and carers through:

- Overseeing the domestic, clinical, and non-clinical cleaning responsibilities in the areas and ensure monthly hand hygiene audits are completed, as well as formative rounds and peer review audits, checking and challenging practice.
- Lead the monitoring of local compliance, with the estates, facilities, and IPC teams, through clinical environmental spot checks and audit, followed by updating the risk register with mitigating actions and using quality dashboards and league tables for benchmarking and monitoring cleaning practices.
- Contribute to the environmental cleaning service-level agreement and cleaning schedules.
- Contribute to embedding local compliance with IPC-related policy, such as the hand hygiene and uniform policies, which includes ensuring staff are bare below the elbow and hair is tied back when in the clinical area and supporting ward, department and service leaders and IPC in local outbreak management and action planning.
- Promote education and development on all elements of IPC for staff and patients locally, including dedicated campaigns where there is an increased incidence of infections including the monitoring compliance with sharps and waste management, ensuring safe practices across the organisation.

**Workforce planning and resource management:**

- Have oversight of rotas for their areas and identify in advance any potential risks to safe staffing and take action to address them.
- Analyse training needs and review skill mix to ensure safe, high-quality care within financial constraints.
- Contribute to implementing the NHS Long Term Plan and the Interim NHS People Plan locally to address staff shortages and develop additional clinical roles to close skills gaps while advancing equality and addressing the inequality.
- Work with workforce and Human resources to develop local retention support programmes to reduce staff turnover rates and proactively plan succession.
- Ensure the diverse workforce has equal opportunities to develop, in line with Trust policy.

**Patient experience and reducing health inequalities:**

- Take the lead in the continuous improvement of patient experience and ensure positive outcomes of care include.
- Ensure patient experience data (FFT, Inpatient and Outpatient surveys) are reviewed for areas within their remit and actions are put in place to address any concerns identified.

**Performance and operational oversight:**

- Work collaboratively, within their triumvirates, to support teams in monitoring quality and safety, operational performance and financial stability.
- Understand operational performance relevant to your areas and work within the triumvirate to continuously strive to improve the service.

**Finance, budget, and business planning:**

- As a nurse leader in the senior management team, contribute to achieving the financial plan for your areas of responsibility. Understand the financial position and meet the forecast plan for departmental and service budgets, including the overall nursing budget.
- As part of the triumvirate be involved in business planning for the area/service ensuring quality agenda is considered and reflective of proposed changes.
- Work with finance team to have understanding of commissioning of services and activity payments and performance as well as cost improvement programmes (CIP) and quality, innovation, productivity, and prevention (QIPP) programmes.
- Be responsible for Nursing budgets, pay and non-pay and financial strategy for areas of responsibilities.
- Be responsible for Effective Staff Rosters and Skill Mix Review.

**Digital and information technology:**

- Be responsible for working collectively to develop digital and data capabilities for patient benefits.
- Support staff to use information and technology and oversee IT training provision for their staff as part of their training and development portfolio.

**Education, training, and development:**

- Be responsible for own self-development.
- Participate in quality improvement projects and networking with colleagues to share learning, peer support and participation in appraisals and identifying development needs and acting as a role model.
- Pro-actively, through the ward/department managers, establish the learning and development needs of all the nursing staff, and ensure that these are met within available resources.
- Support ward/ department managers to complete talent mapping and training needs analysis (TNA) relevant to their area and support the provision of development opportunities to all, ensure all staff are given equitable access to development.
- Act as a professional/educational resource for all nursing staff in the clinical areas and promote and facilitate structured reflection/supervision/action learning.

**Research and development:**

- Interpret and critically evaluate relevant research findings and utilise them within own nursing practice and through that of the ward manager and wider nursing team.
- Promote the use of research and evidence in practice, creating a climate of enquiry and contribute to the Trusts Research & Development Strategy, and take the lead on specific areas of research activity/practice.

**Collaborative working and clinical effectiveness:**

- Hold Matron's surgeries and drop-in sessions and be aware of and having strategies to advance equality and reduce inequality.
- Implement and embedding national care quality standards locally and share improvement projects, new care models and pathways nationally.
- Collaborate with quality partners, patient and public involvement groups and peers in local improvement programmes and develop staff and educating patients about clinical effectiveness.
- Take a lead role in ensuring patients receives effective clinical care every day and must lead their staff to deliver it, using measures, metrics and guidelines and sharing examples of good practice through networking.
- Engage with wider national campaigns, including those for nutrition and hydration, pressure ulcer prevention, falls, infection prevention and control and discharge.

**Service improvement and transformation:**

- Participate in service improvement and transformation including empowering staff to take on a wider range of clinical tasks.

## TRUST POLICIES

### Probation

Employment by the Trust is subject to a six (6) month probationary period, during which time you will be required to demonstrate to the Trust's satisfaction your suitability for the position in which you are employed. During your probationary period, your employment may be terminated by you or the Trust by providing one (1) week notice in writing.

### Equality, Diversity, and Inclusion

The Trust is committed to fair and transparent recruitment and selection procedures and to providing a workplace where all staff are treated with respect and feel included. It is the aim of the Trust to ensure that no job applicant or employee receives less favourable treatment because of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, or sexual orientation.

### Health & Safety

Employees must be aware of the responsibilities placed on them under the Health & Safety at Work Act 1974 to maintain a safe environment for both staff, patients, and visitors, to observe obligations under organisational and departmental Health & Safety policies, maintaining awareness of safe practices and assessment of risk.

### Data Protection and Caldicott

To obtain, process and use information (held on computer and/or manual filing systems) in a fair and lawful way. To hold person identifiable information for specific registered purposes and not to use, disclose or transfer person identifiable information in any way that is incompatible with the Data Protection Act 2018, other legislation and Caldicott requirements. To disclose person identifiable information only to authorised persons or organisations as instructed. When using email to transmit person identifiable information within or outside the Trust, the Trust Email Policy must be strictly followed.

### Customer Care

The aim of the hospital is to provide patients and clients with the best possible care and services. In order to meet this aim, all our staff are required at all times to put the patient and client first and do their utmost to meet their requests and needs courteously and efficiently. In order that staff understand the principles of customer care and the effects on their particular post and service, full training will be given.

### Infection Control

All healthcare workers have an overriding duty of care to patients and are expected to comply fully with best practice standards. You have a responsibility to comply with Trust policies for personal and patient safety and for prevention of healthcare associated infection (HCAI); this includes a requirement for rigorous and consistent compliance with Trust policies for hand hygiene, use of personal protective equipment and safe disposal of sharps. Knowledge, skills and behaviour in the workplace should reflect this; at annual appraisal you will be asked about application of practice measures known to be effective in reducing HCAI.

### **Smoking Policy**

The Trust provides a smoke free work environment.

### **Confidentiality**

Under no circumstances, either during or after the end of your employment (however it is terminated), may you divulge any unauthorised person confidential information relating to the Trust. This includes but is not limited to, information covering patients, individual staff records, industrial relations, financial affairs, contract terms and prices or business forecasts.

### **Clinical Governance**

Staff are expected to provide patients with timely and effective care. Treatment and direct / indirect support must be based on best practice. Everyone is responsible for this and his/her job in the Trust is important in achieving this.

### **Rehabilitation of Offenders Act**

This post is exempt from the Rehabilitation of Offenders Act 1974. Should you be offered the post it will be subject to a criminal check from the Criminal Records Bureau before the appointment is confirmed. This will include details of cautions, reprimands, final warnings, as well as convictions.

### **Safeguarding Vulnerable People**

It is a basic human right of every child and adult to be protected from harm and NHS Trusts have a fundamental part to play in this. We expect all our staff to recognise signs of vulnerability and to report and act on any concerns in line with policy and guidance contained in 'Working Together - Every Child Matters' and 'No Secrets - guidance on developing multi-agency policies and procedures to protect vulnerable adults from abuse' on which our Trust Policies are based.

### **Organisational Change**

As services develop and change, the post-holder may be required to undertake other responsibilities within the Trust.

### **Review**

This job description is an outline, which reflects the present requirements of the post and is not intended to be an inflexible or finite list of duties and responsibilities. As these duties and responsibilities change and develop the job description will be amended from time to time in consultation with the post-holder