

Professional Midwifery Advocate (PMA) /Pastoral Support

Nursing and Midwifery

Job Description and Person Specification



About us

With a dedicated workforce of more than 7,500 staff and volunteers and an income of £570m, Barking, Havering and Redbridge University Hospitals NHS Trust (BHRUT) is one of the larger acute trusts in the country. We provide care for a population of about 750,000 people across north east London (NEL), and that number is predicted to increase by 15 per cent over the next ten years. Our Trust serves three London boroughs with diverse populations, and more than half of our workforce identify as Black, Asian, or Minority Ethnic. In addition, eight out of every ten employees are women, and most of our workforce live within the host boroughs of Barking and Dagenham, Havering, and Redbridge.

We also provide healthcare services to people in south west Essex, and specialist neurosciences services to the whole of the county.

Our services include all the major specialties of large acute hospitals, operating from two main sites - King George Hospital in Goodmayes and Queen's Hospital in Romford. We also provide outpatient services at Brentwood Community Hospital, Barking Hospital, Loxford Polyclinic and Harold Wood Polyclinic. We have two of the busiest emergency departments in London - in 2019/20, emergency and urgent attendances (Type 1 & 2) were 189,518 and there were nearly 65,000 ambulance arrivals at both sites.

Over recent years, our Trust has made significant improvements to the quality of care we provide patients. Four years ago, following a re-inspection of services by the Care Quality Commission, BHRUT was taken out of quality special measures, and we have improved our overall rating from 'Inadequate' to 'Requires Improvement'. Since then, on-going improvements in the quality of care have been recognised by various external partners and organisations. In early 2018, the Trust entered Financial Special Measures. A Financial Recovery Plan is in place to deliver the financial savings required over the coming years.

Like other trusts across the country, Covid-19 meant we had to transform, overnight, the way we cared for patients and delivered services. Collaborative working with system colleagues ensured we were one of the first to set up a long Covid clinic that is proving invaluable in supporting the on-going needs of residents. During the vaccine rollout, King George Hospital was designated a vaccination centre and was established and launched in seven days.

Our Trust has been making good progress as we respond to the needs of those people whose treatment was delayed by the virus, although we have much work to do to improve waiting times for urgent and emergency care, and performance against the four-hour emergency access standard remains challenged, in comparison to most other London trusts. This aspect of the organisation's work will be one of the many benefits of closer collaboration with Barts Health. Working with them, and with all partners across NEL, we will find a sustainable solution that will enhance patient care.

We are particularly proud of our regional Neurosciences Centre; Radiotherapy Centre; Hyper Acute Stroke Unit; and dedicated breast care service at King George Hospital. We're also pleased to be part of the NEL Cancer Alliance.

As well as having a Hyper Acute Stroke Unit at Queen’s Hospital, the stroke service has transformed from being ‘D’ rated to the highest possible ‘A’ rating. The improvements that have taken place have included changing stroke consultants’ working patterns to match demand and introducing a virtual ward that allows patients, where appropriate, to receive care and support in their own homes.

In 2017, the Trust unveiled one of the UK’s first Halcyon radiotherapy machines, which is just one example of the cutting-edge treatment we now offer patients. We also provide Ethos therapy, which uses artificial intelligence to tailor treatment to patients’ changing daily anatomy (in terms of their tumour’s shape and position).

We offer staff the opportunity to train to become nurses, while continuing to work full-time in our hospitals. This pioneering Registered Degree Nursing Apprenticeship is transforming lives - and helping to reduce shortages - by supporting staff who wish to progress to become nurses but who were unable to undertake the usual degree route after leaving school. Growing our own nursing workforce through this route is just one of the ways we have reduced our nursing vacancies and improved retention rates.

Patient experience is hugely important to us as a Trust and has been recognised at the national Patient Experience Awards, particularly for the support we provide to bereaved families. We are also developing our staff networks and we are determined to continually improve our culture for the benefit of our workforce and our patients. We have appointed a Director for Equality, Diversity and Inclusion who is leading the work to foster a culture that is fair, equitable and inclusive and where every voice counts.

With such continuous improvement always at the forefront of our thinking, we are proud to have partnered with the Virginia Mason Institute, along with four other trusts in the country. Now, with the five-year collaboration at an end, we are continuing to embed The PRIDE Way as our methodology for quality improvement.

OUR VISION: TO PROVIDE OUTSTANDING HEALTHCARE TO OUR COMMUNITY, DELIVERED WITH PRIDE

OUR PRIDE VALUES

PASSION

RESPONSIBILITY

INNOVATION

DRIVE

EMPOWERMENT

Job Description

Job Details

JOB TITLE: Professional Midwifery Advocate (PMA) /Pastoral Support

BAND: 7

HOURS OF WORK: 37.5

LOCATION: BHRUT – Queen’s and King George Hospital

SPECIALTY/DEPARTMENT: Maternity

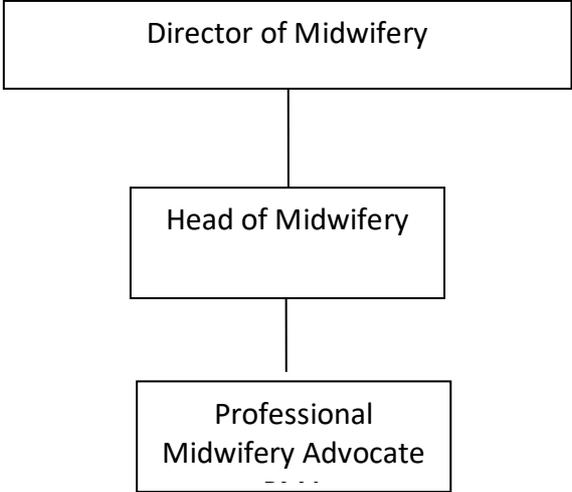
ACCOUNTABLE TO: Director of Midwifery

RESPONSIBLE TO: Head of Midwifery

1. Job purpose

This role is a nationally recognised role that has been developed to replace the role of the supervisor of midwives that was de-legislated in April 2017. This role is designed to meet the professional support and developmental needs of midwives and to have a positive impact on clinical outcomes for women, babies, midwives, and maternity services. The postholder will develop appropriate strategies and policy to utilise and deliver a service based on the four principles of the “A-EQUIP” model, which provides a continuous improvement process that builds upon personal and professional resilience, enhances quality of care for women and supports preparedness for midwives in appraisal and professional revalidation. The aim is that this continuous improvement process of the “A-EQUIP” model will become an intrinsic part of everyone’s job, every day in all parts of the healthcare system (NHS England 2016).

Organisational Position (illustrative)



2. Relationships

Internal:

- Director of Midwifery
- Head of Midwifery
- Quality Improvement and Assurance Midwife
- Maternity Clinical Governance Team
- Maternity Education Team
- Other PMA's appointed in the Trust
- Chief Nurse
- Consultant Midwives
- Maternity Matrons
- Midwives
- Maternity Care Assistants
- Student Midwives
- Medical staff

External:

- Regional Maternity Leads (NHS England)
- Deputy Regional Maternity Lead Midwives (NHS England)
- Service users
- CCG
- NMC
- Other PMA's from other Trusts / organisation both within the Region and the Sector
- Higher Educational Institutes

3. Job Summary

The PMA will use the A-EQUIP approach to support all midwives to improve system performance and the experiences of midwives and users through restorative clinical supervision. The PMA will improve clinical outcomes – through a process that will support midwives for personal actions for quality improvement and enhance personal and professional development through education – developing leadership capability.

The post holder will be expected to deploy the A-EQUIP model as required by the Trust. The post holder will be also expected to invite midwives to meet with the PMA a minimum of once per year (Based on the “Proposed competency framework for the A-Equip Model and the Professional Midwifery Advocate” NHS England Taskforce: Education work stream, September 2016).

The post holder will be the lead midwife for the Professional Midwifery Advocate (PMA) service; leading the PMA team midwives and developing the PMA service. They will also be the co lead alongside recruitment and retention midwife for the pastoral retention support for newly recruited Midwives, current midwives, nurses in maternity and Maternity Support Workers/Healthcare Assistants and Students.

The role of the PMA/Pastoral Support will be split equally throughout the working week

The PMA will work closely with organisation development and management team to address areas that staff needs pastoral support and RCS using themes from staff survey, feedbacks and other vehicles of information.

The PMA will work 1 clinical shift per week.

4. Clinical / Operational Responsibilities

- The PMA will have a role in quality assurance and will ensure a strong interface between the Professional Midwifery Advocate and Clinical Governance Team and QI and Assurance team within Maternity Services.
- The PMA will use their specialist knowledge to support the Director of Midwifery (DoM), Head of Midwifery, Matrons and Consultant Midwives in implementing improvement initiatives in midwifery practice ensuring that there are robust clinical governance assurance systems in relation to midwifery.
- The post holder will provide leadership and direction utilising retention strategies for all teams across maternity services. They will support, guide and monitor new midwives, international recruited midwives, Midwifery support workers, student Midwives, early career retention support, late career progression, retire and return flexibility. They will be pivotal in planning and developing support mechanisms during the Maternity induction and preceptorship periods including, any rotation to a new ward area.
- The PMA will provide support in sharing of good practice learnt through the department's internal risk management processes with the aim of reducing the incidence of harm and obstetric litigation cases.
- Support the PMA team to ensure the PMA service is delivered effectively in an organised, safe and personalised manner.
- Enable midwives to be responsible and accountable for their actions and behaviours by creating a safe space to think, feel, reflect utilising the principles of RCS, utilising a standard template for recording of themes and actions where appropriate.
- The PMA will work on issues pertaining to clinical governance and/or national programmes within maternity services to ensure that recommendations from investigations into untoward incidents or national projects are implemented, through reflection, restorative clinical supervision and participating in improvement initiatives.
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- The PMA will act as a midwife mentor and support the midwives to ensure that they are providing quality care for the mothers and babies within their care; this includes conduct improvement walks and initiatives.
- The PMA will meet with midwives as required either individually or through group workshop, but a minimum of one interaction per year.
- The PMA will support midwives with preparing their Revalidation as per NMC guidance.
- The PMA will support staff in undertaking quality improvement projects and initiatives from concerns and suggestions raised by staff at RCS sessions.
- Lead the planning and coordination of the PMA activities and restorative sessions throughout the year to ensure personal reflection related to clinical practice which adhere to the principles of RCS.
- Monitor and audit the PMA service deliverables including staff groups/banding/roles of those accessing PMA support. Utilise agreed metrics to demonstrate ongoing added value of the role of Professional Midwifery Advocate and monitoring outcomes for staff and women e.g. whether there is a reduction in complaints by women, or improved satisfaction surveys or there is a reduction in sickness absence for midwives and improved retention of midwives
- The PMA will demonstrate improved outcomes for women and midwives as a result of the A-EQUIP model, through audit and reviews.
- The PMA will work clinically 1 clinical shift per week of contracted time. This includes a rotation programme, to ensure that they maintain their own knowledge and clinical skills throughout all Maternity departments.
- Provide support to midwives in sharing of good practice learnt through the maternity services' internal risk management processes with the aim of reducing the incidence of harm and obstetric litigation cases.
- Act as a role model at all times and promote a high standard of safe and effective care which is based upon best available evidence and the NMC Code.
- Facilitate midwives' mandatory training sessions with regards to the A-EQUIP model and relevant other topics as required.

- Escalate appropriately to Line Managers and Matrons any disclosure of failings of Professional standards of practice and behaviour as required by NMC (The Code, NMC 2015).
- Escalate any issues impacting on quality and safety of care as well as support the actions developed in order to address these. Escalate responsibly and appropriately if a midwife makes disclosures regarding safeguarding adults and children and / or vulnerable adult legislation.
- Use effective communication strategies and influencing skills to achieve desired outcomes and make appropriate referrals in conjunction with the maternity matrons for advocacy, mediation or arbitration.
- Advocate the PMA service and be an advocate for maternity staff.
- Participate in implementing the Trust's Better Births and Five Year Forward View.
- Promote women centred care and autonomous midwifery practice in all clinical areas.
- Represent BHRUT Maternity Services as a PMA in set local, Trust-wide and Regional meetings as required.
- Attend the bespoke training programme for Professional Midwifery Advocates to undertake Restorative Clinical Supervision (RCS)
- Utilise skills, knowledge and experience of RCS to facilitate effective reflective discussions with midwives.
- Contribute to the education and development of student midwives locally to ensure that they understand the role of the Professional Midwifery Advocate.
- Undertake and participate in Clinical and Non-Clinical Audit as well as Quality Improvement initiatives.
- Offer sessions to each midwife to assist in personal reflection related to clinical practice which adhere to the principles of RCS.
- Demonstrate understanding of barriers to effective communication and support staff to modify behaviour in response.
- Manage complex situations sensitively and effectively where there may be conflicts and communicate effectively with the multi-professional team.
- Support midwives implementing improvements in practice and thus demonstrating both the post holder's and midwife's responsiveness to the needs of the healthcare environment, thus contributing to quality improvement.

- Be able to work under pressure and maintain good clinical judgement at all times.
- Act as a role model by applying best practice in motivating staff to drive improvements and provide visible leadership in the workplace.
- Act as a role model by applying continuous personal improvement by using positive learning approaches and encourage others to adopt this culture.
- Contribute to service development using 'The PRIDE Way', quality improvement methodology in collaboration with the quality improvement and assurance midwife.
- Contribute to multi-professional meetings/team debriefs and advocate as required on behalf of midwives and women in order to ensure that high standards of clinical care are aspired to and thus maintained.
- Ensure the appropriate use of resources to minimise risk from potentially harmful substances and to minimise risk of hospital acquired infection.
- Use of infection control measures when carrying out exposure prone procedures.
- Participate in the implementation of evidence-based midwifery care.
- Inform the DoM/Head of Midwifery of any emerging safety issues becoming evident in the maternity service.
- Provide emergency cover at short notice for unexpected absence / sickness across the maternity service.
- Exercise leadership within the maternity unit to manage provision of effective care to mothers and babies to safeguard their well-being and interests and take appropriate action when safety of care cannot be provided.
- Be aware of the Trust's vision statement and how this relates to the maternity service.
- Ensure that the Trust's behaviour standards are maintained.
- Adapt and quickly respond to changes in service or departmental needs.

5. POLICY, SERVICE, ORGANISATIONAL AND PROFESSIONAL RESPONSIBILITIES

PROFESSIONAL RESPONSIBILITIES

To carry out duties in a safe manner in order to maintain a high standard of midwifery practice for all women and their babies by:

- Being responsible for maintaining Revalidation requirements
- Being conversant with all documentation issued by the NMC.
- Practicing within the NMC Code of Conduct.
- Being guided by clinical guidelines and adhere to Policies of the Trust and to be aware of any changes that affect midwifery practice.
- Maintaining contemporaneous records in an accurate and legible manner.
- Actively participating in clinical governance strategy, audit and risk management.
- Demonstrate understanding of the role of the Professional Midwifery Advocate within the context of national governance policies and procedures.
- Work with the senior midwifery team to assist in the implementation of any clinical guidelines or clinical practices as required to improve the quality and safety of the maternity services.
- Work alongside the quality and safety team and senior midwifery team to review midwifery practice and provide an expert opinion in maternity care.
- Utilise agreed key performance indicators to demonstrate ongoing added value of the role of Professional Midwifery Advocate and monitoring outcomes for staff and women e.g., whether there is a reduction in complaints by women, or improved satisfaction surveys or there is a reduction in sickness absence for midwives and improved retention of midwives.
- Identify, collate, analyse and interpret quantitative and qualitative data to inform the development of reports regarding the process, impact and outcome of the PMA role and the A-EQUIP model.
- Be involved in continuous monitoring and maintaining quality standards of clinical practice through a variety of ways for example audit, working clinically with midwives for those who require additional support and development.
- Demonstrate responsibility in ensuring that key recommendations from serious incidents are effectively implemented and audited.
- Demonstrate learning from complaints and PALS concerns and ensure midwives are improving outcomes and patient experience as a result.

- Ensure that they maintain a rota and develop a database to monitor all the activities that each of them undertake.
- Use expert knowledge in midwifery practice to support the Head of Midwifery and Director of Midwifery in planning, implementing and monitoring midwifery practice.
- Develop an effective communication strategy that ensures the Director of Midwifery and Senior Maternity Management Team are kept informed of current challenges to implementation of the A-EQUIP model.
- Through the communication strategy ensure that all the multidisciplinary team in maternity are kept informed about A-EQUIP as well as key stakeholders in the Trust
- Inform the DoM if any of the team are experiencing challenges or concerns about carrying out the role of the PMA and decide on an appropriate plan of support to assist the PMA and monitor whether the plan has been effective.
- Lead as required on any projects to improve the quality of care within the maternity service.
- Support and participate in the development, implementation and evaluation of standards of care, including guideline development, audit and quality improvement initiatives.

MANAGEMENT RESPONSIBILITIES

To prioritise own workload and utilise staff and resources effectively by:

- Assisting with the data collection process by providing relevant information and statistics as required.
- Ensuring effective and appropriate communications in the transfer of care in order to maintain continuity.
- Supporting individual members of the multi-professional team to enhance the work environment.
- Working as a team to maintain a cost-effective service within an identified budget.
- Taking responsibility to ensure all equipment is maintained in working order.
- Participating in orientation and mentorship of new staff and students.
- Participating in the Capitol Midwife preceptorship programme.

EDUCATIONAL RESPONSIBILITIES

- Encourage innovation and evidence-based midwifery practice.
- Participate in training as required.
- Act as a preceptor for student midwives, nurses and medical students.
- Participate in the orientation/induction/mandatory training programmes.
- Maintain an atmosphere conducive to learning.
- Participate in research and audit within the service.
- Participate in informing women with the most up-to-date unbiased information so as to support informed choice.

HEALTH AND SAFETY RESPONSIBILITIES

- Be conversant with and adhere to all Health and Safety policies and procedures of the Trust including manual handling. To assist in the frequent and safe movement of clients and equipment.
- Adhere to Trust security policies/protocols.
- Initiate incident reporting mechanism by completing appropriate documentation.
- Specifically adhere to COSH requirements.
- Be conversant with Trust policies with regard to dealing with body fluids, ie blood, blood products and liquor to which midwives are exposed on a daily basis.

6. General

The post holder will be expected to comply with all statutory legislation, Trust Financial Framework Guidance and approved national and local policy.

The post holder will be expected to be responsible for his/her continuing professional development and to take a proactive approach to maintaining personal and professional effectiveness in an evolving role.

The duties and responsibilities described in this Job Description are intended to be indicative but not exhaustive of the responsibilities of the post holder. As the Trust develops, the requirements of the job may change and the post holder is expected to adapt to these changes.

7. Personal development

All staff are required to be appraised by their line managers at least once a year at a personal development review meeting where progress made over the last year is discussed and agreed. Focus on the following year's departmental and personal objectives will be identified, discussed and agreed. Where necessary, help and support will be provided and development opportunities agreed in line with service provision and knowledge and skills competency framework.

8. Mandatory Trust responsibilities

Amending the job description

This role may be subject to changes depending on how the organisation develops and changes, it may be necessary to vary the tasks and/or the responsibilities of the postholder. This will be done in consultation with the postholder and it is hoped that agreement can be reached to any reasonable changes.

Confidentiality

The post holder must at all times maintain a complete confidentiality of the material and information that they handle. Any matters of a confidential nature, or in particular, information relating to diagnoses and treatment of patients and individual staff records must not, under any circumstances, be divulged or passed on to any unauthorised person or persons. The postholder must respect patient named confidentiality in keeping with "Caldicott principles".

Data protection

The Trust relies on special provisions under data protection legislation to process personal information. Personal information includes name, address, national insurance number and date of birth as well as anything else confidential or sensitive. For example, racial or ethnic origin, trade union membership, health and the commission or alleged commission of any criminal or civil offences.

The Trust's fair processing notice is on our [website](#) details what personal information the trust uses, why this is required, the lawful basis for processing (legitimate reasons for collection, storage, usage and sharing), how the Trust processes (uses, stores, retains, disposes and protects) personal information, retention periods, who we share personal information with, confirmation of your information rights and the process for reporting a complaint or concern.

The Trust will lawfully process your personal information in compliance with data protection legislation.

Leaders' agreement

If the post holder has leadership and/or line management responsibility, then they are responsible for demonstrating, and developing in line with, the standard of behaviour as outlined in our Trust 'Leaders' Agreement'.

Policies and procedures

The post holder will be expected to comply with all statutory legislation, Trust Financial Framework Guidance and approved national and local policy. The postholder is also expected to be aware of our Trust's Risk Management Strategy which includes the responsibilities placed on them by the Health and Safety at Work etc Act (1974) and the Clinical Governance Framework. All employees are expected to comply with all Trust Policies and Procedures.

Safeguarding children and vulnerable adults

Safeguarding and promoting the welfare of children, young people and adults is central to the care provided by our Trust and the post holder must be aware of their responsibilities and work in line with our Trust's Safeguarding Adult and Children Procedures.

Health and safety

Employees must be aware of the responsibilities placed on them by the Health and Safety at Work etc Act (1974) to ensure that the agreed safety procedure is carried out to maintain a safe environment for the other employees and visitors.

Sustainable development and our health and wellbeing

The Trust is committed to UK Climate Change Act and NHS Sustainable Development Unit strategy to reduce its business activity related carbon emissions and its impact on the environment. Our Sustainability vision is to "continually sustain, retain and enhance the savings and culture change to meet our sustainability commitments."

All staff are required to support the Trust's Sustainability vision, which aims to minimise environmental and healthcare impacts by developing preventative approaches. This will help improve the internal and external environment, reduce impact on natural and energy resources, reduce air pollution, prevent infection, provide financial savings and improve the health and wellbeing of staff, patient and the public.

All Managers Band 7 and above are required to take appropriate responsibility in their departments. They are expected to support in raising awareness, encouraging staff on waste segregation, energy savings, promoting active and healthy modes of travel, help reduce waste and embed sustainability by completing a Sustainability Impact Assessment on their local activity and business cases.

Infection control

Employees must be aware of the responsibilities placed upon them by The Health Act (2007) to ensure they maintain a safe, infection free environment. This includes the knowledge and

understanding of the management of infected patients and the principles of Standard Infection Control Precautions including the correct technique for Hand Washing and the appropriate use of Personal Protective Equipment (PPE).

Smoke free

Our Trust buildings and grounds became fully Smoke Free on National No Smoking Day 11th March 2015. Our Trust expects all staff to promote healthy living and to set good examples in their own behaviour. Those not ready to quit smoking must remain smoke free during working hours and will not be able to smoke in Trust uniform, in Trust grounds including car parks, while driving on Trust business or take smoking breaks. Second hand smoke causes heart and lung disease, and is harmful to young children. However, disposable or rechargeable e-cigarettes (“vaping”) may be used outside hospital buildings.

Equal opportunities policy

Our Trust operates in a multi-ethnic area. All members of staff are expected to take into account equalities in all areas of work.

All employees are expected to abide by our Trust’s equal opportunities policy, failure to do so could result in disciplinary action up to and including dismissal.

Date: 06.01.2022

Prepared By: Fiona Bennett amended 03/10/2023 Abiola Jinadu

**PERSON SPECIFICATION FOR
PROFESSIONAL MIDWIFERY ADVOCATE ROLE**

ATTRIBUTE	ESSENTIAL	DESIRABLE	HOW TESTED	
			A	I
Knowledge, Training and Experience	<ul style="list-style-type: none"> • Registered midwife • Demonstrable experience of broad knowledge of midwifery practice and supervision of midwives • Is keen to undertake the PMA/ PMA Bridging programme • Educated to BSc/BA level or equivalent • Demonstrable well-developed leadership skills • Professional credibility with senior colleagues, and Midwives. • Evidence of relevant CPD • Proven track record of a leadership role • Management skills including chairing meetings, presentations, report writing, managing change, performance management. • Demonstrate knowledge and experience in facilitating quality improvement initiatives • A thorough understanding of the NMC Code (2015). • An appreciation of strategic issues affecting midwifery health and health care provision • Knowledge of clinical governance and its implementation. 	<ul style="list-style-type: none"> • Has been appointed as a Supervisor of Midwives. • Previous experience of PMA role • Educated to MSc level 	A/I	
Communication Skills	<ul style="list-style-type: none"> • Possession of well-developed negotiation, networking and communication skills • Knowledge of issues of confidentiality and demonstrate appropriateness in dealing with sensitive personal, patient and corporate information. • Experience of working as part of a team and can demonstrate principles of effective team working 		A/I	
Analytical	<ul style="list-style-type: none"> • Ability to gather data, analyse, critique and synthesise complex information, as evidenced by relevant experience and/or academic qualifications. • Ability to procedure reports 		A/I	

	<ul style="list-style-type: none"> Record keeping. 			
Planning Skills	<ul style="list-style-type: none"> Evidence of working in a complex environment and coping with competing priorities. Evidence of being able to manage own diary via Microsoft Outlook, organise and manage meetings. 		A/I	
Physical Skills	<ul style="list-style-type: none"> Demonstrate IT skills in using applications Evidence of excellent skills in report writing Ability to analyse IT data and represent data in reports. 		A/I	
Autonomy	<ul style="list-style-type: none"> Experience of working with a wide range of disparate individuals Committed to self-assessing own skills and competencies through reflection and review of own performance 		A/I	
Equality and Diversity	Able to consider the most effective way to promote equality of opportunity and good working relationships in employment and service delivery and has the ability to take actions which support and promote this agenda.		A/I	

A = Application

I = Interview