

Candidate Information Pack

Including Job Description & Person Specification



Croydon Health Services provides integrated NHS services to care for people at home, in schools, and health clinics across the borough as well as at Croydon University Hospital and Purley War Memorial Hospital.

CUH provides more than 100 specialist services and is home to the borough's only Emergency Department and 24/7 maternity services, including a labour ward, midwifery-led birth centre and the Crocus home birthing team.

Purley War Memorial Hospital (PWMH) in the south of the borough offers outpatient care, including diagnostic services, physiotherapy and ophthalmology services run by Moorfields Eye Hospital, alongside an onsite GP surgery.

Our experienced district nursing teams, Allied Health Professionals and community matrons look after for people of all ages across Croydon and our Children's Hospital at Home cares for children with long-term conditions without them having to come to hospital.

We are a very close-knit and friendly organisation where everyone of our 3600 members of staff is valued. We strongly believe that our employees are our greatest asset.

Join us and be a part of the team that is making Croydon proud.



Our values

We will always be **professional**, **compassionate**, **respectful** and **safe**.

Professional

- Set ourselves very high standards and share best practice
- Keep our uniforms smart, and be professional and consistent in our approach
- Work in partnership to best support our community's needs
- Use resources wisely without compromising quality or safety

Compassionate

- Treat everyone as we would want to be treated ourselves
- Demonstrate kindness, dignity, empathy and compassion
- Make time for the people we are caring for, to understand their needs and wants
- Organise our services to give people the best possible experience of care

Respectful

- Be courteous and welcoming, and introduce ourselves
- Value the diversity and needs of everyone
- Always involve people in decisions about their care, listening to and respecting their wishes
- Appreciate the contribution that staff from all backgrounds bring to our services

Safe

- Be open and honest in everything we do, sharing what we do well and admitting our mistakes, to constantly improve our care
- Protect the confidentiality of those in our care and show sensitivity to people around us
- Feel free to raise concerns so we are always learning
- Make time for training and development and support research so people always receive the highest standards of care.



JOB DESCRIPTION

JOB TITLE	Matron Neonatal & Transitional Care
DIRECTORATE	Integrated Women Children and Sexual Health
DEPARTMENT	Neonatal and Transitional Care
BAND	8a
RESPONSIBLE TO	<i>Head of Maternity and Neonatal Transformation and Quality</i>
ACCOUNTABLE TO	<i>Director Of Midwifery</i>
RESPONSIBLE FOR	Matron Neonatal & Transitional Care

JOB SUMMARY

The post holder will have a key role in delivering the Neonatal strategy and quality agenda. They will be instrumental in monitoring and supporting performance and delivery of excellence in Neonatal and Transitional care.

They will champion quality care for babies and their families and providing strong leadership for the Neonatal and Transitional care team.

The Matron will work in partnership with the Clinical Director; the Director of Midwifery; the neonatal medical lead for the service; the Midwifery Managers and Matrons and the Operational Managers ensuring that divisional and corporate objectives in relation to the workforce, service delivery, clinical quality and safety and financial control are monitored and maintained.

The Matron is responsible for operationally managing the nursing and support staff within the Neonatal and Transitional nursing team with delegated responsibility to ensure that performance and budgetary objectives are met whilst maintaining high quality, cost effective care.

The Matron has a key role in terms of the patient experience, working corporately with other matrons within the Trust in conjunction with estates and facilities staff, to improve patient experience in relation to the environment, standards of cleanliness and comfort.

To patients, their families and staff, the Matron should be a visible and authoritative professional figure providing assistance, advice and support, troubleshooting patient and staff problems as required.



The Matron plays a key role in operational management and maintain a proactive approach to managing patient flow throughout the service.

The Matron will undertake on calls from home, as appropriate to support the delivery of the quality agenda throughout the 24-hour care period, including child protection within the Maternity Department.

To be a highly visible and proactive leader acting as a clinical resource and ensuring the sustained delivery of high standards of nursing care and service delivery.

To be responsible for exploring current practice, identifying areas for development, and planning the appropriate change using current evidence to evaluate outcomes.

Responsible for the operational management and professional leadership of a defined group of clinical areas and their staff, with delegated responsibility to ensure that performance and budgetary objectives are met.

To be responsible for the quality of the patient environment and lead on facilitating changes which improve the patients experience

To support the proactive approach to safe and effective pathways of care and managing patient flow through the service.

Clinical Quality and Safety

☐ To maintain a high clinical profile through daily “walk rounds” of the clinical area and through regular quality ward/departmental rounds/drop in sessions.

☐ Responsible for demonstrating continuous improvements in the patient experience and clinical nursing care within areas of accountability.

☐ Continuously improving patient satisfaction and patient experience in relation to being treated with dignity and respect.

☐ Responsible for ensuring that ward based quality scorecards and quality rounds are completed as required and are used and acted upon to improve the quality of clinical services, carrying out regular performance meetings with ward sister's/charge nurses.

☐ To maintain personal clinical competence and acumen through regular, direct clinical involvement. To spend a minimum of 20% of time working clinically as agreed by the Head of Nursing and Associate Director of Nursing.

☐ To monitor the nursing establishments in conjunction with sister's/charge nurses, ensuring timely recruitment and appropriated selection of staff. To assist in identifying and implementing appropriate recruitment and retention initiatives.

☐ To be proactive in identifying areas for improvement and implement remedial action as necessary. Including meeting local and national set standards set by appropriate professional bodies for neonatal and maternity care. This will include submitting required evidence for work streams such as Saving Babies Lives, CNST etc.



- ☐ To work in close association with the other matrons ensuring joint working, excellent communication and that adequate provision is made for cross cover during periods of leave.
- ☐ To monitor and embed protected mealtimes, malnutrition screening assessments, and privacy and dignity initiatives.
- ☐ To work within the safeguarding policy and guidance to ensure the protection of vulnerable adults and children.
- ☐ Ensuring and demonstrating continuous improvement in the cleanliness and comfort of the clinical environment, working in conjunction with cleaning contractors and estates/facilities staff, which incorporates the following: -
 - ☐ Have personal responsibility and accountability for delivering a safe and clean care environment
 - ☐ Ensure that nurses/midwives in charge of any patient area are aware that they are directly responsible for ensuring that cleanliness standards are maintained throughout the shift
 - ☐ Will be involved in all aspects of cleaning services, from contract negotiation and service planning, to delivery at ward level
 - ☐ Make themselves aware of the methods by which nurses can request additional cleaning, both urgently (e.g. spills or discharge cleaning) and routinely (e.g. where standards are persistently below expectations)
 - ☐ Ensure that all nurses/midwives working within their area of responsibility adhere to trust policies on infection, prevention and control, taking corrective action as required.
 - ☐ Ensure that all staff adhere to the uniform/dress code policy as appropriate
 - ☐ Monitor infection control audit results for their areas of responsibility, ensuring that results are displayed in all areas and that corrective action is taken as appropriate
 - ☐ Responsible for ensuring that ward staff contribute to multi-disciplinary local and national clinical audit activities
- ☐ To actively participate in directorate clinical governance arrangements contributing to the development of risk assessment action plans as required.
- ☐ To investigate Datix incidents; identify and implement corrective action where necessary, ensure Datix is managed and trend analysis completed in conjunction with the Head of Nursing.
- ☐ To be responsible for the patient feedback survey for areas. Working closely with Ward Managers to ensure MDT engagement with action planning, that demonstrable improvements are achieved and targets for response rates met for example Family and Friends test.
- ☐ Responsible for ensuring areas participate in, and are compliant with directorate and corporate systems and processes in place to address, manage and learn from:
 - ☐ Clinical and non-clinical risk
 - ☐ Staff and Patient Complaints
 - ☐ Patient and user feedback and involvement/engagement

Managerial and Leadership



- ☐ To be 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 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.
- ☐ Responsible for working with the ward/department and sister's/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.
- ☐ To be responsible for ensuring that regular and robust appraisal takes place for all staff within areas of responsibility.
- ☐ 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 participate and support opportunities for patient and public involvement and engagement in service development.
- ☐ To act as an interface between the Head of Nursing (HON), Associate Director Nursing (ADN) and area of responsibility, ensuring appropriate escalation/update occurs regarding key clinical and managerial issues effecting service area.
- ☐ To ensure a clear meeting structure exists within areas of responsibility and that both formal and informal lines of communication exist with the multi-disciplinary team (MDT).
- ☐ To provide strong, visible leadership and support for all sister's / charge nurses, enabling staff to ensure that the fundamentals of care are correctly and actively in place, and that high standards of care are achieved.
- ☐ To work in partnership with operational managers and clinical business unit leads. These roles are responsible for ensuring that divisional and corporate objectives in relation to the workforce, service delivery, clinical quality and safety and financial control are monitored and maintained.
- ☐ Providing advice and assistance with budget management where necessary, to ensure a safe, reasonable and creative approach to resources.
- ☐ To ensure that processes are in place to ensure ward and departmental objectives in relation to operational and strategic plans are monitored and reported.
- ☐ Ensure complaints are responded to within the time frame and actions and learning is shared with the Ward manager and the team.
- ☐ To play a key operational role in maintaining patient flow, ensuring measures to reduce length of stay, facilitate early discharge and minimise bottlenecks within the service are embedded in clinical practice and managed proactively on a daily basis.
- ☐ To work closely with other teams to minimise lost bed days through delayed discharge/repatriation, identifying root cause of these and escalating as appropriate.
- ☐ Responsible for promoting the use of and participating in regular data collection, review, feedback and processes with your teams.



Staff Management

- ☐ To assist ward leaders in developing a positive working environment conducive to learning.
- ☐ To use tools and techniques 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.
- ☐ To assist in the resolution of any conflicts within the clinical area, resolving informal complaints locally and assisting in the investigation of and response to formal complaints as required, ensuring that action plans are completed and that any relevant lessons are learned across the care group, division and trust.
- ☐ To liaise closely and support the ward managers ensuring appropriate sickness performance management processes in place and contributing towards meeting trust and care group targets.
- ☐ To provide appropriate guidance and support to staff in line with the Trust's disciplinary and sickness procedures. To lead in the implementation of HR policies and participate in formal procedures as requested by the Head of Nursing / Associate Director of Nursing.
- ☐ To support the ward managers ensuring ward/departmental budgets are managed effectively and that processes are in place and adhered to, to ensure appropriate use of temporary staff.
- ☐ To be responsible for ensuring that patients follow agreed pathways of care and are supported towards safe and effective and timely discharge.
- ☐ To guide and support developmental projects and advise on further resources inside and outside the Trust as appropriate.
- ☐ To ensure that professional and direct care staff receive appropriate training, education, development and appraisal to increase motivation and effectiveness.
- ☐ To ensure that the learning experience for students is of high quality and fit for purpose.
- ☐ To monitor the appraisal process at ward level, and ensure that systems are in place to further personal development of all staff in line with the Knowledge and Skills Framework, using in-house and commissioned education opportunities effectively.
- ☐ To support ward manager leadership development.
- ☐ To encourage practice development and use of evidence based practice at ward level.
- ☐ To encourage participation in research activities when opportunities arise and to foster and support a culture for research within the Neonatal Unit.
- ☐ Accountable for ensuring that the objectives in relation to nursing and midwifery are monitored and maintained at clinical business unit level to meet the requirements of the Trust, Care Quality Commission and other regulatory bodies.
- ☐ To ensure that staff in defined areas access and receive statutory/mandatory training.



GENERAL

1. To work in accordance with the Trust's Here for You standards to consistently demonstrate the behaviours required to fulfil the promises we have made to the people of Croydon. These promises, developed with our patients, carers and staff help us deliver the pledges in the NHS Constitution and our own corporate objectives.

The post holder is required to carry out his/her role in accordance with the organisation "here for you" promises, standards and behaviours, ensuring that colleagues and the people we serve feel **cared for**, feel **in safe hands**, feel **confident** in their treatment, feel we **value their time**, and feel that our service continues to **improve** all the time

2. To ensure that Croydon Healthcare Services Trust's policies and procedures are adhered to.

3. To have responsibility for the Health, Safety and Welfare of self and others and to comply at all times with the requirements of the Health and Safety Regulations and the Trust's Health and Safety policies and procedures.

4. To ensure confidentiality at all times, only releasing confidential information obtained during the course of employment to those acting in an official capacity in accordance with the provisions of the Data Protection Act and its amendments.

5. To work in accordance with the Trust's policies to eliminate unlawful discrimination and promote equality and diversity in the workplace. To positively promote at all times equality of opportunity in service delivery and employment in accordance with Trust policies, regardless of age, disability, race, nationality, ethnic or national origin, gender, religion, belief, sexual orientation or domestic circumstances.

6. To adhere to the Trust Infection Control Policy, procedures and guidelines, and in particular practice strict hand hygiene at all times while carrying out clinical duties, in line with the responsibilities placed on employees by the Health Act 2006: Code of Practice for the prevention and control of healthcare associated infections (HCAs). The prevention and control of HCAs must be embedded into everyday clinical practice and applied consistently.

7. All clinical staff hold responsibility for ensuring they have sound knowledge of standard infection control precautions and that no omission on their part or within the sphere of their responsibility is detrimental to the interests or safety of their patients, visitors and colleagues. Clinical staff must keep their infection control knowledge and skills up to date by attending the Trust's mandatory infection control training, a record of which will be kept and information provided to line managers as required.

8. To comply with the Trust's Safe Guarding Children and Vulnerable Adults policies, procedures and protocols. All individual members of staff (paid or unpaid) have a duty to safeguard and promote the welfare of children, young people and vulnerable adults This will require you to:

- ☐ Ensure you are familiar with and comply with the London Child Protection Procedures and protocols for promoting and safeguarding the welfare of children and young people.
- ☐ Ensure you are familiar and comply with the Croydon Multi Agency Safeguarding Vulnerable Adults Pan London Procedures.
- ☐ Ensure you are familiar and comply with local protocols and systems for information sharing.
- ☐ Know the appropriate contact numbers and required reporting lines.
- ☐ Participate in required training and supervision.
- ☐ Comply with required professional boundaries and codes of conduct



NOTE:

- ☐ A child is someone under the age of 18 (this would include unborn children).
- ☐ A vulnerable adult is 'someone who is or may be in need of community care services by reason of mental or other disability, age or illness; and who is or may be unable to take care of him or herself, or unable to protect him or herself against significant harm or exploitation' (this includes carers).

Copies of the Protocols and Procedures are available on the Trust Intranet under Child Protection. Staff are advised on how to access the appropriate contact numbers and the Protocols and Procedures when attending Safeguarding training. Updates and revisions are notified to all staff via 'What's New'.

9. To work within the NMC Code of Professional Conduct and Scope of Professional Practice. 10.

Budget Holders are responsible for adherence to Standing Financial Instructions

11. Managers are responsible for adherence of maintaining expenditure within budget and addressing deviations from budget

12. To undertake such other duties as may be reasonably required from time to time as are consistent with the responsibilities of the post.

You are the difference –Staff Pledges

All staff are expected to demonstrate a considerate and respectful attitude.

I will always introduce myself to patients and other staff "Hello my name is"

If I see that someone looks like they need help, assistance or they look lost – I will always – Can I help you?

If I can't help you I will always ensure that I refer you to someone who can

If I see behaviour that is inappropriate I will feel empowered and supported to always challenge it

This job description is not an exhaustive document, but is a reflection of the current position. The job holder may from time to time be asked to undertake other reasonable duties. Any change will be made in discussion with the job holder in light of service needs.

Job Description Agreement

This job description can be updated annually as part of the personal development plan.

This job description has been updated and agreed by:

Current post holder:

Date:

Line Manager:

Date



PERSON SPECIFICATION

JOB TITLE: Matron Neonatal & Transitional Care

BAND: 8a

DEPARTMENT: Maternity

DATE: November 2020

HEADINGS	ESSENTIAL	DESIRABLE	HOW TESTED
EDUCATION AND QUALIFICATIONS	<p>Active Registered Nurse/ RSC Nurse/ Midwife.</p> <p>MSc or equivalent experience</p> <p>Evidence of continuing professional development</p> <p>Post registration Neonatal Critical Care Qualification</p>	<p>Masters Qualification relevant to health care.</p> <p>Professional Midwifery Advocate</p> <p>Recognised teaching and assessing certificate</p>	A and I
KNOWLEDGE AND UNDERSTANDING	<p>Clear understanding of the National and Local Healthcare agenda.</p> <p>Sound understanding of Clinical Governance and Maternity CNST standards.</p> <p>Sound understanding of Safeguarding.</p>	<p>Sound knowledge of Maternity Transformation, Better Births, Each baby counts, Saving babies lives and NHS Resolution CNST Maternity incentive.</p> <p>Experience of chairing multidisciplinary meetings.</p>	A and I
EXPERIENCE	<p>Minimum of 3 years' experience and achievement in a Ward Manager / equivalent role in a relevant speciality</p> <p>Demonstrable Senior management or equivalent experience.</p> <p>Proven track record of clinical management in a</p>	<p>Experience of staff and budget management.</p>	A and I



HEADINGS	ESSENTIAL	DESIRABLE	HOW TESTED
	<p>multi-disciplinary environment.</p> <p>Proven track record of planning and implementing service change.</p> <p>Experience of staff management and managing performance.</p>		
SKILLS/ABILITIES	<p>Ability to lead operational management.</p> <p>Excellent communication skills both written and oral.</p> <p>Ability to balance strategic and operational management.</p> <p>Effective decision making and evidence of “getting things done.”</p> <p>Ability to relate to a wide range of stakeholders.</p> <p>Excellent knowledge of I.T systems including data interpretation.</p> <p>Good presentation skills.</p> <p>Project management skills including the ability to manage short term objectives with individuals.</p> <p>Visionary leader with ability to lead diverse teams.</p>		A and I

A= Application T= Test I=Interview



