

Job title:	Senior Matron
Division:	Emergency Services
Board/corporate function:	Medicine Board
Salary band:	Band 8c
Responsible to:	Divisional Manager
Accountable to:	Head of Nursing
Hours per week:	37.5hrs per week
Location:	UCLH

University College London Hospitals NHS Foundation Trust

University College London Hospitals NHS Foundation Trust (UCLH) is one of the most complex NHS trusts in the UK, serving a large and diverse population.

We provide academically led acute and specialist services, to people from the local area, from throughout the United Kingdom and overseas.

Our vision is to deliver top-quality patient care, excellent education and world-class research. We provide first-class acute and specialist services across eight sites:

- University College Hospital (incorporating the Elizabeth Garrett Anderson Wing)
- National Hospital for Neurology and Neurosurgery
- Royal National ENT and Eastman Dental Hospitals
- University College Hospital Grafton Way Building
- Royal London Hospital for Integrated Medicine
- University College Hospital Macmillan Cancer Centre
- The Hospital for Tropical Diseases
- University College Hospital at Westmoreland Street

We are dedicated to the diagnosis and treatment of many complex illnesses. UCLH specialises in women's health and the treatment of cancer, infection, neurological, gastrointestinal and oral disease. It has world class support services including critical care, imaging, nuclear medicine and pathology.

We are committed to sustainability and have pledged to become a carbon net zero health service, embedding sustainable practice throughout UCLH. We have set an ambitious target of net zero for our direct emissions by 2031 and indirect emissions by 2040.

Medicine Clinical Board

The Medicine Clinical Board incorporates the Divisions of Emergency Services, Critical Care, Medical Specialities, Clinical Support, Infection, Pathology, and Integrated Care Operations.

Emergency Services Division

The Emergency Services Division is comprised of the Adult and Children and Young People's Emergency Departments, Urgent Treatment Centre, Same Day Emergency Care Unit and the Enhanced Care and Acute Medicine Units.

Emergency Services Division Improvement Programme

The Emergency Services Improvement Programme is a set of initiatives to:

- Transform process, systems and pathways for emergency and urgent care patients attending the UCLH Emergency Floor to deliver safe, timely and high quality patient care and deliver against operational performance targets including the 4 hour emergency access standard and maintaining 30 minute ambulance handover times.
- Transform process, systems and pathways for emergency and urgent care patients who are admitted to UCLH including the Enhanced Care Unit and Acute Medicine Unit areas.
- Improve staff experience and engagement and ensure a robust workforce plan is in place to underpin operational delivery.
- Ensure financial sustainability and delivery of cost improvement programmes.

Job Purpose

The post holder provides forward-thinking clinical and professional leadership to nursing staff at all levels within the Division, ensuring that nursing care is delivered to a high standard and that the nursing resource is managed effectively. She/he contributes to the ongoing implementation of the nursing and midwifery strategy, ensuring achievement of its objectives and proactively modernising nursing roles in accordance with the needs of patients. She/he will also undertake the key functions of the Modern Matron role ensuring the patient experience in wards/departments is always of the highest possible standard with particular emphasis on dignity and compassion.

The post holder will take a lead role in partnership with the Divisional Clinical Director and Divisional Manager in developing the Division's strategic direction and policy framework, ensuring that the Division contributes significantly to the achievement of corporate objectives and that effective governance arrangements are implemented and maintained.

The post holder will act as the Senior Matron for the Division and will be supported by three 8a Senior Nurses and several Band 7 Ward Developmental Sisters, though this structure is currently being reviewed. As part of the Divisional triumvirate of leadership she/he will be accountable to the Head of Nursing for nursing practice within the Division and will performance manage quality across all the service lines. This post holder will, on occasion, act for the Head of Nursing for the Board. As one of a small number of very senior UCLH nurses, the post holder will be required to perform professional corporate functions and represent UCLH externally as required by the Chief Nurse.

Key Working Relationships

Responsible for the first line management of senior nurses and professional leadership of nursing staff working across the Division.

Key working relationships with:

- Divisional Managers across UCLH
- General Managers / Heads of Service
- Divisional Clinical Directors
- Lead Clinicians and Clinical Leads
- Co-ordination Centre
- Patients, Carers, and service users
- Human Resource Managers
- Finance Managers
- Deputy Chief Nurses
- Matrons
- Senior Nurses
- Clinical Practice Facilitators
- Clinical Nurse Specialists/Practitioners
- Practice Development Nurses
- HEIs
- Community Matrons
- Referring hospitals
- Administration staff
- Heads of Professions and other Allied Health Professional staff
- Trust Board, Executive and Management Team
- London Ambulance Service
- Community Providers
- CCG's
- Health Education England
- General Practitioners
- Other Local Trusts/Providers
- Clinical Networks
- Educational Bodies
- Voluntary Bodies
- Other Relevant External Agencies

Key Result Areas

Communication

- Maintain effective communication links with senior nurses, specialist nurses, general managers and other divisional or departmental teams as appropriate.
- Ensure there are effective forums for senior nurses, sisters, nurse specialists and other nursing staff and chair the divisional sisters and senior nurse meetings.
- Escalate any quality issues to the Head of Nursing and Divisional Manager in a timely manner.
- Take a proactive role in communicating quality, experience and nursing issues at relevant divisional meetings.
- Represent the Division and the Head of Nursing at meetings as required and promote effective communications.
- Represent the Division at meetings with partner agencies as required. Arrange and chair divisional meetings and trust-wide meetings as required.
- Ensure that the Division is represented at the Nursing and Midwifery Board; share outcomes with all members of the Nursing and Midwifery team.
- Assist the Trust's press officer in the formulation of press statements as required.
- Attend the monthly Matrons meeting.
- Meet with patients and their families as required to resolve their concerns.
- Ensure staff respect people's dignity, involve them in shared decision-making and obtain consent before undertaking nursing procedures.

Personal and People Development

- In conjunction with the Divisional Manager and Divisional Clinical Director, lead the development and achievement of an Emergency Services organisational culture where staff feel valued, supported, involved, engaged and empowered to deliver safe, high quality care whilst upholding all the Trust's values.
- Take the lead role in ensuring the professional development of nursing staff within the Emergency Services Division ensuring that the workforce have accessed mandatory training and further development to undertake their roles.
- Develop and commission new programmes of education that support the development of emergency nursing skills.
- Be appraised at least annually and contribute to own personal development plan (PDP).
- Be responsible for developing and sustaining own knowledge, management & clinical skills (as appropriate) and professional awareness in accordance with CPD requirements and maintain a professional profile.
- Provide constructive feedback to staff on their performance, taking remedial action when performance falls below the required standard to assist them in addressing deficits.
- Identify opportunities to develop the role of the nurse beyond traditional boundaries in order to positively impact on the patient experience and maximise the potential of individual staff members or teams.
- Provide mentorship, coaching, supervision and shadowing opportunities to individuals in order to support their development.
- Be accountable for and ensure own competence in practice.
- Take part in reflection and appropriate learning from practice, in order to maintain and develop competence and performance.

Health, Safety and Security

- Be jointly accountable, with the Divisional Manager, for the ward and department environment within the Division.
- Ensure maintenance of clean and safe clinical environments within the Division.
- Lead at least weekly Matron's rounds which focus on environmental issues and ensure that estates, facilities, and other departments are performance managed where issues arise.
- Ensure nursing practice and care delivery is in accordance with relevant research and evidence base, and trust policies and guidelines.
- Ensure potential risks for all staff, patients and visitors are identified, action taken as required and relevant incident reporting procedures adhered to.
- Take a lead role in the implementation and monitoring of the Trust's risk and governance strategy at Divisional level.
- Coordinate the collation and maintenance of the Divisional Risk Register.
- Contribute to drawing up action plans to minimise and manage risks. Take overall accountability for the delivery of actions related to nursing practice.
- Conduct investigations into complaints and adverse incidents. Have overall accountability for ensuring that investigations related to nursing practice (or those investigated by other senior nurses) are completed on time and to a high standard.
- Provide written responses to formal complaints when required by the Divisional Manager and ensure that responses from other divisional senior nurses are completed on time and to a high standard.
- Identify and address opportunities for shared learning resulting from incidents and complaints.

Service Improvement

- Support the Divisional Manager in developing and implementing the service development strategy for the Division with specific reference to the nursing contribution to service improvement objectives.
- Ensure all nursing roles and responsibilities are clearly defined to support the delivery of high quality care and the 4 hour Emergency Access target.
- Ensure appropriate escalation policies are in place to enhance safety and to facilitate the timely flow of patients through the department.
- Along with other key stakeholders develop the same day emergency care model to reduce admissions and facilitate flow.
- Ensure that trust wide nursing initiatives and service improvements are implemented and embedded into practice within the Division.
- Develop and embed processes that ensure ward and departments have the right number of staff on each shift, that concerns are escalated and that a timely response by the Divisional nursing leadership team rectifies any issues.
- Undertake workforce planning activities to reconfigure nursing establishments in line with service changes.
- Ensure Divisional human resource performance monitoring reports are comprehensive and submitted on time.
- Monitor trends in incidents and complaints and promote service improvements which are responsive to patient feedback.
- Encourage and promote nursing research activity. Engage with patients and their families to establish their views on services.
- Promote patient and public involvement in the evaluation and improvement of services.
- Review the results of patient satisfaction surveys and utilise findings to improve services.
- Lead and contribute to the development of clinical protocols in accordance with valid evidence.

Quality

- Be accountable to the Head of Nursing for the overall quality of nursing care within the Division, taking a proactive approach to performance management of quality issues.
- Monitor progress towards achievement of Nursing and Midwifery Strategy objectives within the Division.
- Be responsible for monitoring the quality of environmental services within the care area and lead that aspect of the modernisation agenda.
- Ensure that Divisional audit programmes are consistent with service objectives.
- Ensure that a Quality Monitoring Programme is fully implemented across the Division and that action is taken to achieve and maintain quality standards in all areas.
- Undertake audit as required to support the Division's service development strategy, e.g. benchmarking; take appropriate actions in response to audit findings.
- Undertake investigations into issues raised by patients or their families and take action to resolve their concerns in liaison with the PAL service as appropriate.
- Ensure a patient focused multidisciplinary approach to care.

Equality and Diversity

- Carry out duties and responsibilities with regard to the Trust's Equity, Diversity and Inclusion strategy.
- Recognise the importance of peoples' rights and act in accordance with legislation, policies and procedures.
- Ensure that staff acknowledge and recognise peoples' expressed beliefs, preferences and choices, respecting diversity and valuing people as individuals.

- Take account of own behaviour and its effect on others.

Information Collection and Analysis

- Ensure that all staff, patient and other records are made, maintained, added to and destroyed in accordance with legislative and trust policy requirements.
- Ensure that all information required for performance, audit or other reasons is collected and reported in line with expected timeframes and take corrective action where this is consistently not being achieved.
- Take appropriate action in accordance with professional standards and Trust policy when staff fail to maintain effective registration.
- Produce notes, minutes, agendas for meetings and a range of correspondence (simple and complex).
- Identify and interpret information as required and apply it appropriately to support the delivery and development of services.

Financial Management

- Responsible for appropriate/allocated nursing budgets (as identified by the Divisional Manager); identify anticipated pressures and potential efficiency savings.
- Ensure that the nursing resource is deployed efficiently and minimise spending on bank. Develop plans to eradicate the use of agency staff.
- Be jointly accountable, as part of the Divisional triumvirate, for ensuring that the Division achieves a balanced budget.
- Support the Divisional Manager in identifying the Divisional cost improvement plans and implementing financial recovery plans where necessary.
- Contribute to the development of business cases.

Staff Management

- Line manage the Divisional senior nurse team, undertaking regular performance review and overseeing personal development plans.
- Develop job descriptions and actively recruit to new or vacant posts in accordance with Trust policy.
- Chair or sit on interview panels for all senior nurse, ward sister and other nursing and non-nursing posts as required.
- Ensure that all recruitment follows trust procedures in relation to strengths based recruitment and assessment of values and competencies.
- Manage the Division's post-registration education contract.
- Consider requests for funding for courses and conferences and make fair and equitable decisions regarding allocation.
- Actively promote partnership working with staff and their representatives.
- Produce consultation papers, in collaboration with HR/business partners, and undertake the consultation process with staff affected by proposed service changes.
- Assist individual members of staff in resolving conflicts that arise in the workplace.
- Participate in and lead all aspects of the disciplinary process as required; including decision to suspend, chairing hearings and making decisions on disciplinary action up to and including final written warning.
- Act as nurse advisor to the Divisional Manager on disciplinary panels in cases of alleged gross misconduct, providing professional advice in cases of potential dismissal.
- Ensure that appropriate action is taken in cases of professional misconduct by informing the Head of Nursing.

Capacity and Capability

- Act in the absence of the Divisional Manager and the Heads of Nursing as required.
- Provide cross cover for other Divisional Matrons as required for professional issues.
- Lead the training needs analysis for nursing within the Division; support staff in identifying and meeting their own training needs.
- Contribute to the development of in-house education and training programmes.
- To act, where appropriate, as the Trust lead for Emergency Nursing both internally and externally.

General

- To adopt a professional approach to customer care at all times.
- Comply with the Trust's Equal Opportunities Policy and treat staff, patients, colleagues and potential employees with dignity and respect at all times.
- Take personal responsibility for promoting a safe environment and safe patient care by identifying areas of risk and following the Incident, Serious Incidents and Near Misses reporting policy and procedure.
- Take personal responsibility for ensuring that UCLH resources are used efficiently and with minimum wastage, and to comply with the Trust's Standing Financial Instructions (SFIs).
- 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.
- In accordance with the Trust's responsibilities under the Civil Contingencies Act 2004 to undertake work and alternative duties as reasonably directed at variable locations in the event of and for the duration of a significant internal incident, major incident or pandemic.
- Be aware of and adhere to all Trust policies and procedures, the Health and Safety at Work Act and the Data Protection Act.
- Maintain confidentiality at all times.

Other

To participate in the duty or senior managers' on-call rota

The job description is not intended to be exhaustive, and it is likely that duties may be altered from time to time in the light of changing circumstances and after consultation with the post holder.

You will be expected to actively participate in annual appraisals and set objectives in conjunction with your manager. Performance will be monitored against set objectives.

Our Vision and Values

The Trust is committed to delivering top quality patient care, excellent education and world-class research. We deliver our vision through [values](#) to describe how we serve patients, their families and how we are with colleagues in the Trust and beyond.

We put your [safety](#) and wellbeing above everything

Deliver the best outcomes	Keep people safe	Reassuringly professional	Take personal responsibility
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We offer you the [kindness](#) we would want for a loved one

Respect individuals	Friendly and courteous	Attentive and helpful	Protect your dignity
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We achieve through teamwork

Listen and hear	Explain and involve	Work in partnership	Respect everyone's time
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We strive to keep improving

Courage to give and receive feedback	Efficient and simplified	Develop through learning	Innovate and research
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Person Specification

Post: Senior Matron, Emergency Services

Candidate's Name:

**Essential (E), Desirable (D), APPLICATION (A), INTERVIEW (I), REFERENCES (R), TEST (T)*

Requirements	Essential	Desirable	Assessment Criteria			
			A	I	R	T/P
Knowledge & Qualifications <ul style="list-style-type: none"> First level registered nurse Educated to Masters level or equivalent Leadership Qualification Management qualification or equivalent Teaching qualification Extensive knowledge acquired through post graduate specialist training or equivalent experience across a number of subject areas. 	E E E E E	D	A A A A A A	I		
Experience <ul style="list-style-type: none"> Broad clinical experience in an acute hospital setting Significant experience of operational management of a complex range of services within an acute setting. Significant experience in a nursing leadership role at senior level (matron or equivalent) in a large and complex organisation. Experience of effectively leading and implementing transformational change and delivering projects in a complex organisation. Experience of teaching, training and development and implementing evidence-based Practice / nursing research in practice. Demonstrates experience of negotiating and presenting cohesive arguments. 	E E E E E E		A A A A A A	I I I I I I		
Skills and Abilities Personal and People Development <ul style="list-style-type: none"> Human Resource skills. Organisational skills. Decision-making skills. Professional nursing issues. Able to manage time effectively. Able to prioritise objectives and workload. Practice development. Health, Safety and Security <ul style="list-style-type: none"> Monitors and maintains health, safety and security of self and others. 	E E E E E E E E E		A A A A A A A A A	I I I I I I I I I		

<ul style="list-style-type: none"> Promotes, monitors and maintains best practice in health, safety and security. Clinical risk management techniques and skills. Clinical Governance and Risk Management <p>Service Improvement</p> <ul style="list-style-type: none"> Thorough understanding of NHS improvement agenda. Skill-mix and workforce planning. Business planning skills. <p>Quality</p> <ul style="list-style-type: none"> Quality assurance and improvement. Developing policies and protocols. 	E E E E E E E	D	A A A A A A	I I I I I I I I		
<p>Equality and Diversity</p> <ul style="list-style-type: none"> Respects the privacy and dignity of the individual. Understands the implications of Equal Opportunities in practice. Demonstrate and champion compassionate leadership that is diversified and inclusive. <p>Information Processing</p> <ul style="list-style-type: none"> Able to utilise ICT to full potential. Data collection and interpretation as required. <p>Financial Management</p> <ul style="list-style-type: none"> Budgetary management skills <p>People Management</p> <ul style="list-style-type: none"> Able to delegate appropriately Highly professional role model Managing organisational change Managing a range of staff groups <p>Capacity and Capability</p> <ul style="list-style-type: none"> Able to participate in on Call rota 	E E E E E E E E E E E		A A A	I I I I I I I I I		
<p>Communication</p> <ul style="list-style-type: none"> Excellent written and verbal communication skills including the ability to influence colleagues at a range of levels internally and externally. Formal presentation skills 	E E			I I		