



DELIVERING
OUTSTANDING
CARE AND
EXPERIENCE



RECRUITING,
DEVELOPING AND
RETAINING OUR
WORKFORCE



AN **ANCHOR**
IN OUR
COMMUNITIES



WORKING TOGETHER
WITH LOCAL HEALTH
AND SOCIAL
CARE PROVIDERS



DELIVERING
LONG-TERM
SUSTAINABILITY



Information pack for the post of

AMBULATORY CARE UNIT MANAGER

Division of Urgent and Emergency Care

February 2024





Welcome from Chief Executive Hannah Coffey

Hello and welcome to our Trust! I am delighted that you are considering our organisation as a place to work.

This is a really exciting time for our patients and staff as we work with our local health system partners across Cambridgeshire, Peterborough and South Lincolnshire to deliver some key development projects that will shape the care we provide for future generations within the 900,000-strong catchment we serve. As well as building a new hospital at Hinchingsbrooke and redeveloping our sites at Peterborough and Stamford to better meet the needs of patients, we are investing in a Trust-wide electronic patient record system and harnessing digital technology within our diagnostic services to enhance the quality and speed of diagnosis and treatment.



It's a great time to be joining TeamNWA AngliaFT where we truly value the health and wellbeing of our staff and encourage our leadership team to empower their teams to be the best they can be, to help them develop in their careers and, at the same time, ensure our patients can experience good quality care by people who are dedicated to serving their health needs.

If you are looking to develop your career in an environment that's primed for organisational change, where you can actively contribute to the quality improvements we are making for our patients and staff, then look no further for your next role.

A handwritten signature in black ink, appearing to read 'Hannah Coffey', with a long horizontal stroke extending to the right.

Hannah Coffey
Chief Executive Officer



Job Description

JOB TITLE	Unit Manager
GRADE	Band 7
HOURS OF WORK	37.5 hours
DEPARTMENT	Ambulatory Care Unit
BASE	Peterborough City Hospital
RESPONSIBLE TO	Lead Nurse for Acute Medicine
ACCOUNTABLE TO	Chief Nurse

Job Summary

The post holder will be the lead for the area and will play a pivotal role in ensuring that the Trust provides high quality patient focused care within the department.

The post holder will have overall continuing clinical responsibility for managing the department which includes its' finances, the deployment, delegation, and supervision of all grades of staff and ensuring high standards of patient care and safety, within the resources available.

The post holder will be a key member of the multidisciplinary team ensuring appropriate referral and discussion with other members of the team to optimise patient care. The post holder will be responsible for the supervision of patient assessment, planning, documentation, implementation and evaluation of care in line with local and national guidelines delegating appropriately.

There will be a requirement to act as a role model delivering care, working alongside staff and supervising registered and unregistered nurses in the delivery of care to acute and chronically sick patients in varying stages of illness and from diverse ethnic backgrounds.

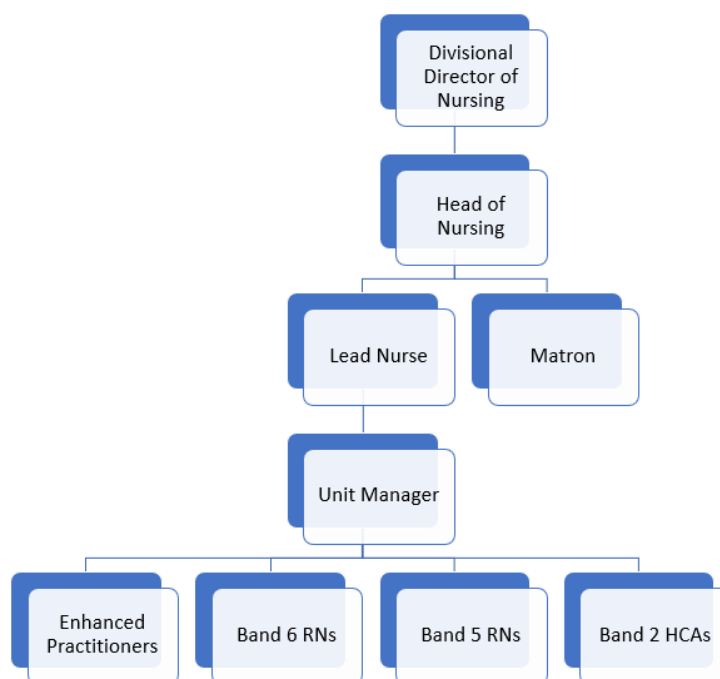


The post holder will be responsible for ensuring a good learning environment for all staff, overseeing the provision of educational opportunities within this area.

The post holder will act as an accountable role model through the provision of professional leadership and demonstration of competent, confident and innovative practice. They will also support and inspire colleagues working in the relevant field in developing essential and advanced skills and competent professional practice.

Key Working Relationships including organisational chart

- UEC Consultants, Junior Doctors, Advanced & Enhanced Clinical Practitioners
- Unit Nursing team
- Administration team
- Allied Health Professionals
- Therapy Services
- Clinical Audit department
- National databases and departments



Main Duties and Responsibilities

Management / leadership

- Be an expert clinical role model.
- Manage and lead the ward nursing staff in liaison with deputies. Collaborative working with the Practice Development Team and operational team, including external teams, to ensure effective working relationships.
- Lead by example to motivate, develop and establish a well trained, competent workforce to deliver safe and effective care to all patients within the ward / department.
- Co ordinate nursing and multi professional activity within the clinical setting, ensuring that there is appropriate skill mix for the patient caseload within available resources.
- Promote and role model effective communication within the nursing and multi professional team, to patients, carers and visitors. Receive and report sensitive information.
- Resolve local issues / conflicts, keeping line manager informed where necessary using Human Resources and Matrons and maintain positive team dynamics at all times.
- Act as a resource to others providing information to junior staff, multi disciplinary team members, patients and relatives.
- Be professionally accountable for all professional and personal actions, in accordance with the NMC Code of Professional Conduct .
- Monitor and maintain the ward budget to ensure appropriate use of funding and maintain financial control. Identify cost improvements, pressures and service developments which would benefit the service.



- Ensure compliance with statutory requirements including CQC essential standards of care, standing financial instructions and Trust policies and procedures.
- Work collaboratively with the Clinical Division accountant and business / governance manager and ensure appropriate and timely reporting frameworks are in place to achieve compliance with activity targets, income targets, expenditure control and regional and national targets.

Education

- Responsible for updating their own professional educational and development needs; and to ensure that the educational and development needs of junior staff are facilitated.
- Promote and support the development of a dynamic and interactive interprofessional learning environment organising preceptorship and mentorship which meets the needs of all learners in the ward / departmental environment.
- Ensure staff have the skills, knowledge, and competence to deliver safe, effective, high quality patient care, with the ability to recognise deterioration and changes in the patient condition and respond appropriately.
- Participate in the appraisal process for self and line managed staff and identify training development needs to staff in line with the organisation and development of the Clinical Directorate and the Trust Business Plan.
- Facilitate and lead the education and development of the nursing team in collaboration with the Practice Development Team to ensure that the staff have the knowledge and skills for the client group within their care and are fit for both practice and purpose.
- Maintain an innovative learning environment and encourage learning within formal and informal settings.
- Contribute to the development of inter professional and shared learning within the ward / department and Clinical Division e.g. through facilitation of structured reflective practice activities.



- Identify individual talent and potential to develop to meet the future demands of the service with clear succession planning.

Ensure that all nursing staff attend the relevant mandatory training programmes, complete all appropriate competencies, and further develop skills and knowledge as per the ward educational framework.

- Ensure that there is an educational framework for area responsible for and training database for staff is maintained to provide evidence and assurance both internally and externally where required.

Safety

- Lead on the safeguarding agenda, ensuring protection and identification of vulnerable patients, utilising resources that are available. Maintain database to indicate that staff are up to date and competent to undertake this role.
- Ensure staff resources are used effectively to meet the needs of patients, staff, and the organisation. Maintain and monitor safe staffing levels and effective skill mix within the daily duty rostering using a RAG rating tool. Identify any workforce planning requirements.
- Lead, facilitate and participate in a wide range of local and Trust wide patient safety initiatives, collaborating with the Patient Safety Manager as necessary.
- Specific nurse led patient safety issues including pressure ulcers, falls, VTE and catheter associated urinary tract infections.
- Ensure and evidence that the ward / department are compliant with standards in relation to healthcare acquired infection prevention and control.
- Liaise with the Clinical Division Quality and Governance lead / Matrons and Patient Safety Manager regarding identification of risks, undertaking risk assessments, monitoring of incidents and initiate and develop action plans and outcomes as required.
- Participate in patient safety ward rounds or huddles, co-ordinating actions / activities identified and ensure that essential standards of care are met, and



learning is shared with the multi professional team and implemented. This includes ensuring that intentional rounding is embedded and sustained.

Effectiveness

- Maintain and oversee the implementation and learning from the department-based Matrons Balanced Scorecard, developing specific measures as identified from local data and information.
- Participate and implement the 'lean' methodology within the Productive Series framework. Monitor and evidence demonstrable outcomes and increased direct patient care time.
- Demonstrate measurable improvements and outcomes in the standards of patient care through regular review and audit.
- Demonstrate leadership for the Care Quality Commission registration requirements by ensuring compliance, providing evidence and escalating concerns re: non-compliance as necessary.
- Contribute to the Clinical Division Quality Governance initiatives and arrangements.
- Participate in the quality activities and associated reporting for the Clinical Division in consultation with the Matron and Directorate Quality and Governance Nead / Matron, Speciality Lead, and other Lead Nurses.
- Participate and lead in the development of new activities in line with the Quality Improvement Prevention and Productivity Programme and CQUINNs.
- Proactively manage patient care pathways to remove blockages and improve the patient journey and experience.
- Using professional judgement, ensure optimal patient flow at all times, facilitating timely, safe, and effective management of patient journeys.
- Implement essence of care benchmarks within the department ensuring actions to continuously improve care are implemented.



- Undertake relevant audits and assessment in consultation with line manager, Matron and speciality lead as and when required. Contribute to the analysis and application of findings of audit and research for the benefit of the service.
- Manage the issues of staff sickness absence, disciplinary, grievance, equal opportunities, health and safety at work and performance and capability of all nursing staff.
- Work collaboratively with the Clinical Directorate Human Resources Business Partner and Advisor and have a working knowledge of HR policies and procedures.
- Work with the HR department to ensure that recruitment and retention is optimised.



Patient experience

- Proactive leadership to deliver high standards of essential care at all times.
- Lead and ensure that privacy and dignity and same sex regulations are met within the clinical area, working collaboratively with the Matrons to ensure compliance and evidence of this.
- Monitor the cleanliness and tidiness of the patient environment.
- Role model and ensure nursing participation in multi-disciplinary huddles, taking ownership for ensuring that treatment plans for patients are delivered in a safe, timely fashion.
- Recognise, manage, and respond to any concerns or complaints or other feedback from patients, visitors and or carers utilising Matrons and other support where required.
- Act as patient advocate through the application of ethical, legal, and professional knowledge and skills as required.
- Ensure processes are undertaken with reduced interruptions, optimising direct patient care time and improving / enhancing quality of care.
- Increased partnership working with the patient, involving patients in decisions around their care and treatment and ensuring that quality of patient care is delivered, monitored, and sustained.
- Provide clinical information in the investigation of serious incidents, adverse events, and complaints.
- Maintain and oversee the use of the Friends and Family Test feedback by all staff and implement a process so that all staff learn from the results.
- Ensure staff are aware of the adult / child safeguarding policies and that reporting of safeguarding concerns take into account care received both external to the Trust and care delivered by the Trust.

Working at our Trust

A. Our Values

Our Trust Values highlight the core principles and ideals of our Trust and underpin everything that we do. They establish the kind of people we want to be, the service we hope to provide and how we interact with our stakeholders and community.

The Values were created and selected by members of the public, patients and our staff, and highlight the principles we believe are the most important. They steer the decisions we make and guide the behaviour of our Trust family so we can accomplish our Vision.

We regularly measure ourselves against these Values, at every organisational level, so we can identify how we are living them and where we need to make improvements. The Trust board will monitor and review how the Trust performs against the values regularly, to ensure we provide the best possible patient care.



B. Divisional Structure

Following the formation of North West Anglia Foundation Trust in April 2017, our operational functions across our hospitals merged to form five clinical divisions:

- Division of Medicine
- Division of Urgent Care and Emergency Care
- Division of Surgery
- Division of Family and Integrated Support Services
- Division of Maternity, Gynaecology and Breast Services

The clinical divisions are key to our service delivery and they are led by a triumvirate comprising a Divisional Director, Divisional Nursing Director, and Divisional Operations Director.

C. Your responsibilities to the Trust, our patients and staff

The Trust aims to provide high standards of patient care and to ensure that our staff are supported in their roles that help us achieve this. As part of your role, you are expected to adhere to Trust policies and procedures which are designed to guide you in your work and ensure that the Trust, and you as an individual, comply with legal requirements. Non-adherence to Trust policies and procedures may be addressed through the Trust's disciplinary process.

Key policies are outlined below; you are also required to act by policies specific to your job role, which are covered at induction.

Equality and Diversity Policy

No patient or member of staff should receive less favourable treatment on grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, or sexual orientation, and should not be placed at a disadvantage which cannot be shown to be justifiable. You have a responsibility to patients and staff to ensure that this is achieved.

Health & Safety

You have a responsibility to consider yourself and anyone else that could be affected by the things you do or don't do, that you should have while at work. You are responsible for informing your manager of any health and safety concerns you identify by using the trust incident reporting system for any accidents, incidents or near-misses that happen to you or that you are aware of to reduce injuries or loss.

Additionally, if you have management responsibilities you must ensure the implementation of the Trust's health and safety and risk management policies, procedures, and codes of practice through your directorate or business unit management structure ensuring that communication pathways are clear and explicit at all levels of employment, to maintain the health, safety and welfare of employees or others who may be affected.

Data Protection

You are to always maintain the highest standards of data protection and confidentiality, ensuring that person-identifiable data is held securely (including password protection and encryption) and that data held and entered into Trust systems is correct. You are to observe confidentiality for commercially sensitive data and to promote the highest standards of information governance by the Data Protection Act 1998, Freedom of Information Act 2000 and Trust policies and procedures.

Data Quality

It is your responsibility to ensure that any data collection required is accurate, timely, complete, and stored securely in the appropriate place or system, whether as a paper or an electronic record. This includes data input onto the Trust's information systems, patient records, staff records and finance records. You are expected to submit data for quality assurance checks as required. You will be expected to undertake training required to assure the quality of data collected and to participate in any relevant audits required as part of the Trust's and external quality improvement programmes.

Customer Care

You are always required to put the patient first and do your utmost to meet their requests and needs courteously and efficiently. So that you to understand the principles of customer care and the effects on you and the service that you provide, full training will be given.

Values

How our staff live and work according to our values will be through our 'personal responsibility framework' - which outlines how staff are expected to behave.

Infection Control

You have a responsibility to comply with Trust policies for personal and patient safety and prevention of healthcare-associated infection (HCAI); this includes a requirement for consistent compliance with hand hygiene, use of personal protective equipment and safe disposal of sharps. You will be asked about adherence to measures for reducing HCAI at the annual appraisal.

Smoking Policy

You are not allowed to smoke in Trust buildings or grounds. Assistance will be provided to assist you to quit smoking through our Occupational Health service.

Confidentiality

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

Safeguarding the welfare of children and vulnerable adults

You should be aware of Trust policies and procedures on safeguarding the welfare of children and vulnerable adults., and appreciate the importance of listening to children, young people, and vulnerable adults, particularly when they are expressing concerns about their own or other children's/vulnerable adult's welfare.

Mandatory Training

You are required to attend mandatory training as required. if you are unable to attend a required session you should ensure that this is rectified with your line manager's support at the next available opportunity.

Raising issues of Concern

If you have any concerns about practices or processes within the Trust, you should raise this with your line manager. If you do not feel able to raise concerns directly you should access the Trust's haven procedures for raising issues of concern in confidence.