

JOB DESCRIPTION

JOB TITLE:	Head of Midwifery and Neonates
BAND:	8C
SALARY:	£70,417 - £81,138 per annum
HOURS:	37.5 per week
TYPE OF CONTRACT:	Permanent
DEPARTMENT:	Maternity & Neonates
SPECIALITY / DIVISION:	Family and Specialist Services
RESPONSIBLE TO:	Director of Midwifery & Neonatal Services (DoM)

MAIN DUTIES & RESPONSIBILITIES:

Clinical/Professional

- The Head of Midwifery and Neonatal Services role is a key position within the Divisional Management Team, responsible and accountable to the Director of Midwifery and Neonatal services (DoM), with a prime focus on the day-to-day operational delivery of high standards of patient care across integrated care pathways and services. The purpose of the role is to provide midwifery and nursing leadership, to ensure and consistently develop high quality efficient service provision for all that are accessing maternity care.
- The post holder will be responsible for operational direction and provision of management of Midwifery and Neonatal services in this senior leadership role. They will ensure delivery of consistently high standards of quality care, robust governance, patient experience and sustainability of service.
- The post holder will be required to act up as the DoM in the day-to-day delivery of the clinical business of the service and assumes delegated functions for nursing and midwifery, including, recruitment and retention, measuring and improving standards of care, transformation of services, improving patient experience across the specialities. This will need to undertaken in accordance with agreed objectives, targets, quality standards, controls and resource constraints.
- Reporting to the DoM, the post holder will develop, maintain, and provide assurance on clinical safety and quality systems and processes, MIS Submission, CQC standards, clinical policies and procedures, clinical quality, health and safety, patient experience,

complaint systems and resolution, incident reporting and resolution, contractual quality measures and safeguarding.

- The post holder will assist the DoM, Clinical Director (CD), and Divisional Director of Operations (DDO) to ensure that divisional and corporate objectives in relation to the workforce, service delivery, quality improvement, clinical quality, safety, and leadership are carried out. The responsibility includes covering for board assurance and quality committee reports and presenting them in the absence of the DoM.
- The Head of Midwifery will work with the BSW Local Maternity and Neonatal System (LMNS) and all associated agencies, to lead on the transformation of Maternity Services, playing a key role in the LMNS to meet national and local priorities, set out in the 3-year delivery plan for Maternity and Neonatal Services.
- The Head of Midwifery will create an environment in which midwifery and neonatal staff feel valued and supported in practice

Managerial and Leadership

- To exhibit leadership behaviours that demonstrate respect, resilience, trust, enthusiasm, and energy, positively impacting on the culture of the workforce leading to a safe and happy workplace.
- To provide professional, managerial, and clinical leadership across the midwifery-led neonatal and obstetric-led pathways.
- To lead with a strong operational presence, influencing to ensure the provision of a safe, effective, and evidence-based service to women and families.
- To be an integral member of the Leadership team taking an active role in supporting the maternity service and the division in achieving agreed targets.
- Support the workforce strategy and take the lead on maternity recruitment and retention, ensuring the workforce maintains national standards for safe staffing.
- To be a key influencer in progressing service developments which reflect professional, clinical, and corporate objectives.
- Lead by example, empowering individuals to step up and use their initiative and creativity to deliver results, make positive change and accept responsibility for impact and adding value.
- Act collaboratively and in partnership with the DoM, DDO, CD, Neonatal Consultant Nurse and the Obstetric Clinical Lead.
- Provide professional leadership and operational management to Maternity Matrons and to the wider service as required.
- To be responsible for implementing and the monitoring of agreed Trust quality indicators.
- To lead or participate in professional and clinical committees or projects both internally and externally to the Trust.

- Support Service Improvement projects or development programmes that contribute to the modernisation of patient services, providing both professional and clinical advice as necessary. Champion the Improving Together methodology.
- Where appropriate, support the DoM to represent the Trust within the NHS and with partner organisations. Work closely with them to institute integrated working in the best interest of patient care, ensure appropriate public and patient involvement in assessing service quality and improvements.
- Develop external networks and represent the Trust/midwifery/neonatal profession at local, regional, and national level.
- To lead, participate and facilitate workforce redesign and modernisation of the midwifery workforce, working in close partnership with key stakeholders.
- To be responsible for effective workforce planning supporting matrons within managed areas on a day-to-day basis.
- Actively promote leaders of teams to consider the patients and their families experience to be the driver for quality, satisfaction, and safety.
- Participate in all reviews of the midwifery and neonatal workforce planning to ensure that the staff establishment and profile is sufficient to meet the needs of the service and manageable within the resources available.
- With the DoM support a consistent approach to midwifery and neonatal practice ensuring guidelines are developed, used in practice, and implemented to comply with the national standards.
- To support the DoM in the ambition to provide excellence in patient experience.
- Using wider engagement and feedback from patient's experience and complaints to drive forward positive change within the service by outwardly seeking patient's views, encouraging feedback, monitoring standards, evaluating, and making improvements.
- Lead on patient's experience whilst accessing all aspects of the maternity and neonatal service.
- Lead on and monitor incoming complaints, outgoing responses and ensure that any opportunities for learning are progressed, communicated, and implemented.
- Lead on the implementation of the practice-based learning agenda within the maternity service ensuring all areas are developed to become effective learning environments.
- Promote and inspire a safety culture that thrives on learning, improvement, and respect.
- Communicate effectively at all times and maintain a harmonious working environment.
- Participate in the Maternity Manager on call rota assuming full responsibilities for this role and providing on call support as per rota. In the absence of DoM be accountable person out of hours for the service.
- To proactively seek funding opportunities for the maternity and neonatal service and lead on developing business plans.
- Respond appropriately to critical and major incidents and other significant events impacting on patient's care.
- To be responsive and flexible to the changing priorities of the service and within the remit of the role.

- To maintain, monitor and evaluate standards of care within the team and assist in the implementation of recommendations from government or professional bodies in relation to maternity care, with a key role in leading development of evidenced based clinical guidelines and policies, both at a local and LMNS level
- Co-ordinate new health care initiatives with service providers and commissioners to facilitate improvement.
- To oversee the implementation of national guidance relating to risk and governance, as supported, and coordinated by the Quality and Safety Matron.

Corporate

- Develop effective relationships with key external stakeholders including NHS England, Health Education England, local higher education providers, other local healthcare providers, local authorities, commissioners, and the voluntary and community sectors in relation to Maternity and Neonatal Services.

Clinical Care Standards

- Act as a clinical expert within the sphere of midwifery practice.
- With the DoM, supervise and ensure a consistent approach to midwifery across all areas covered, through collaborative working and the development of shared procedures and guidelines, supervising the auditing of practice and development of action plans. Through interpretation and judgement, ensure guidelines are developed, used in practice, and implemented to comply with the national standards.
- To provide excellence in patient's experience leading on real time feedback from service users. Guide and support the matrons and senior midwifery staff in monitoring, evaluating, and improving patient experience.
- Use wider public engagement to drive forward positive change within the service, by outwardly seeking patient's views, encouraging feedback, evaluating, and making improvements.
- Supervise the response to complaints and clinical incidents and respond, where appropriate, to ensure robust systems are developed and implemented, to inform and improve practice. Provide written reports on complaint themes and actions as required.
- Focussing on the patient experience and clinical quality standards through the collection and use of relevant clinical indicators and high impact intervention audits.
- Support the DoM by undertaking root cause and trend analysis of data in relation to complaints and adverse incidents related to nursing, and midwifery.
- Assume responsibility for risk issues within the clinical environment, ensuring corrective action is taken and clinical risk is managed.
- To lead and ensure all modern matron practices are embedded in practice.
- Ensure rotas and on call arrangements are in place to manage the maternity and neonatal services 24 hours a day/ 365 days a year.

- Working with the Midwifery Matrons and other Senior Staff to ensure safety and quality systems and processes are upheld and a focus on quality maintained.

Budgetary and financial responsibility

- Act as an authorising signatory for budgets within limits agreed with the Director of Midwifery and be the accountable budget holder for a portfolio of services within the division.
- Ensure systems are in place for appropriate financial management in line with Trust structures.
- Leads on cost improvement plans and instil in matrons and senior midwives a strong emphasis on value for money, quality of patient experience and return on investment rather than purely cost reduction.
- Lead and support matrons and senior midwives to manage within their allocated budgets.
- Provide effective and accountable budget management ensuring that there is collective responsibility within teams for day-to-day costs.
- Manages the process of approving/controlling the use of agency midwifery/nursing staff.

Human Resource Management

- Directly manage the Midwifery matrons within designated areas and through them ensure that all members of the clinical teams are managed in accordance with Trust policies and procedures.
- Manage and undertake appraisals for directly managed staff and ensure systems are in place for the appraisal of all staff within designated areas, as per Trust policy.
- To ensure training needs analysis is undertaken, in line with the appraisal process, and an annual development plan for designated areas is developed, feeding into, and complimenting the Divisional plan.
- Promote professionalism amongst staff by maintaining and developing the current appraisal system.
- To develop and implement an annual recruitment and retention strategy in line with the workforce strategy, working closely with the Divisional People Partner, DDO, and the DoM.
- To participate in the full recruitment processes of directly managed staff and ensure delegated responsibilities of recruitment are clear to support others with the recruitment, induction, and retention of staff.
- Ensure accurate, timely and accessible information and reports are produced for all areas of responsibility contributing to the performance-monitoring framework for the Trust.
- Undertake audit and research activity, which will enhance evaluation of services.
- Oversee and be responsible for implementing public health initiatives ensuring that agreed targets are met.

- Take responsibility for developing the Division's approach to patient and public involvement.

Professional Development

- Develop external networks and represent the Trust/midwifery/ neonatal profession at local, regional, and national level in driving forward the Trust/midwifery agenda at appropriate forums.
- Participate in annual appraisal, 360-degree feedback for self and team; demonstrate on-going professional development by keeping up to date with national and local developments in nursing/midwifery and NHS policy and practice.
- To be designated representative for DoM as necessary.

Key Working Relationships

- Director of Midwifery
- Divisional Director of Operations
- Clinical Director
- Divisional Management Team
- Divisional People Partner
- Midwifery Matrons
- Safety and quality Team
- Midwives
- Neonatal nurses
- Obstetric clinical Lead
- Obstetricians
- Neonatal clinical Lead
- Neonatologists
- Advanced Neonatal Nurse Practitioners
- Neonatal Nurse consultant
- Finance Business Partner and wider finance team
- Women, Birthing people and Families
- Patient support services/patient experience
- Administration staff
- Maternity Care Assistants / Support workers
- Executive and non-Executive Directors
- Chair and Clinical Lead of the LMNS
- Regulatory bodies i.e CQC
- MNSI
- Maternity and Neonatal Voices Partnership

POLICIES AND EXPECTED STANDARDS

The post holder is required to familiarise themselves with all Trust policies and procedures and to comply with these at all times. The Code of Expectations of Employees in particular sets out what you as a post holder are required to follow at all times, and you should study this carefully. Failure to comply with any of the Trust's policies may result in disciplinary action up to and including dismissal.

All staff must have an understanding of their responsibilities in relation to being accountable for knowing who is in and has access to their area of work. Staff must recognise the need to challenge appropriately and understand their duty of care relevant to their position within the organisation. Staff must be familiar with and understand the correct reporting process where there has been a potential breach.

OUR VALUES & BEHAVIOURS

All staff are required to adopt and follow the Trust values and behaviours at all times. Our values and behaviours are:



New staff will be presented with a leaflet outlining the values and behaviours expected of them at trust induction.

CONFIDENTIALITY & INFORMATION GOVERNANCE

All post holders must comply with all relevant legislation & Trust Policy with regards to Confidentiality & Information Governance, including the Data Protection Act (2018) ensuring that no information obtained through work is communicated to any persons other than those requiring it to complete their duties.

SAFEGUARDING ADULTS & CHILDREN

All Trust staff have a responsibility to safeguard adults & children which includes an understanding of the relevant Trust & Local Safeguarding Adults & Children's Board Policies.

HEALTH AND SAFETY

Employees must act at all times in line with relevant Trust Policies & the Health and Safety at Work Act (1974) to ensure a safe environment for patients, visitors and staff.

HEALTHCARE ASSOCIATED INFECTIONS (HCAIs)

All Employees are responsible for ensuring that:

- your practice so far as is reasonably practicable, protects patients, staff and other persons against risks of acquiring HCAIs;

- where patients present with an infection or acquire an infection during treatment, that they are identified promptly and managed according to good clinical practice to treat the infection and reduce the risk of transmission.
- you follow all Trust policies, procedures and processes to meet the duties set out in the NHS Hygiene Code and assist in their full compliance by all staff within your department.

HEALTH & WELLBEING

The Royal United Hospital is committed to promoting the Health & Wellbeing of its staff. The Trust is a smoke free site; smoking is not permitted anywhere in the grounds. The Trust has a Stress Management Policy, which staff should familiarise themselves with to ensure that they have adequate support for the management of their own, and their colleagues stress. The Trust has an onsite Employee Assistance Programme (EAP) which is available to all staff, offering support to staff & their families.

EQUALITY & DIVERSITY

The Trust values Diversity and actively works towards promoting Equality both in terms of its healthcare provision and within its current and potential workforce. It is the aim of the Trust to ensure that no job applicant or employee receives less favourable treatment because of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, or sexual orientation.

FLEXIBILITY

This job description is intended to provide a broad outline of the main responsibilities only. The post holder is required to be flexible in developing their role in agreement with their designated manager. In addition they may be required by their manager to carry out any other duty commensurate with their banding and expertise.

DIMENSIONS

The postholder will have line management responsibility for four Matrons, who line manager over 350 members of the midwifery and neonatal service. The postholder will have responsibility for the service budget (Speciality level), including forecasting and will support effective financial governance via the Matron team.

STRUCTURE CHART



ANNUAL LEAVE ENTITLEMENTS:

Length of Service	Annual leave and public holidays
On appointment	202.5 hours plus 60 hours (27 days + 8 days) pro rata for part time staff
After five years' service	217.5 hours plus 60 hours (29 days + 8 days) pro rata for part time staff
After 10 years' service	247.5 hours plus 60 hours (33 days + 8 days) pro rata for part time staff

NOTICE PERIODS:

Band	Notice Period
Band 1 – 3	4 weeks
Band 4	6 weeks
Band 5 – 6	8 weeks
Band 7 – 9	12 weeks

PERSON SPECIFICATION

CRITERIA REQUIRED	ESSENTIAL	DESIRABLE
<p>Qualifications & Training</p>	<p>Registered Midwife Further evidence of management / leadership training [or experience] and continuous professional development</p> <p>Relevant Postgraduate qualification in management or leadership</p> <p>Master's level qualification in Midwifery or associated subject (or portfolio of evidence working at that level)</p> <p>Demonstrates evidence of ongoing continuous professional development</p>	<p>Leadership Qualification</p>
<p>Knowledge & Experience</p>	<p>Substantive experience at senior leadership role</p> <p>Evidence of working with Local Maternity Systems and Strategic Clinical Networks</p> <p>Minimum 3 years staff management, including Senior Level Experience</p> <p>Experience at a senior level of leadership and change management in a complex environment, including a sound understanding of the performance and safety and quality requirements of the NHS to improve service delivery and governance requirements of the NHS to improve service delivery</p> <p>Up to date knowledge of national developments and active involvement in local and national networks</p>	<p>Experience of leading on Clinical Governance and Risk Management / safety and quality systems and processes</p> <p>Experience as a Deputy Director/Head of Midwifery</p>

	<p>Experience of building and sustaining effective and productive working relationships with a range of people at local and regional level including statutory, voluntary, and private sector organisations</p> <p>Evidence of partnership working with service users, health professionals, voluntary organisations etc in the development of strategy and service improvement to ensure user centred services</p> <p>Experience of instigating and leading complex change to achieve continuous improvement.</p> <p>Experience of financial management and rigorous financial management and control to meet agreed targets</p> <p>Sound knowledge of current national drives, national maternity agenda, assurance around maternity quality and safety</p> <p>Able to advise Trust staff on best practice across the Trust in relation to maternity services.</p> <p>Knowledge and experience of implementing UNICEF Baby Friendly Initiative Standards and Accreditation</p> <p>Knowledge of (and experience of involvement in) clinical governance and risk management processes</p>	
--	---	--

	<p>Proven experience of building effective partnerships and alliances both internal and external to the organisation</p> <p>Experience of developing and implementing a midwifery strategy</p> <p>Proven management experience and the ability to lead staff in achieving complex outcomes.</p> <p>Significant budget management experience</p> <p>Experience of dealing with service users' complaints and investigating informal and formal complaints, being able to lead in writing responses and reports</p> <p>Demonstrates evidence of well-developed clinical practice. Able to advise on and implement improvements to the quality and efficiency of care for patients</p> <p>Strong organisational skills - Able to organise own workload and take responsibility for own Clinical actions and systems / standards across area of responsibility.</p> <p>Demonstrates commitment to working as part of a team and ability to build the divisional team across areas of responsibility.</p> <p>Able to take charge and delegate duties effectively Able to act as an advocate to service users.</p> <p>Demonstrate ability to interpret and analyse data and adapt</p>	
--	---	--

	<p>national and local policy from several sources into Trust standards.</p> <p>Ability to act as effective facilitator, coach and clinical supervisor.</p> <p>Highly effective communication skills - able to communicate verbally and written to staff, patients and relatives including in situations of conflict & distress, ensuring that communication is tailored to the person being</p> <p>Investigation skills to deal with complaints and issues of conduct / performance.</p> <p>Ability to write and lead on management reports identifying investigation findings, clearly documented with appropriate judgement and actions needed.</p> <p>Able to document observations, results, decisions and actions etc. effectively in patient notes and communicate these effectively to appropriate members of the multidisciplinary team.</p> <p>Able to communicate complex information to large groups, members of the multidisciplinary team throughout the division and Trust</p>	
<p>Values</p>	<p>Values and respects others, treats everyone as an individual, is non-judgemental</p> <p>Motivated to be genuinely kind and caring</p> <p>Helps and co-operates with colleagues</p> <p>Pro-active and takes responsibility</p> <p>Willing to learn, open to change</p>	

	<p>Motivated to make a difference in whatever way they can</p> <p>Takes pride in themselves, their appearance, their role and where they work.</p> <p>Able to apply understanding of equality & diversity to management of own staff</p> <p>Other</p>	
<p>Physical Skills & Effort Emotional Effort</p>	<p>Physical Effort Light physical effort required</p> <p>Emotional Effort Dealing with death / bad news - Ability to sensitively inform service users on emotional and complex issues such as patient death, diagnosis and treatment, complaints investigation and resolution.</p> <p>Able to support & facilitate own staff in dealing with these</p> <p>Continuously required to challenge and lead practice including ability to justify actions, to be scrutinised and to scrutinise others.</p> <p>Conflict - Ability to deal with conflict in the ward team, with service users and involving patients with mental health problems.</p> <p>Staff Management – emotional pressures of managing staff against performance and budget.</p>	
<p>Requirements due to Working Environment</p>	<p>Management of COSHH, Health, Safety of Patients Staff, and Visitors in the ward environment.</p> <p>Involves direct contact with body fluids, products, blood, sputum and vomit, foul linen</p>	

	<p>etc on a number of occasions per shift.</p> <p>Ability to manually handle patients and equipment</p> <p>Involves risk of verbal aggression and physical violence from patients & relatives.</p> <p>Able to participate on the Midwifery Manager on call rota</p>	
--	---	--