

Join us at UHB



Building healthier lives

Welcome from our CEO

Professor David Rosser



Dear Candidate,

Thank you for your interest in working with us here at University Hospitals Birmingham NHS Foundation Trust (UHB).

Please take some time to read through this application pack to gain a better understanding of our Trust in general, this role in particular, and why UHB is a great place to work.

UHB is one of the largest teaching hospital trusts in England, serving a local, regional, national, and international population. We employ around 22,000 colleagues and are committed to investing in your training, development, health and wellbeing and future career with us.

We see and treat more than 2.2 million patients every year across our four hospital sites - Good Hope, Heartlands, Queen Elizabeth Hospital Birmingham and Solihull Hospital - and through our community services and clinics. We are centres of excellence in many clinical specialties.

But it's not just our patients we invest in at UHB; we also invest in our staff. In fact, we believe we are defined by our people, not the state-of-the-art equipment or facilities we work out of. We have high standards and we want to build healthier lives for patients and our teams, wanting you to enjoy your job, and flourish in it.

To reinforce this commitment, we recently refreshed our values after hearing from over 1,400 colleagues about what made them proud to work at UHB

We will be:

Kind: the kindness that people show to each other every day

Connected: the connections we build with everyone around us

Bold: the ability to be bold in how we think, speak and act

We hope you find this pack useful and look forward to receiving an application from you for this role within our Trust.

Yours sincerely,

A stylized, handwritten signature in black ink, appearing to read 'David Rosser'.

Professor David Rosser,
Chief Executive Officer

JOB DESCRIPTION

Job Title	Matron
Pay Band	8a
Department	Short Stay Surgery and Admissions
Division	Division 1
Reports to	Deputy Director of Nursing
Professionally Responsible to	Deputy Director of Nursing

JOB SUMMARY

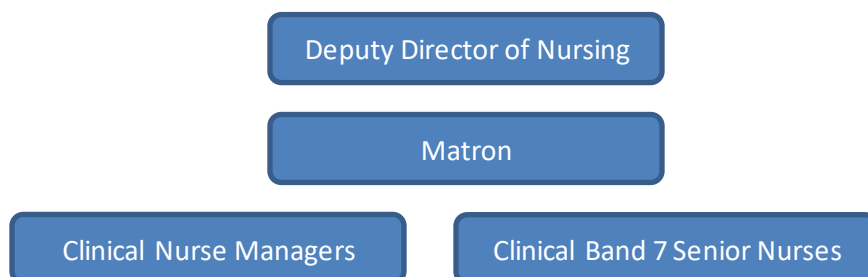
The Matron will provide clinical and professional leadership to assigned clinical wards and departments and specialist nursing/midwifery teams ensuring that action is taken at all levels to empower nurses/midwives to provide high standards of care in a safe environment. They will uphold the reputation of the profession and adhere to the NMC/ HCPC codes of conduct, making the care of all people their first concern. The term “nursing” shall refer to Registered Nurses and Midwives / AHP’s / ODP’s and unregistered health care support workers who are managed through nursing and midwifery structures within the Division.

The post holder will be highly visible, accessible and recognisable to patients, relatives and staff and act as a champion for privacy and dignity, professional standards and patient advocacy. They will act as a role model, demonstrate respect, dignity and compassion when delivering their professional duties, and uphold the principles of equality and diversity.

Under the direction of Deputy Associate Director of Nursing, Deputy Divisional Director and Deputy Divisional Director of Operations, The Matron alongside the Group Managers and Clinical Service Leads providing a triumvirate of leadership to assigned services within a Trust Division.

He / she is responsible for promoting the vision and values of University Hospitals Birmingham, leading by example and ensuring that they demonstrate those values in their leadership behaviours and how we support our teams and deliver our services

TEAM/DEPARTMENT STRUCTURE CHART



KEY SKILLS

The Matron is responsible for delivering the Trust's Strategy, within their area of responsibility, incorporating the following:

- Ensuring the standardisation of services across all relevant sites to the best possible level, so that all of our patients experience equally high quality care;
- Supporting the planning, development and delivery of multi-site services to ensure that there is a common understanding of capacity and demand with clear operational plans to deliver the best in care in the most appropriate settings;
- Supporting the planning and managing services to ensure the best possible use of resources.
- Supporting the development of a sustainable safe workforce that is fit for the future within their area of responsibility;
- Working with system partners to put in place clinical pathways that care for patients in the most appropriate settings, and reducing inappropriate or avoidable demand for acute services.
- For ensuring services are delivered in a culture where patient safety, high clinical quality, service improvement and financial accountability are paramount.

The post holder may manage services across a number of Trust sites and will be expected to provide support to other services in the Division in the absence of peers. When required, he/she will deputise in the absence of the Deputy Associate Director of Nursing and participate in an on-call rota.

Key working relationships:

Internal: Executive Chief Nurse/ Director of Nursing /Deputy Chief Nurse/ Divisional Associate Directors Nursing / Midwifery / Divisional Deputy Associate Directors of Nursing / Midwifery/ Heads of Service / Corporate Nursing colleagues /Lead Nurses / Matrons/ Registered and unregistered Nurses and Midwives and health care support workers / Registered & unregistered ODP/ AHP's and support workers / Departmental Managers /Directors of Operations/Deputy Directors of Operations, Group Managers/Group Support Managers /Clinical Directors/Clinical Service Leads Consultants/Clinical Nurse Specialists /Finance team/ Patient Safety and Clinical Governance team/Risk Management Team / Human Resources team/ Patients / Service Users / families and carers of patients / Governors multidisciplinary team members within the Trust / Admin & Clerical Staff / UHB+ Staff Bank

External: External NHS providers and commissioners, Universities and Education Partners, NHSi / NHSE / HEE / CQC/ CCG, voluntary and charitable organisations and local authority providers associated with health care

KEY RESPONSIBILITIES

MAIN DUTIES & RESPONSIBILITIES:

Main duties & responsibilities:

KEY RESULT AREAS:

- Lead with credibility and authority and be revered for high standards of patient care.
- Be a strong advocate for excellent patient care ensuring this is fundamental to all clinical decision making.
- Be accountable for budget and financial targets within the area of responsibility and support / lead on the delivery of quality and efficiency initiatives.
- Actively contribute to and influence Corporate / Divisional agendas.
- Positively seek improvements to practice and constructively challenge poor practice or behaviour.
- Champion the sharing of good practice and innovation across Divisions/ Services.
- Provide assurance that investigations into patient care / complaints lead to systematic changes when required, and that any changes in practice are actively monitored and sustained.
- Ensure own practice and that of others upholds the NMC/ HCPC Codes of professional conduct

Clinical Quality and Safety

1. Act as a strong advocate for excellent patient care, establish and maintain effective relationships with clinical and managerial leaders providing a senior clinical perspective to ensure operational delivery is patient centred.
2. Be responsible for monitoring the quality of environmental services within the care area and take steps to ensure the environment of care is safe, clean and patient focused.
3. Act as a strong advocate for excellent patient care, ensuring clinical practice and care delivery is in accordance with relevant standards; evidence based and aligned to trust guidelines, protocols and policies .Be able to challenge clinical decisions in the best interests of patients.
4. Be responsible for embedding clinical standards; ensure any changes to clinical practice are implemented within areas of responsibility. Ensure quality is a focal part of all key meetings, discussion across clinical and non-clinical staff, and is evidence in minutes/ actions.
5. Lead and direct the implementation of essential standards associated with the provision of care / practice and patient experience in close collaboration with Divisional , Corporate and Clinical Governance teams by:-
 - 5.1. Incorporating any directives within area of responsibility, taking into account specific implications for areas of speciality.
 - 5.2. Leading the negotiation and discussion with clinical managers within their areas of responsibility to devise action plans with clear responsibilities and deadlines that facilitate implementation of agreed plans.
 - 5.3. Monitoring clinical compliance within areas of responsibility with key performance indicators and ensure robust systems are in place to audit and develop actions plans in response to audit findings.



- 5.4. Ensuring sustained performance with agreed metrics.
 - 5.5. Participating in quality/safety/compliance visits. Prepare and plan to meet external and internal inspection criteria. Ensure quality monitoring process's including clinical audit is fully implemented across the area of responsibility and action is taken to maintaining and improve quality standards in all areas.
 - 5.6. Ensure the results of clinical audits, clinical dashboard reviews, benchmarking are discussed at Divisional / Departmental / Unit / Ward meetings and within the triumvirate/ service or speciality.
 - 5.7. Where required produce / contribute to the production of quality and safety reports for their areas of responsibility and reporting these through to the Deputy Associate Director of Nursing / Midwifery. Directors.
 - 5.8. Investigate serious incidents and complaints to identify trends and implement action plans as a result. Ensure lessons are learnt and actions are taken to improve care standards and achieve zero harm.
6. Take a lead role in the implementation and monitoring of the Trust's risk and governance strategy. Ensure that the Group has appropriate clinical governance arrangements in place to ensure the delivery of excellent clinical performance
- 6.1. Ensure that all risk registered are maintained, provide assurance that investigations have led to systemic changes where these are required and that any changes in practice are actively monitored and sustained. Draw up and support others to draw up action plans to minimise and manage risks.
 - 6.2. Have responsibility for the Group's compliance with Health and Safety and other nationally and locally agreed standards. To identify, agreed and implement subsequent action plans.

Lead and influence improvements in patient safety through:-

- 6.3. Undertaking / participating in departmental and service workforce reviews incorporating the use of evidence based tools/ National standards and local service delivery requirements
- 6.4. The reduction and minimisation of temporary staffing usage.
- 6.5. Ensure staffing/patient ratio, is appropriate to patient needs.
- 6.6. Lead/ support reflective learning from practice, undertaking root cause analysis / clinical and workforce investigations as required
- 6.7. Lead on disciplinary investigations and where necessary prepare and present management cases.
- 6.8. Robust and timely responses to and management of safeguarding issues, assessment of Mental Capacity and application of DOLS frameworks.
- 6.9. Robust response to and management of challenging patient/ staff / visitor behaviour.
- 6.10. Identification, management and resolution of patient safety issues/ trends.
- 6.11. To work closely with the Divisional finance and business teams and develop



innovative methods of income generation (fully understanding the implications of patient choice), financial control, strategic planning and bids for “new opportunities”, “modernisation” and public/private partnership funding

Human Resource Management

1. Effectively manage the human resources within the service.
2. Monitor compliance with, professional and Trust standards of practice , Trust policies and guidelines, induction, induction , education and training , mandatory and statutory, particularly focusing on clinical training associated with the prevention of harm , infection control, fire, moving and handling and basic/ hospital Life Support.
3. Meet with the Deputy Associate Director of Nursing/Midwifery to discuss professional, environmental and resource issues.
4. Accountable for ensuring that each clinical area of responsibility is undertaking return to works in a timely manner, delivering staff appraisals (100% compliance) , managing staff sickness in accordance with Trust policies and Values.
5. Proactively work with clinical managers to recruit and retain clinically appropriate staff.
6. Ensuring all staff are equitably managed (Equality and Diversity Act).
7. Promptly investigate and manage any performance, disciplinary, grievances, sickness and absence matters. Chair disciplinary hearings/ meetings in accordance with Trust policy and procedure .
8. Ensure development opportunities, are available and succession planning is implemented.
9. Act on staff satisfaction survey results for areas of responsibility.

BUDGETARY AND RESOURCE MANAGEMENT

Finance, Physical Resource and Activity Management

10. Ensure budgetary control at Ward/Departmental/service level through prudent and flexible staff utilisation, the management of sickness and other absence, minimal use of temporary staffing (Bank / Agency) and control of ward non pay budgets.
11. Review departmental / services resources regularly and ensure financial targets are met including cost improvement priorities.
12. Authorised level 2 signatory (Trust Standing Financial Instructions)
13. Monitor and ensure the appropriate use of supplies and equipment within the specialty.
 - Order/ authorise the purchasing / rental of specialist supplies (where required)
 - Advise on Trust purchases
14. Undertake an annual review of financial activity within the sphere of role and remit and provide a plan for areas requiring improvement.
15. Work closely with the Divisional finance and business teams; develop innovative methods of income generation, financial control, strategic planning and bids for “new opportunities”, “modernisation” and public/private partnership funding. Divisional



Strategic Service Plan and Trust Strategy.

16. Lead on the strategic review of the services within the ,lead and take part in, action planning for identified areas of improvement e.g. improved capacity planning of theatre lists/outpatients clinics, improved patient access, improved use of resources (drugs /medical equipment).
17. Where required, produce briefing documents and papers for submission by the Deputy Divisional Director / Deputy Director of Operations/ Deputy Associate Director of Nursing /Midwifery to the relevant senior Advisory Groups, Divisional meetings and Trust Board etc.

MANAGEMENT , SUPERVISORY, TEACHING, TRAINING RESPONSIBILITIES

Leadership and Management

18. Act as a guardian for professional accountability and standards, ensuring professional practices in line with the requirements of the NMC / HCPC and the Trust.
19. Hold nurses/ practitioners to account where patient care and experience is of an insufficient standard and / or where staff fail to meet their professional requirements.
20. Be able to challenge clinical decisions in the best interests of patients.
21. Ensure the appropriate use of specialist/corporate teams ie: Infection Prevention and Control Team/ Tissue Viability to ensure practices adhere to National standards and emerging advances in care.
22. Ensure monthly unit / service / departmental meetings are undertaken with clinical managers raising departmental, Group, Divisional and Trust priorities. Set agenda and ensure minutes are taken and available for all staff. Offer opportunities for constructive open dialogue.
23. Planning and implementation of clinical policy and practice change within the Group / Division ensuring the dissemination and change of practice is consistent across the Division.
24. Works with the wider multi-disciplinary team to reduce patient length of stay by ensuring efficient and effective well planned care/ procedures.
25. Influence and design complex care, operating models and discharge processes using expert leadership, analytical and communication skills.
26. Ensure timely and effective patient discharge/ transfer of care applicable to the service.
27. Support the site operational functions which ensure effective patient flow incorporating national and locally agreed waiting times and bookings targets ensuring these are understand and met. Work with the Site management teams to support effective capacity management where required.
28. Develop a culture of listening, whereby patients, relatives and carers are central to service delivery and development.
29. Analyse patient survey and feedback data and ensure the management of a monitored improvement plan to address areas of identified weakness or concern.
30. Provide and receive highly complex, sensitive and contentious information to senior managers, staff, patients, carers and external agencies.



Be responsible for the provision of information and data required for inclusion in Trust Performance Monitoring Data Sets and to ensure Service / Departmental / Divisional performance targets are met. To work in close conjunction with the Senior Divisional Management team to set and deliver the service objectives, in line with Corporate/Divisional Strategic delivery plan and targets

RESEARCH AND DEVELOPMENT

Policy and Service development

1. The post holder will be a proven change agent and role model. Have a good understanding of the local and national health care agenda. Be innovative and a visionary.
2. Assist in current clinical audit and ensure changes are implemented into practise.
3. Through partnership working, support Divisional initiatives on new ways of working / role redesign / service improvements, new technology to improve quality and productivity.
4. Participate in developing a shared vision of the service and work with the multi-disciplinary team, organisation and external agencies to achieve this.
5. Act as an expert resource to others; in developing and improving specialist knowledge and skills in clinical practice; through being an assessor, teacher and facilitator.
6. Actively participate in strategic service planning and development.
7. Plan, develop, initiate and participate in such research projects in Nursing as appropriate and derive conclusions applicable to practice.
8. Work with the Trust Research and Service Improvements teams to facilitate trials of equipment and negotiate with companies/ reps/ procurement in order to ensure appropriate equipment usage and identify potential for cost improvements and lead on the delivery of these.
9. Act as facilitator in developing clinical practice and promoting changes in service that meet National Standards including NICE guidance.
10. In partnership with multi- professional colleagues , Director of Nursing , Divisional Associate Director of Nursing/Midwifery and other senior nursing /midwifery colleagues lead, coordinate and facilitate the development, implementation and review of standards, policies, procedures, competencies and clinical guidelines, with the multidisciplinary team.
11. Contribute to the development of evidence-based standards, policies and guidelines at local, Trust and national level, to improve the practice of own and other professions.
12. Evaluate clinical effectiveness within the teams; identifying poor quality/performance. Devise a plan for quality improvement, implement, monitor and assess. Presenting



reports to the speciality Division/Directorate/Corporate nursing.

13. Develop care pathways for patients within the relevant specialities.

14. Promote the involvement of patients, carers and clinical users of the services with the aim of using their views to improve service delivery.

EFFORT

Personal and Professional Development

1. The post holder is wholly accountable for his/her practice; in-line with the NMC / HCPC Codes of Professional standards of practice and behaviour.
2. The post holder recognises the limits of individual competence and knowledge. They will undertake further training and academic qualifications as required for the role and service requirements. Taking ownership, responsibility and accountability for personal and professional updating and development; including mandatory training.
3. Be aware of and take appropriate action in regard of cardiac arrest, fire, internal and major incident.
4. Provide mentorship, coaching, supervision and shadowing opportunities to individuals in order to support their development.
5. Participate in personal development review process and maintain a professional portfolio which supports revalidation.
6. Maintain a high standard of personal behaviour and ensure effective communication with all members of the multidisciplinary team, patients carers and relatives. Act with personal and professional integrity within professional, ethical and legal frameworks and process to maintain and improve standard.

Physical Skills / Effort

1. Computer literate with standard IT / keyboard skills. Ability to travel regularly between all Trust sites / premises associated with the Trust and across the UK to attend meetings associated with the role as a Trust representative.
2. Light physical effort requires moving small items within office surrounding ie: stationary items.

Mental Effort

1. There is a frequent requirement for concentration where the work pattern is unpredictable and subject to frequent interruptions for urgent reasons.
2. There is a requirement for the post holder to analyse complex data for long periods of time and produce reports / recommendations from the analysis.



3. There is a requirement to interpret and translate national policy / directive into local action, policy and procedure at Trust level.
4. There is a requirement for autonomous decision making sometimes this may be urgent and in the absence of detailed information.

Emotional Effort

1. The job role involves proactively managing complex situations through the employment of strong inter personal skill to engage , influence and lead a diverse range of stakeholders through transformational change.
2. There is a requirement to reconcile inter and intra professional differences of opinion and judgments on complex clinical and professional issues.
3. The post holder will be required to impart unwelcome news to stakeholders which may influence strategic decisions in relation to temporary staffing use /demand and expenditure.
4. The post holder will deal with challenging concerns or issues raised by staff / colleagues and employees in relation to their terms and conditions, conduct or capability; this includes disciplinary matters/ hearings which involve the dismissal of staff .

Working Conditions

1. The post holder will have to travel across sites within the organisation using road transportation, and may start work on one site and end on a different site within the organisation. The post holder will be expected to travel to meetings in the UK as a Trust representative.
2. To be able to work flexibly as appropriate in order to meet critical, short and long term deadlines.

The post holder will undertake other duties as may be required to achieve the Trust's objectives, commensurate with the grading of the post.

TRUST VISION & VALUES

The Trust is clear on its vision and values and aims to make sure that they are reflected in all areas of activity. Our vision is simple; building healthier lives. Our values apply to every member of staff and help us in all we do and how we do it. They are:

Kind: The kindness that people show to each other every day

Connected: The connections we build with everyone around us

Bold: The ability to be bold in how we think, speak and act

ADDITIONAL INFORMATION

This job description is designed to assist post holders with understanding what is expected of them in their role. University Hospitals Birmingham NHS Foundation Trust may ask them to undertake other duties, as required, which are not necessarily specified on the job description but which are commensurate with the grade of the post.

The job description itself may be amended from time to time in consultation with the post holder, within the scope and general level of responsibility attached to the post.

All post holders must take responsibility to ensure that they are aware of and adhere to all Trust policies, procedures and guidelines relating to their employment regardless of their position within the Trust.

Last Updated: 15 July 2022

PERSON SPECIFICATION

JOB TITLE: Matron	
TRAINING, QUALIFICATIONS AND PROFESSIONAL REGISTRATIONS	
ESSENTIAL	DESIRABLE
<p>Relevant professional registration with NMC</p> <p>Evidence of post registration professional knowledge acquired through Diploma /</p>	<ul style="list-style-type: none"> Evidence of accredited management / leadership training or evidence of practical application of expertise at this level

<p>Degree or above supplemented by specialist training or equivalent experience to masters level equivalent</p> <p>Evidence of recent post-graduate / qualification professional development</p>	<ul style="list-style-type: none"> Teaching and assessing qualification
EXPERIENCE & KNOWLEDGE	
ESSENTIAL	DESIRABLE
<p>A proven track record of operational service management at a Band 7(or equivalent) or above, in an acute NHS provider healthcare setting managing a ward / service/ department. Including staff, financial/budgetary and change management.</p> <p>Experienced operational service manager familiar with managing / delivering patient services within acute patient services (scheduled and unscheduled care provider)</p> <p>Proven ability to analyse complex problems; develop and implement practical/cost effective sustainable solutions to address them. Incorporating the Trust values.</p> <p>Is able to articulate a clear understanding of current issues in clinical practice related to the role/ speciality applied for and is able to apply National and Trust Policy to practice</p> <p>Ability to think and plan strategically and tactically; whilst prioritising workloads in complex challenging and competitive environment.</p> <p>Demonstrate a strong sense of personal and collective accountability; with a precise understanding of boundaries around delegated authority.</p> <p>The ability to collaborate constructively, with internal and external stakeholders. Creating an environment and culture for successful Partnership Working.</p>	<p>Experience of planning and implementing service developments</p>



<p>Ability to understand how innovation and research, can impact on (1) patient care and experience (2) workforce recruitment and retention (3) Trust finances and reputation.</p> <p>Experience of planning and implementing service developments</p> <p>Experienced in the investigation and production of reports / action plans for clinical and human resource related incidents / professional issues.</p> <p>A good understanding of the NHS changing environment e.g., current concerns, initiatives and can relate this to the role applied for</p> <p>Working knowledge of CQC Standards (E)</p> <p>Can demonstrate an understanding of: -</p> <ul style="list-style-type: none"> • Safeguarding • Equality and Diversity • Data Protection Act • Workforce planning (• Business planning • Ergonomics (Human Factor) 	
SKILLS & ABILITY	
ESSENTIAL	DESIRABLE
<p>Well-developed leadership and influencing skills with the ability to enthuse motivate and involve individuals and teams to have an understanding of the Trust's and departmental/ward performance expectations</p> <p>Ability to be flexible and look beyond existing structures, boundaries and ways of working to produce more effective service delivery, patient outcomes and</p>	

<p>staff engagement.</p> <p>Committed to improving patient experience and outcomes through an ability to sustain a clear performance focus on achieving demanding goals; and developing a culture of openness, honesty, responsibility and accountability.</p> <p>Able to deal with challenging/difficult situations and individuals, with sensitivity and diplomacy.</p> <p>Able to develop and implement action plans / set standards and monitor progress</p> <p>Experience of clinical audit and the use of audit information to improve and sustain clinical practice standards</p> <p>Ability to deliver formal presentations</p> <p>Well established IT Skills</p> <p>Excellent written & verbal communication skills (</p> <p>Project management</p> <p>Demonstrate experience of high level communication</p> <p>Proactive, takes own initiative</p> <p>Excellent time management</p> <p>Highly developed skills of persuasion, motivational, negotiating and communication</p> <p>Ability to autonomously, prioritise workloads and stay calm under pressure of changing work demands</p> <p>Resilience</p> <p>Innovative and responsive to change</p> <p>Tactful, diplomatic and at ease with all kinds of people</p> <p>Strong sense of commitment to openness, honesty and integrity in</p>	
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undertaking the role	
OTHER SPECIFIC REQUIREMENT	
ESSENTIAL	DESIRABLE
<p>Ability to work flexibly and where necessary outside of core working hours.</p> <p>Ability to work at any site premises and travel within the UK on Trust business</p> <p>Car driver</p> <p>Ability to participate in a managers/ service on call rota as part of the Trusts out of hours management provision as required</p>	