The Lewis-Manning Trust

Matron for Nursing & Quality

Job Description
&
Person Specification
Job title: Matron Nursing & Quality

Function:

Salary band: Band 8 (Lewis-Manning)

Responsible to: The CEO and Board of Lewis-Manning

Accountable to: Medical Director

Hours per week: As required by the service to provide 7 day service

Location: Lewis-Manning Hospice

Job Context: Lewis-Manning Hospice, set in its own grounds in Lilliput, is a centre offering palliative care to local people living with cancer and other life-limiting illnesses and their carers

Job Purpose:

- To provide excellent clinical and professional leadership to nursing staff at all levels within the hospice environment including in-patient and outpatient services, ensuring that nursing care is delivered to a high standard and that the nursing resource is managed effectively

- To ensure compliance with Health & Social Care Act 2008 (Regulated Activities) (updated 2014)

- To work closely with the Medical Director and Chief Executive Officer (CEO), as Matron to ensure that the staff work effectively to achieve the Hospices objectives, and to lead on the CQC agenda ensuring that the hospice meets all the key criteria and the correct standard

- To lead on all aspects of patient safety and improving the patient experience as described in the NHS Outcomes Framework (domain 4 & 5) and internal Trust Policies

- To lead on Infection Prevention and Control

- To ensure that there are effective safeguarding procedures in place across the Hospice

- In collaboration with the Medical Director and CEO, monitor and deliver key quality improvements as required and produce a report on quality for all board meetings (6 x per annum), attending to deliver in person once a quarter

- In collaboration with the Medical Director and CEO the post holder will be involved in the planning and implementation of developments relating to patient care and quality throughout the Hospice. in some cases leading on Hospice wide initiatives
Key working relationships

The post holder will report to the Medical Director and CEO. Other key working relationships include:

**Internal**
- The Lewis-Manning Board
- Sisters and Senior Nursing Staff
- Operations Manager
- Finance Manager
- Allied Health Care Professionals (Senior Physiotherapists)
- Clinical Staff
- The Executive Team

**External**
- Patients, Families and Carers
- Chief Operating Officer Poole Hospital NHS Foundation Trust
- Commissioners (Dorset Clinical Commissioning Group)
- Collaboration with all agencies associated with the delivery of the provision of the directorate service
- Stakeholders

**Main Duties and Responsibilities**

*This does not represent an exhaustive or prioritised list of responsibilities but is an outline framework against which the post holder will be given flexibility to define and agree the detail.*

**General**
- As part of the Senior Clinical Group be accountable for the provision of expert nursing advice and input into operational and strategic issues including the development and implementation of strategy and policy which ensures that corporate and clinical group objectives are achieved within agreed timescales
- Develop and communicate an overall vision which provides purpose and direction for all staff working within the Clinical Group
- Develop a culture which positively promotes learning from incidents and patient feedback
- Encourage a climate of confidence, facilitating an environment of openness and questioning, to encourage ongoing development
- Develop and promote professionalism and forge relationships with other health care professionals and non-clinical staff, in order to improve the patient experience
- Actively promote the values of The Lewis-Manning Trust and encourage and support the development and implementation of quality initiatives
- Maintain an effective communication network to ensure staff has the information and support they require to provide high quality care for all patients and their families
- Act as a role model for nurses across the Hospice, promoting and demonstrating the standards of care and behaviours expected
- Be responsible for and lead the formulation and monitoring of annual nursing workforce development plans for the Trust, ensuring integration with the business planning cycle, and the optimal deployment of the nursing workforce
- Lead the Trust annual establishment review of nurse staffing levels to ensure safer staffing
- Act as link/adviser to other areas of the Trust
- Work in accordance with the Trust and departmental policies, procedures and guidelines

**Clinical**

- Deliver and supervise the delivery of all aspects of nursing care to patients based on research, knowledge and experience in order to maintain and raise standards of care
- Analyse, monitor and evaluate standards of care and facilitate remedial action when necessary
- Provide a visible, accessible and authoritative presence, establishing innovative and professional leadership which inspires, motivates and empowers nurses
- Act as an expert for specific aspects of clinical practice in accordance with needs of ward and personal special interests
- Apply and evaluate research findings in nursing practice to improve the standards of care delivered
- Ensure patient care is delivered in accordance with established policies and protocols and to the agreed standard
- Have a working knowledge of Health and Safety regulations and emergency clinical procedures, ensuring that appropriate action is taken in response to an emergency
- Ensure the safe custody and administration of drugs in accordance with established procedure and law
- Ensure the safe custody of patient's valuables and property according to agreed Trust Policy and Procedure
- Lead on promoting and monitor the adherence of infection control policies and procedures. Ensure the working environment is clean and fit for purpose
- Is conversant with current emergency resuscitation techniques, both in theory and practice
- Ensure adequate and appropriate patient and nursing documentation and records are maintained (written and electronic)
- Direct optimal utilisation of patient flow (bed capacity) within the Hospice
- Ensuring expert nursing advice is available at all times, and that the nutrition and hydration needs of the patients are met, as well and pressure care and the prevention of pressure ulcers
- Expediting patient discharge (as appropriate), ensuring appropriate planning and proactive measures are taken
• Manage, organise and facilitate effective discharge planning across the Trust in conjunction with the multidisciplinary team, and support other staff in doing so. As well as ensure end of life care meets the clinical standards and last offices performed as per protocol

• Ensure that patients and the public feedback is encouraged, heard, responded to and acted upon (bi annual survey, Friends and Family Test, informal feedback etc)

Management

• Provide effective line management to deputies, Sister, Nurse Practitioner’s, CNS’s (where relevant) within the Trust – and through them ensure that all nursing staff are appropriately managed

• Direct and manage Senior Nurses and Sisters to support the performance management process (including human resource and attendance management), and ensure that Sisters manage the staff who are responsible to them effectively

• In collaboration with the Medical Director and CEO an annual review of nursing and associated roles within the Hospice so that new and expanded responsibilities are developed where appropriate and skill mix changes implemented as required, to ensure appropriate transformation of the workforce linked to local and national initiatives

• Promote inter-professional communication and collaborative working within the department

• Responsible for improvement and effective management of change by acting upon audit and other reviews to implement agreed new approaches to raise the quality of care

• Promptly and efficiently analyse and formally respond to, follow up and manage critical incidents as highlighted by the adverse incident reporting system and complaints

• Develop and implement guidelines and policies for the Trust; propose changes to working practices, policies or procedures within the speciality. Such changes may, occasionally, impact beyond own area of activity (e.g. care of patients with specific special needs)

• Represent The Lewis-Manning Trust on regional working groups, committees and meetings as necessary (including network), and partake in all related work/activities

Educational

• Actively promote an effective learning environment

• Promote a reflective learning environment where staff evaluate and deliver care based on evidence and best practice in line with a programme of Quality Governance

• Support the Trust Sisters/Charge Nurses in creating an environment which is challenging, stimulating and supportive to individuals, promoting life-long learning in the improvement of patient care

• Ensure an effective staff appraisal system is in place (working to the Lewis-Manning Policy and Procedure) which identifies individual training and development needs and recognises those with the potential to progress. Also ensure mandatory training records are up to date and the workforce fit for purpose

• Ensure all clinical personnel files are up to date with the evidence of training
- Ensure that all clinical personnel have a personal training plan in place which is fed into the budget round (January)

- Be conversant with the current training curricula for all learners in the care environment and encourage professional development through coaching and clinical supervision

- Maintain own personal and professional development in accordance with NMC and other national guidelines, setting own developmental objectives under supervision through appraisal system. Support the revalidation programme

**Research and Audit**

- Initiate and participate in audit, research and quality programmes, developing and implanting appropriate policies and procedures to ensure evidence based practice

- Be aware of research governance if patients are involved in research programmes

- Act upon audit and other reviews to implement agreed new approaches to raise the quality of the care

- Review and revise the systems, practices and skills of the inter-professional team, with the system of quality governance to ensure they enable the delivery of best practice

- Support the development of clinical information systems

- Promote and develop standard setting initiatives, protocols and quality assurance programmes

- Develop and implement appropriate strategies to ensure patient and carer opinion is included in the development and improvement of services

**Responsibility for Financial and Other Physical Resources**

**Finance**

- Be accountable for the Trust nursing financial resources ensuring they are controlled and utilised effectively, demonstrating value for money. This includes:

  - Accounting for the use of resources both pay and non-pay
  - Analysing budget statements, explaining and reporting variance
  - Controlling the use of bank and agency nursing spend, ensuring the nursing pay budget remains in balance
  - Directing the development of rectification plans to deal with financial deficits
  - Identifying and delivering relevant cost improvement programmes and cost pressures in a timely manner
  - Working closely with the Finance Manager to ensure that Sisters and Senior Nurses are fully aware of their financial responsibilities by:
    - Ensuring all Sisters and Senior Nurses have received appropriate training on budgetary management
    - Conducting a monthly review of pay and non-pay, agency/bank spends

- Use and deploy resources and staff to achieve optimum value for money and quality care.
- Responsible for authorising expenditure and accountable for expenditure for nursing and departmental services in Critical Care.

**Physical Resources**

- Work in partnership with the senior medical team, ensure that appropriate nursing and medical equipment is available. Ensure that documentation is available confirming nursing staff have been trained in its safe use.

- Responsible for monitoring and maintaining clinical and medical stock control and security of stock working with the Operations Manager. Recommend review as necessary to the senior clinical team and manage any change required.

- Plan and monitor use of resources; ensuring that appropriate care is delivered to patients in a way that offers value for money within the agreed budget.

- Participate in ongoing monitoring of stock and equipment regarding suitability and appropriateness of use. Recommend review as necessary to senior clinical team and manage any change required.

- Participate in the approval and planning of trials of equipment and contribute to monitoring and evaluation of equipment on trial (according to hospice policies and procedures) and liaison with relevant hospital committees.

- Liaise with company representatives and relevant personnel for support with existing equipment and information for potential equipment and equipment under trial, according to unit and hospital policies and procedures.

- Show adequate, appropriate and safe use of resources and observe a personal duty of care when using equipment and resources (some of which is expensive and/or complex).

- Ensure via collaboration and action planning with Administration and Facilities that the Clinical Care areas are a clean, safe and supportive clinical care environment for patients, their families and staff.

**Responsibility for Human Resources**

- To deliver a robust and responsive workforce development plan which recruits, retains and develops a fit for purpose workforce.

- Take managerial and professional responsibility and accountability for the nursing team in the Hospice.

- Provide mentorship guidance, support and coaching to sisters/charge nurses to promote and enable effective change management and strengthen leadership skills.

- Ensure that the Hospice managing attendance policy is applied positively, including reporting arrangements, return to work interviews, referral to occupational health and working well programme.

- Ensure adherence of the clinical team to the RCN Revalidation process.
Generic job requirements applicable for all staff

The job description is intended as a guide to the main responsibilities of the post and is not an exhaustive list of duties. The post holder may be required to undertake other duties appropriate to the grade.

Lewis-Manning Trust's managers' code of conduct

As a Lewis Manning manager, you are expected to follow the code of conduct.

Hospice, Procedures and the Lewis-Manning Values

The post holder is required to comply with all Hospice Policies, Procedures and Standards and the Lewis Manning Approach (values) at all times.

Appraisal and Statutory Training

All staff is expected to participate in individual performance management process and reviews. All newly appointed staff will receive an initial appraisal within 3 and then 6 months of commencing in the post. Thereafter, appraisals will be conducted on an annual basis. The post holder will undertake all statutory and mandatory training as deemed necessary by the Trust.

Personal Development and Training

The Lewis-Manning Trust actively encourages development within the workforce and employees are required to comply with Hospice mandatory training.

No matter where you start within the Hospice, you will have access to extra training and be given every chance to progress within the organisation. You will receive an annual personal review and development plan to support your career progression and you will be encouraged to develop your skills and experience.

Health and Safety at work

The postholder has a duty of care and personal obligation to act to reduce healthcare-associated infections (HCAIs). They must attend mandatory training in infection prevention and control (IP&C) and be compliant with all measures required by the Trust to reduce HCAIs. All post holders must comply with Trust infection screening and immunisation policies as well as be familiar with the Trust's IP&C policies, including those that apply to their duties, such as hand decontamination, personal protective equipment, aseptic techniques and safe disposal of sharps.

All staff must challenge non-compliance with infection, prevention and control policies immediately and feedback through the appropriate line managers if required.

Confidentiality and Data protection

All employees are expected to comply with all Trust policies and procedures related to confidentiality and data protection and to work in accordance of the Data Protection Act 1998. For those posts where there is management or supervision of other staff it is the responsibility of that employee to ensure that their staff receives appropriate training (e.g. HSCIC (Health and Social Care Information Centre) (Information Governance at the appropriate level), induction, organising refresher sessions for staff when necessary).
Conflict of Interest

The Trust is responsible for ensuring that the service provided for patients in its care meets the highest standard. Equally it is responsible for ensuring that staff do not abuse their official position for personal gain or to benefit their family or friends. The Trust's standing orders require any officer to declare any interest, direct or indirect with contracts involving the Trust. Staff are not allowed to further their private interests in the course of their Lewis Manning Trust duties.

Equality and Diversity

The Trust values equality and diversity in employment and in the services we provide. It is committed to promoting equality and diversity in employment and will keep under review our policies and procedures to ensure that the job related needs of all staff working in the Trust are recognised. The Trust will aim to ensure that all job applicants, employees or patients are treated fairly and valued equally regardless of sex, marital status, domestic circumstances, age, race, colour, disablement, ethnic or national origin, social background or employment status, sexual orientation, religion, beliefs, HIV status, gender reassignment, political affiliation or trade union membership. Selection for training and development and promotion will be on the basis of the individual’s ability to meet the requirements for the job.

You are responsible for ensuring that the Hospices policies, procedures and obligation in respect of promoting equality and diversity, are adhered to in relation to both staff and services.

Budgetary Management

If you have responsibility for a budget you are expected to operate within this and under the Trust's standing financial instructions () at all times.

Safeguarding Statement

The Lewis Manning Trust is fully committed to safeguarding the welfare of all children and young people, and vulnerable adults by taking all reasonable steps to protect them from harm. All staff will receive appropriate training and induction so that they understand their roles and responsibilities and are confident about carrying them out.

Infection Prevention and Control

The prevention and appropriate management of infection is of paramount importance in the quality and safety of the care of patients, and to the safety of visitors and members of staff. It is the responsibility of all staff to be aware of, assess and minimise these risks and comply fully with Infection Prevention and Control Policies.

The Health and Social Care Act 2008 (updated 2010), establishes a Code of Practice for the Prevention and Control of Health Care Associated Infections. It sets out criteria by which managers ensure that patients are cared for in a clean environment where the risk of Healthcare Associated Infections (HCAI) is kept as low as possible.

Managers, Heads of Departments, and all Clinical Leaders are responsible for ensuring that:

- The necessary equipment and mechanisms are in place to support infection prevention
- Health care workers are free of and are protected from exposure to communicable infections during the course of their work, and that all staff are suitably educated in the prevention and control of HCAI
Person Specification – Matron for Nursing and Quality

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<thead>
<tr>
<th>Essential = E</th>
<th>Desirable = D</th>
<th>E or D</th>
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<tbody>
<tr>
<td><strong>Qualifications and knowledge</strong></td>
<td>Masters Degree level education or equivalent professional qualification</td>
<td>E</td>
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<tr>
<td>Postgraduate level qualification</td>
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<td>1st level Registered Nurse with current NMC Registration</td>
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<tr>
<td>Evidence of continuous management development</td>
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<tr>
<td>Senior level leadership experience with Hospice/Oncology patients or similar group</td>
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<tr>
<td><strong>Experience</strong></td>
<td>Knowledge and proven experience of working in a highly pressured area NHS or private sector</td>
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<td>Experience of leading a service</td>
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<td>Evidence of working in partnership with internal and external stakeholders</td>
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<td>Experience of leading the implementation of service improvement including complex change management programmes at a management level</td>
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<td>Experience of managing risk associated with service change</td>
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<td>Evidence of effective resource management</td>
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<td>Able to demonstrate the use of evidence when decision making</td>
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<td>Experience of leading and managing others</td>
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<td>Experience of measuring and evaluating outcomes in order to secure improvement</td>
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<tr>
<td>Skills</td>
<td>Highly developed written and oral communication skills</td>
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<td>High level analytical skills, drawing out key points</td>
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<td>People management skills</td>
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<td>Financial acumen</td>
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<td></td>
<td>Ability to develop relationships and influence a range of stakeholders</td>
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<td>Clear commitment to quality and attention to detail</td>
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<td>Ability to sustain performance under pressure</td>
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<td></td>
<td>Demonstrates and understanding of the function of the NMC Code of Professional Conduct and its application to clinical practice</td>
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<td>Demonstrates an understanding of relevant nursing research and its application to practice including current NHS Policies, National Service Frameworks, NICE guidelines and the service improvement agenda</td>
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<td>Ability to work and lead clinically if required</td>
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<tr>
<th>Personal and people development</th>
<th>Ability to support development of positive team culture</th>
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<td>Ability to support and source education programmes to underpin service needs</td>
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<tr>
<th>Communication</th>
<th>Ability to develop concise written reports which convey highly complex messages simply</th>
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<td>Ability to convey key points in oral presentations or in more informal conversations</td>
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LEWIS-MANNING TRUST - OUR VALUES
WITH BEHAVIOURS

COMPASSION

<table>
<thead>
<tr>
<th>Explain what we do</th>
<th>Yes</th>
<th>No</th>
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<tbody>
<tr>
<td>Listen with our eyes and ears</td>
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<tr>
<td>Understand and respect different needs</td>
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<td>Mindful of each other’s roles</td>
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<td>Patient and kind with each other</td>
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<tr>
<td>People focused</td>
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CREATIVITY

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<thead>
<tr>
<th>Be inventive</th>
<th>Yes</th>
<th>No</th>
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<tr>
<td>Work around barriers</td>
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<td>Optimise space and resources</td>
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<td>Look for alternative options</td>
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TIME

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<thead>
<tr>
<th>Make time for people</th>
<th>Yes</th>
<th>No</th>
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<tbody>
<tr>
<td>Manage time wisely</td>
<td></td>
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<td>Respect others’ time</td>
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<tr>
<td>Take time for oneself</td>
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<tr>
<td>The time is NOW</td>
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SKILLS

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<thead>
<tr>
<th>Develop new skills</th>
<th>Yes</th>
<th>No</th>
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<tr>
<td>Utilise our hidden talents</td>
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<tr>
<td>Help others to develop their skills</td>
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Our Values are Key to high standard of care at Lewis-Manning