

## Job Description

**Title:** Head of Midwifery (HOM)

**Band:** 8c

**Staff Group:** Nursing & Midwifery

**Division:** Clinical Delivery and Family Services

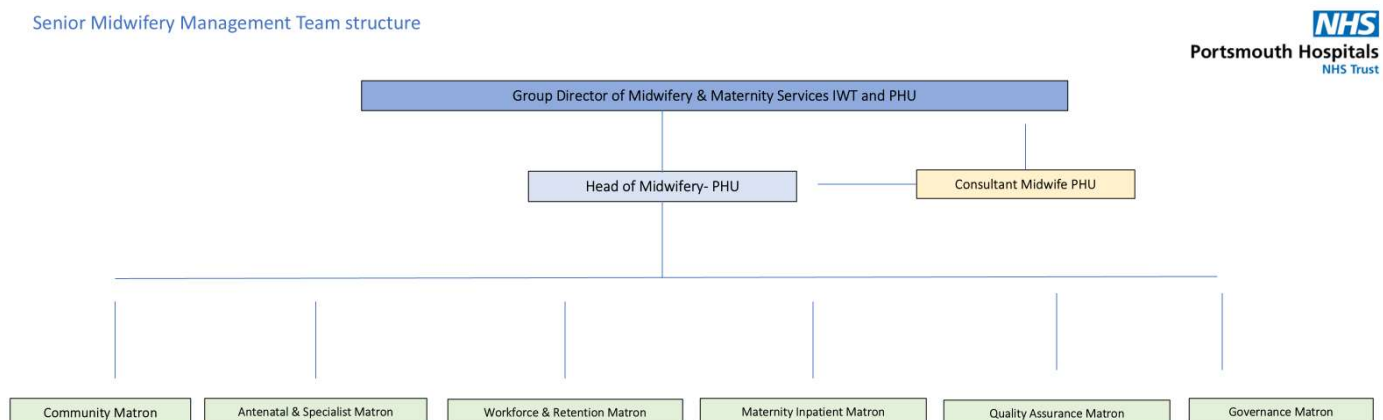
**Reports to:** Director of Midwifery & Maternity Services IOW and PHU

### Job Summary:

- The post holder is a key member of the senior leadership team within the Clinical Delivery and Family Services Division and works collaboratively with Director of Maternity Services & Midwifery to provide guidance, support and leadership to all midwifery and nursing staff to ensure patient safety, service quality and excellent patient experience is consistently maintained.
- Accountable for ensuring the management and leadership of the midwifery and nursing teams, holding matrons, ward and departmental leaders and clinical practitioners to account to ensure the organisational performance indicators and regulatory standards and quality indicators are monitored, and appropriate action is taken according to results.
- Provides professional, strategic, and operational leadership across the maternity service to ensure optimum standards of care and service are delivered through effective management of human, financial and physical resources.
- Focus is on the provision of responsive, compassionate, visible leadership for wards and departments within maternity and a range of services which are both hospital and community based.
- Acts as a strong patient advocate ensuring that a culture of continuous improvement and learning is supported to drive quality care delivery across the division and facilitate the development of clinical practice to ensure excellent care.
- Provide group model collaboration with the HoM on the IOW during planned absence and any off site working in a reciprocal arrangement.
- To deputise for the Director of Midwifery as required.
- Be part of the senior midwifery team on-call requirement providing senior cover for maternity services.

## Organisational Chart

Senior Midwifery Management Team structure



## **Key Responsibilities:**

### **Professional Midwifery Leadership & Quality**

- Develop service through the implementation of innovative strategies to ensure an empowered workforce at all levels that is fit for purpose and equipped to deliver excellence in care standards, including securing the workforce for the future.
- Ensures that all responsible midwifery and nursing staff are effectively developed to achieve their own and their departmental objectives which in turn will meet the Trust's strategic priorities, commissioning intentions and CQC requirements.
- Proactive, makes recommendations, facilitates, and contributes to the management change to ensure services are patient and family focused, evidence based and provide high standards of clinical care, delivering service provision in line with national and local policy.
- Works with the Director of Midwifery and Speciality quadrumvirate to develop an annual business plan which is in line with commissioning intentions, organisational objectives which demonstrates group model working with the IOW.
- Responsible for policy implementation and development with a commitment to equity and equality.
- To ensure that all guidelines are in date and benchmarked against National Guidance (e.g. NICE)
- Share accountability with the senior midwifery management team for the establishment and leadership of an effective cascade communication system within the maternity services that ensures timely and effective communication of strategic, managerial, and operational arrangements to all staff to ensure delivery of safe and effective services.
- Be responsible for establishing appropriate working relationships with senior managers of other services/divisions to assist delivery against evidence-based care that is safe and cost effective.
- Be responsible for leading specific projects, or groups of projects, either directly or through matrons or clinicians reporting directly to the post holder.
- Work with the Divisional and speciality triumvirate team to provide the senior leadership and strategic direction and take a professional lead role in advising and ensuring delivery of the quality, governance, performance, and transformation agendas.
- Responsible for ensuring that clinical initiatives and service developments become embedded practice and that staff have a clear understanding and opportunity to contribute to the change process.
- Supports the Director of Midwifery in implementing and monitoring clinical governance processes to deliver continuous quality improvements in line with the Trust Quality Framework.
- Inspires the team and encourages them to seek advice and identify solutions to problems through the promotion of an open learning culture.
- Work to create a culture which engages staff and maximises potential to ensure staff are motivated to consistently deliver optimum care and promote effective team working to ensure a positive working environment.
- Supports the Director of Midwifery in implementing and monitoring clinical governance processes to deliver continuous quality improvements in line with the Trust Quality Framework
- A highly visible leader, accessible and approachable to all staff, patients and public so that open and honest communication and feedback is received, and effective assessments of care delivery can be undertaken and acted upon.
- Deputise for the DOM where required at local, system, regional and national level.
- Advise senior MDT clinicians and managers on professional midwifery issues related to specialty areas with the ability to influence and negotiate across professional boundaries.
- Supports the clinical leadership of maternity services in the delivery of high-quality services, collaborating effectively with the multi-professional team to deliver the best care for everyone in line with the Trust's vision and strategic objectives and compliant with national standards and external regulations.
- Maintain the positive profile of midwifery at Trust level in internal and external arenas through the provision of strong leadership on all midwifery issues.
- Be a practicing midwife and adhere to the NMC Code of Conduct at all times and hold others to account to ensure care is delivered to these standards.

### **Clinical and Operational Planning, Scheduling and Delivery**

- Accountable for the direct delivery of operational maternity services 24 hours per day, 365 days per year, in area of responsibility. Visible in clinical areas to promote high standards of care and support staff delivery and morale.
- Working with the Director of Midwifery to ensure appropriate clinical governance, risk management, and quality and safety arrangements are in place across services and ensure that systems are in place to monitor and manage risk. Ensure clinical audit informs quality improvement and development of practice. Ensure an effective evidence-based service. Learn from patient experience. Promote a positive safety culture. Facilitate an open Just Culture.
- Support and operationalise maternity development plans and objectives, together with other initiatives ensuring local, system, regional and meet nationally mandated operational standards.
- Collaborates with the divisional and speciality triumvirate to support the implementation of Trust strategy and policy within maternity services, contributing to the development and review of an annual business plan which is in line with commissioning intentions and organisational objectives.
- Directly contributes to the strategic vision for the development of services and the implementation of new models of practice aligned to modernising care and ensure changes to services in keeping with the national agenda. Trust vision and local demand to ensure access to a range of safe, personalised services.
- Forges effective links between a range of professionals, commissioners, and other stakeholders both internally and externally to support effective multidisciplinary working and promotes effective service development.
- Initiates and implements a range of ways for service users of the service such as the MNVP to feedback on services and ensure opportunities to co-design developments and co-create solutions.
- Leads workforce planning, recruitment activity and ensure that matrons fully utilise their workforce to achieve maximum effectiveness and efficiency.
- Leads on and prepares a bi-annual report which reviews the midwifery establishment across the service to determine staffing to meet activity levels and triangulates staffing with clinical outcomes and patient experience.
- Monitor the compliance with national and local quality and performance standards e.g., Care Quality Commission, national policies and NHR as well as working in close liaison with the Governance and Safety lead midwives.
- Work with Maternity Management team within the Trust and with primary, secondary, tertiary and health services, council, or social service organisations to identify develop and implement improved care pathways for women and families and progress the standards set out in national policies for areas.
- Support the delivery of relevant Trust and general NHS targets, CQUINs and QUIPS, and any subsequent national initiatives and targets affecting all services.
- Role models a culture of civility, encouraging psychological safety and promotes a Just Culture so
- Develops and promotes effective communication systems across midwifery and the wider clinical workforce and with partner agencies to support the delivery of quality care, to respond to patients, relatives, carers, and staff, maintaining open and honest communication channels.
- Leads investigations and analysis of complex and sensitive situations such as complaints and capability / performance issues and adverse clinical and non-clinical incidents ensuring the safety of patients, staff and visitors under the Health and Safety at Work Act (1974), compiling reports and responses, and implementing and monitoring service change as required.
- Responsible for establishing plans for specialty areas and initiatives to monitor and reduce the incidence of Healthcare Associated Infections, in collaboration with the Trust's Infection Control Team.
- Ensure compliance with local infection control audits and the Uniform policy and with all other IFC policies and procedures.

### **Service, Financial and Resource Management**

- In collaboration with the Maternity and Divisional Management team, be involved in the development of strategic and annual service plans for designated services and the supporting of specialty business plan and service wide cost improvements.

- Monitoring service performance against targets, developing and agreeing action plans to ensure that performance targets are met and contributing to monthly performance reports.
- Write outline and full business cases for service developments and changes as required.
- In collaboration with the speciality triumvirate, manages financial resources, maintaining a balanced position ensuring cost effective services are planned and organised to maximise effective care.
- Supporting monthly performance management arrangements within the division and providing regular written performance information as required for areas of lead responsibilities.
- Lead on business planning for the service and support staff to discharge their responsibilities and achieve their service/savings targets and ensure adequate controls are in place to manage expenditure and concentrate resources where they are needed.
- Responsible for the management of their relevant workforce budget.
- Lead, respond and ensure actions and learning are disseminated for all formal complaints regarding personnel or care delivery within the maternity services.
- Take overall accountability, ensuring financial and budgeting requirements are met, including cost savings and efficiency targets for area of responsibility.
- Work with the Maternity and Divisional Management team, to develop and implement cost savings schemes (CIP), both through service modernisation and cash releasing schemes.
- Encouraging innovative approaches to use resources efficiently and increase service productivity and where required ensure appropriate actions are taken to reallocate resource to meet financial targets.

### **Workforce Planning, Management and Development**

- In conjunction with the DoM and STL the postholder will be responsible for ensuring effective management of the midwifery and support worker workforce. Planning, recruitment and selection and career development within clinical services for area of responsibility.
- In conjunction with the Human Resource function, the postholder will be responsible for ensuring all nurses and midwives with line management responsibility are accountable for implementation and monitoring of personnel policies for the employment of staff.
- Postholder is required to implement, develop, and monitor systems and process that ensure all staff are appraised annually and agree personal development plans that supports their individual contributing to achievement of service objectives.
- Undertake a six-monthly midwifery and multidisciplinary staffing review and lead on the associated workforce plan.
- Use robust systems and processes to authorise the use of temporary staff, agency, overtime, and excess hours, and comply with Trust targets for the control of temporary staff use.
- Work to create a culture which engages staff and maximises potential to ensure staff are motivated to consistently deliver optimum care and promote effective team working to ensure a positive working environment.
- Ensures all staff are appraised at least annually, have objectives linked to Trust / service objectives, addressing development needs and monitor performance in line with Trust Policy.
- Ensure appropriate training and development of the midwifery workforce to meet the needs of the service and in line with policies, procedures, and guidelines.
- Monitor sickness and absence rates and take appropriate action as required.
- Seeks opportunities for career development for all grades of staff.
- Ensure the planning and implementation of a robust service training programme for individuals / staff groups annually to optimise the delivery of safe high-quality, cost-effective service.
- Identify personal and professional development needs for all maternity staff within the designated area and ensure needs are addressed, through timely and appropriate learning and development activities.
- Ensure the delivery of midwifery practice according to current Trust policies and guidelines and is based on best available evidence. Develop and promote systems to increase evidence-based midwifery practice and policy and guideline compliance.
- Creates a workforce plan that supports recruitment and flexible working to maintain safe staffing levels and aids staff retention.
- Line management for the maternity matrons, engendering a culture of accountability and effective performance management throughout the service.

- Supports the matrons in the resolution of problems, undertaking controls assurance to ensure sound working practices and provide evidence that protocols, guidelines, policies, and procedures are adhered to.
- Initiate, develop and coordinate audits with the clinical effectiveness team and any relevant research aligned to the National Research and Development Programme and Trust specific needs.
- Identify opportunities and develop programmes of work that actively support the Trust's commitment to inter-disciplinary training and education.

### **Information Management**

- To establish core information requirements for the effective clinical and operational management of maternity services.
- Work with IT to ensure that innovative use of IT supports the delivery of quality and efficient clinical services.
- Support the Trust and National IT initiatives/projects across the maternity service e.g., Maternity Information System, EPR, ICE, ESR, E-Rostering.

### **Women and Family Involvement**

- Collaborate with the Director of Midwifery & Maternity to ensure effective women and public involvement in the evaluation, review, and development of maternity services.
- Support Director of Midwifery & Maternity to establish effective communication links within the Patient Advice and Liaison Team, the Patient Experience Council and the Patient Experience Steering Group.
- Ensure the maternity staff are enabled to deliver high quality customer care, and that staff have access to customer care development opportunities.

### **Corporate and Clinical Governance**

The post holder will jointly manage the Risk and Governance team and work with the Director of Maternity and Divisional leads to ensure appropriate systems and processes are in place to manage clinical and corporate risk appropriately:

- Always ensuring that the services are actively seeking patient and service user engagement, the outcome of which will contribute towards the improvement of the patient's experience.
- Support the maternity service to implement the Trust's Clinical Governance structure as agreed by the Director of Midwifery and Maternity Services.
- Ensuring maternity and women's health Risk Management policies, procedures, guidelines, and registers are dynamically monitored and any required actions implemented within their areas of responsibility in a timely way.
- Ensuring all external reportable data i.e. MNSI, PMRT is identified and reported in a timely way.
- Ensuring compliance with Maternity Incentive Scheme (MIS), Care Quality Commission (CQC) and all other relevant registrant or monitoring bodies and taking corrective action as appropriate to maintain these standards.
- Ensure all services uses national assessment, controls assurance, MIS and CQC to improve practice and patient safety.
- Working in conjunction with the designated and named professionals for safeguarding children and adults, to ensure that the organisation meets its safeguarding requirements and adheres to national policy.
- Ensure there is an effective and robust system for managing complaints within all specialty areas.
- Support the management of risk for the clinical services, escalating those that cannot be managed within the specialty. Participate in and be a lead investigator for serious untoward incidents; and ensure organisational learning occurs.
- Work alongside Communications team to respond to any press releases or local news reports regarding specialty services.

## Other

### FREEDOM TO ACT:

- Operates independently to lead the maternity department or site on which responsibility is held.
- Manages all aspects of the department, seeking support when required from Director of Midwifery or other senior person.
- Able to interpret and ensure Trust wide policies are implemented across the department, including HR policies.
- Ensure staff are prepared to meet the requirements of emergency and business contingency plans (e.g. Major Incident, digital outage, and Pandemic).
- Chair and/or co-ordinate any working groups on individual projects (including Trust wide).
- Represent the Trust in working with other agencies both inside and external to the NHS.
- Attend external meetings to deputise for the DOM.
- Undertake continued professional development in line with personal objectives and learning needs identified in annual reviews.

 <h3>Management Essentials</h3> <p>We are proud to offer a comprehensive development programme, Management Essentials, designed to equip staff with the skills and knowledge to become effective managers.</p> <p>This post has been identified as a role that will benefit from this training, and you will be able to enrol in both mandatory and, relevant, optional modules upon commencement with the Trust.</p> <p>Please click <a href="#">here</a> for further information on the Management Essentials programme.</p>	 <h3>Leadership Insights</h3> <p>Additionally, our new leadership development programme, Leadership Insights, aims to help all newly promoted, existing and aspiring leaders, at every level at the Trust, to recognise, reflect and role model the core principles of people-centred leadership.</p> <p>If, this is of interest to you, you will be able to enrol upon commencement with the Trust.</p> <p>Please click <a href="#">here</a> for further information on the Leadership Insights programme.</p>
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## Person Specification

### Qualifications

#### *Essential*

- Registered Midwife
- Master's degree or equivalent qualification/ experience
- Management qualification or equivalent experience in leadership qualification or evidence of working toward this.
- Post graduate qualification in a Health-related subject.
- Evidence of Continual Professional development

### *Desirable*

- Experience and/or teaching qualification.
- Published work in a clinical or health care area.
- Mentoring/Coaching Qualification

### **Skills and Knowledge**

- A clear understanding of leadership and team dynamics, including what factors make a successful organisation.
- Highly developed leadership skills, including demonstrable transformational style.
- Strong team player
- Excellent communication skills both written and verbal.
- An understanding of all staff groups and agencies/stakeholder across the health community
- Strong relationship development and management skills with senior management, peers, and senior clinical colleagues
- Thorough understanding of current national agenda around maternity services
- A clear understanding of and commitment to the current and changing agenda within the NHS.
- Ability to think strategically and analyse complex problems and interact in a complex multidisciplinary organisation.
- Excellent analytical and numerical skills - computer literate around main maternity applications, Datix, using excel, data interrogation and analysis.
- Ability to develop and manage staff including capability & disciplinary management.
- Conflict resolution skills
- Experience of project leading

### **Experience**

#### *Essential*

- Significant post-registration experience
- Broad range of experiences in varied settings and roles
- Experience of leading and managing staff and clinical services
- Experience of successfully leading, changing, and managing services in a complex health organisational environment
- Evidence of effective delivery of complex projects
- Evidence of contribution to midwifery/strategy development and implementation
- Proven experience of quality improvement and clinical governance
- Experience of maternity contracting/commissioning processes
- Experience of leading cost improvement initiatives
- Work without direct supervision to achieve the objectives of the post.
- Working in an environment which demands high levels of energy, stamina and enthusiasm.
- Managing budgets within financial standing orders
- Workforce planning, recruitment, and selection of staff
- Working under pressure, prioritising work, and meeting deadlines
- Utilise a variety of advanced communication skills to communicate to a range of different audiences clearly and succinctly verbally, electronically and in writing.
- Being a highly credible leader who can command respect.

#### *Desirable*

- Recent and proven experience of operationally leading and managing complex services.
- Experience of budget Management
- Experience of service improvement and/or transformational change
- Experience of developing and implementing alternative models of care

- Experience of working/linking with academic organisations
- Experience of working across organisational boundaries
- Knowledge of modernisation tools and techniques

### **Working Together:**

Our values help us in what we do and how we do it. It is important that you understand and use these values throughout your employment with the Trust to define and develop our culture.

### **For Patients**

- Priorities safety
- Focus on the quality of patient care.
- Deliver great customer care and experiences.
- Act with professionalism.
- Pursue the best outcome.
- Take personal responsibility and make no excuses.

### **With Compassion**

- Compassionate and kind
- Friendly and courteous
- Attentive and helpful
- Protective of patient dignity

### **As One Team**

- Listen and hear.
- Break down silos and work in partnership internally and externally.
- Explain and involve patients and staff in decisions.
- Respect everyone's time.

### **Always Improving**

- Seek and give feedback.
- Identify and make improvements to how we do things, however big or small.
- Work efficiently and keep things simple.
- Live within our means
- Development through learning.
- Engage, innovate and improve.

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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.

Job holders are required to always act in such a way that the health and well-being of children and vulnerable adults is safeguarded. Familiarisation with and adherence to the Safeguarding Policies of the Trust is an essential requirement for all employees. In addition, all staff are expected to complete essential/mandatory training in this area.

**Print Name:**

**Date:**

**Signature:**