



Isle of Wight
NHS Trust



**Portsmouth Hospitals
University**
NHS Trust



Director of Midwifery and Maternity Services

CANDIDATE INFORMATION PACK
JANUARY 2025

Welcome

Thank you for your interest in joining Portsmouth Hospitals University NHS Trust as Director of Midwifery and Maternity Services.



We know that maternity services are in the spotlight at a national level and there are significant challenges to tackle, but you will be joining a service that is in a very strong place. We are proud of the improvements our maternity services have made in the past three years and we now need a leader to help support and focus our efforts to go from 'good' to 'outstanding'. We have made progress in many areas; we know that there is still more to do. This is truly an exciting time for the profession, and we have built on the influence the profession has to deliver the organisational strategy.

You would be joining a team that is collaborative and has strong working relationships which benefits from a wealth of experience. This role will enable you as a leader to develop and gain the skills and experience to become a Director of Nursing in the future and you will have the opportunity to work closely with me to expand your portfolio and experience.

This is an exciting time to join the Trust, we are focusing on the future and how we can lead the way nationally for maternity services. We have risen as a division to the challenges over the past several years and become more agile and responsive to the needs of our patients and staff. The recovery from the pandemic has presented an exciting opportunity for us to redesign and restart some of our services and look forward. We look forward to working with you and hope you apply for this exciting role.

Further information about the Trusts and latest reports are available via our websites www.porthosp.nhs.uk and www.iow.nhs.uk.

To learn more about this exciting role please contact our recruitment partners Hunter Healthcare. If you would like a confidential discussion about the role contact Finn McNulty at fmcnulty@hunter-healthcare.com or 07966 006091.

A handwritten signature in black ink, appearing to read 'Liz Rix'.

Liz Rix
Chief Nurse
Portsmouth Hospitals University NHS Trust

About the Trusts

Isle of Wight NHS Trust (IWT) and Portsmouth Hospitals University NHS Trust (PHU) provide NHS care for a population of 800,000 people in Portsmouth, South East Hampshire and on the Isle of Wight. Our 11,000 staff operate from two main sites: St Mary's Hospital in Newport, Isle of Wight and Queen Alexandra Hospital in Portsmouth. Both Trusts are rated 'Good' by the CQC.

IWT provides Acute, Ambulance, Community and Mental Health services to the Isle of Wight population of 142,000 people. In May 2024, the Trust's Community and Mental Health staff and services will become part of a new Trust that will provide all Community and Mental Health services for Hampshire and Isle of Wight.

IWT will continue to provide acute and ambulance services for the Island population, with its main base at St Mary's Hospital in Newport. The acute and ambulance services have a workforce of 2700 people, approximately 280 beds and a turnover of £203m.

Portsmouth Hospitals provides secondary care and specialist services to a local population of approximately 675,000 people across Portsmouth and South-East Hampshire and some tertiary services to a wider catchment area in excess of two million people. The Trust has a turnover of £800m and employs over 8,700 staff, making PHU the largest employer in Portsmouth.

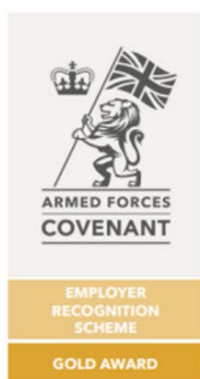
Queen Alexandra Hospital started life more than a century ago as a military hospital. Today it is one of the largest and most modern hospitals on the South Coast, with 1,100 beds housed in light, bright, ensuite wards. Queen Alexandra Hospital is also the largest of the four military hospital units in the UK. Personnel from all three-Armed Services are fully integrated into the Trust, working alongside their civilian counterparts.

Isle of Wight NHS Trust and Portsmouth Hospitals University NHS Trust first formed a strategic partnership in 2019 and appointed single chair in 2020 to support IWT to deliver sustainable services and to provide the scale and critical mass needed to overcome the challenges of providing acute care to the small, physically remote island population.

In 2023 the two Trusts deepened the partnership further, appointing a single CEO and executive team to work closely together to deliver excellence in care for our patients and communities. Each Trust is a statutory organisation, but with aligned governance arrangements and operating through Boards and Committees in-common.

Isle of Wight NHS Trust and Portsmouth Hospitals University NHS Trust have a shared vision and ambition for the populations they serve. Working together as one provides the best opportunity for both Trusts to deliver this vision.

The following sections describe our shared vision and strategic aims and provide further information about each Trust and our partnership.



About Isle of Wight NHS Trust

The Trust employs around 3,600 staff and has a turnover of £280m. Operating as part of the Isle of Wight health and care system, IWT currently delivers the following services.

Acute Care Services

Based at the heart of the Island, with 246 beds and handling 22,685 admissions each year, St Mary's Hospital in Newport is our main base for delivering acute services for the Island's population. Services include the Emergency Department (A&E), the Urgent Treatment Centre (by referral only), emergency medicine and surgery, planned surgery, intensive care, comprehensive maternity, Special Care Baby Unit (SCBU) and paediatric services with 1,338 births last year.

We have recently invested circa £5m to improve our facilities for patients. We have a new helipad as part of our Trauma Unit status, completely refurbished our Emergency Department and Pathology and also invested heavily in a Communications Centre where all our 999 and NHS111 calls are taken.

We are fortunate to have services based within the Communications Centre that enable us to divert the calls to the most appropriate place immediately, which prevents patients needing to make several phone calls to receive appropriate care.

Community Health Services and Mental Health Services

As part of a wider strategic plan for the sustainability of services across Hampshire & Isle of Wight ICS, a way forward has been agreed for IWT's Community and Mental Health Services. A review of community and mental health services across Hampshire & Isle of Wight in 2022 sought to understand how to better meet the demands of the future and how organisations might work better together to meet those demands.

This led to agreement that all community and mental health services in Hampshire & Isle of Wight should come together into a single NHS Foundation Trust. The Island's community, mental health and learning disabilities services have now transferred to Southern Health NHS Foundation Trust, with the vision of forming a new organisation, Hampshire and Isle of Wight Healthcare NHS Foundation Trust, later this year. For these services, this provides a long-term solution to deliver sustainable care for the Isle of Wight population.

Ambulance Services

The Island's ambulance service delivers all emergency and non-emergency ambulance transport for the Island's population. With 21,712 emergency calls and 25,292 emergency vehicles dispatched each year the service operates from a single base across the Island.

The service is also responsible for transporting patients to mainland hospitals when required. Providing both acute and ambulance services provides IWT with significant opportunities to deliver integrated urgent and emergency care.



About Portsmouth Hospitals University NHS Trust

With a turnover of £600m, PHU provides comprehensive secondary care and a number of specialist services to a local population of 675,000 people across South-east Hampshire.

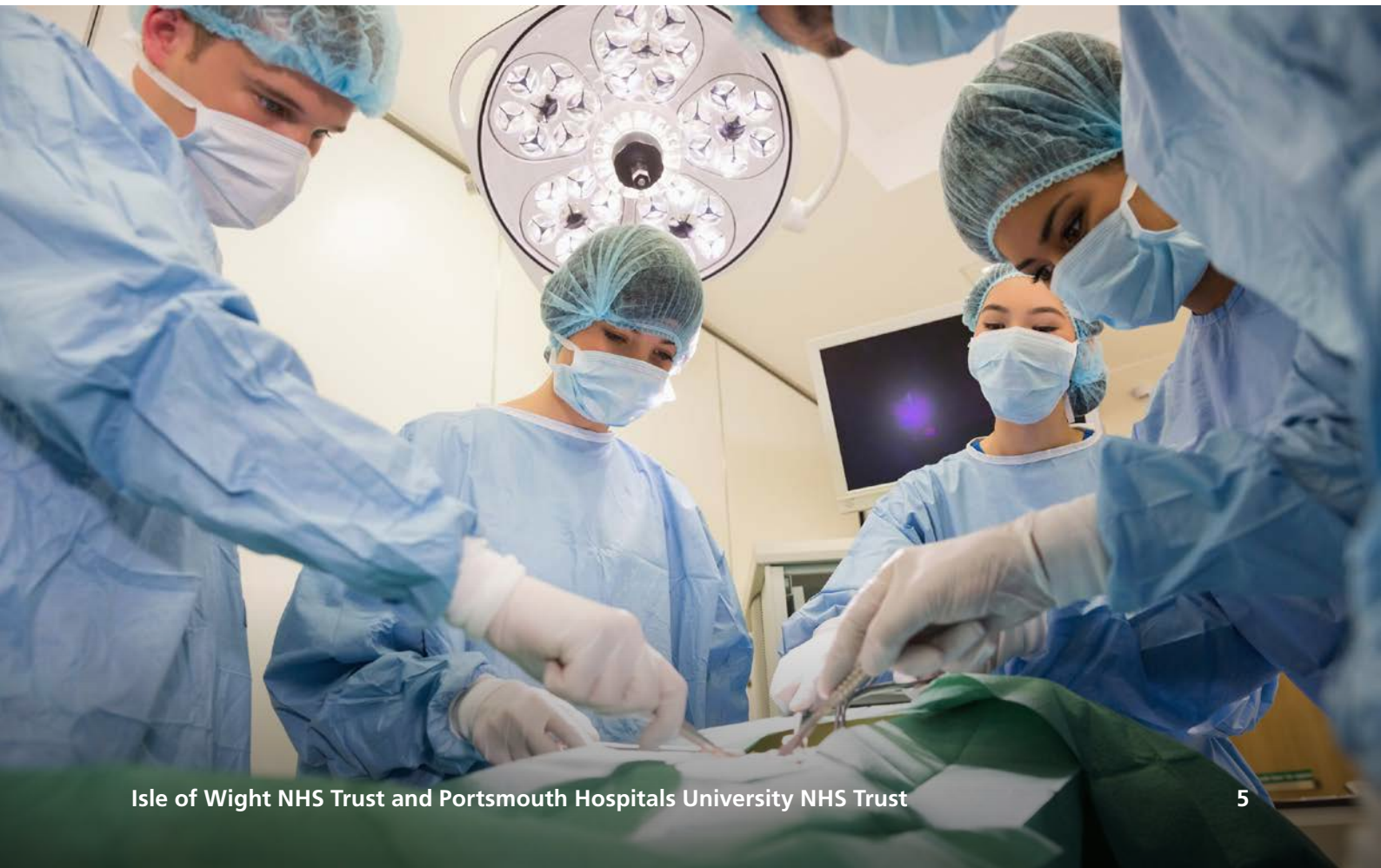
We also offer some tertiary services (including the Wessex Renal and Transplant Unit) to a wider catchment in excess of two million people. The Trust employs over 8,700 staff and is the largest employer in Portsmouth.

Our busy Emergency Department treats in excess of 166,500 patients each year. We also undertake 65,000 day cases and carry out over 9,600 inpatient operations.

Our maternity services deliver around 5,300 babies per year, making it one of the largest maternity services on the South Coast. In July 2022 we were rated Good by the Care Quality Commission for the second time.

Most services are provided at Queen Alexandra Hospital in Cosham. Included within the modern buildings are:

- 28 theatres – with four dedicated endoscopy theatres, surgical robotic systems and committed funding for a further two theatres.
- Four state-of-the-art linear accelerators.
- Two purpose built interventional radiology suites, two MRI scanners, four CT scanners and a PET scanner.
- State of the art pathology laboratory.
- Neonatal Unit, Level 3.
- Hyper Acute Stroke Unit supporting the third largest stroke service in the country.
- Superb critical care facilities.
- Second generation surgical robots – one of the largest robotic surgical programmes in the UK.



We also offer a range of outpatient and diagnostic facilities closer to patients' homes in community hospital sites and at local treatment centres throughout Southeast Hampshire:

- St Mary's Portsmouth – midwifery, dermatology and disablement services.
- Gosport War Memorial Hospital – including the Blake Maternity Unit, Urgent Care Centre, rehabilitation services and diagnostics.
- Petersfield Community Hospital – we manage the Cedar Rehabilitation Ward and run the Grange Maternity Unit.
- Fareham Community Hospital – rehabilitation services and outpatient clinics.
- Havant Community Services – diagnostics and outpatient clinics.

PHU is a major provider of undergraduate and postgraduate education, working with three universities (Southampton, Portsmouth and Bournemouth). Our hospital also hosts the largest of five Joint Hospital Groups in England. Personnel from all three-Armed Services are fully integrated within the Trust, working alongside their civilian counterparts, helping to treat and care for patients from the local and surrounding communities.

Recruiting and maintaining a high-quality workforce is a major priority. This includes the workforce associated with the Joint Hospital Group, South. This has been essential to maintain safe services, with recruitment overseas playing its part. Investments have been made to increase staffing levels and we have had a significant focus on improving retention of staff. Increased non-elective activity has resulted in a further increase in nursing and medical staff working in the organisation, specifically within the Emergency Department and medical specialties.

The Trust has been highly successful in apprenticeship schemes and has achieved national recognition. This is proving to be a great source for future recruitment and the vast majority of apprentices that have been trained have gone on to full time employment. This is an area of increasing focus as we aim to grow a local workforce for the future.

Research and innovation thrives within the Trust which plays a key role in developing multi-disciplinary research and strengthening nursing research ambitions. There are 150 research staff across clinical specialties, increased participation in clinical trials and we receive £8 million in major grants for our research activity.



Our shared vision

Isle of Wight NHS Trust (IWT) and Portsmouth Hospitals University NHS Trust (PHU) have a shared vision which sets the ambition for both Trusts:

“WORKING TOGETHER TO DELIVER EXCELLENCE IN CARE FOR OUR PATIENTS AND COMMUNITIES”



Working together...

We are ambitious for what we can deliver for our communities and people. We work together – within teams, across teams in each hospital, across our two hospitals and with partners in the wider health and care system – to deliver our vision.



to deliver excellence in care...

We will always pursue excellence. Delivering excellence in care means providing the best possible outcomes and experience, with services that are efficient and sustainable.



for our patients & communities

Listening and learning, we serve alongside families, carers, our people and our partners to meet the needs of our patients and communities.



Our values

Each Trust has four core values that were developed through extensive engagement with staff and that describe how we expect each of us to work together and provide care for our patients. All of us who work at IWT and PHU, whatever our role, commit to upholding these values.

We seek to create a culture that enables us need to take prompt action when we observe behaviours that are not in line with our values and support each other to do that. To help us live our values, we have described the behaviours that we expect of each other in each Trust.

During 2024 an aligned description of our behaviours is being developed with staff. This will further strengthen our work to create the culture we need to deliver our vision, in each Trust and together.

PHU Values



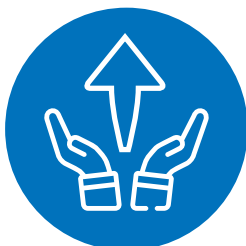
For patients



With compassion



As one team



Always improving

IWT Values



Compassion



Accountable



Respect



Everyone counts

Our strategic aims and true norths


Our shared strategic aims are the key priorities enabling us to deliver our vision, tailored to the next five years, describing what we are committing to do. They define our focus and give clarity to our people, partners and communities about what matters most and how we will do this. Associated with each strategic aim we have True North, which guides us in assessing the impact and success of our actions in the delivery of our strategy.

Strategic Aim 1: We will meet the needs of the communities we serve

 True North: No avoidable delays for our patients



Strategic Aim 2: We will support safe, high-quality patient-focused care

 True North: Provide the best possible patient experience and eliminate avoidable harm



Strategic Aim 3 We will ensure our services are sustainable

 True North: Live within our means and eliminate waste



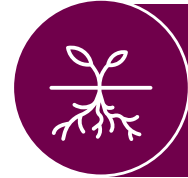
Strategic Aim 4: We will support our people to deliver on our vision

 True North: Be the best place to work



Strategic Aim 5: We will enable teams to deliver the best care

 True North: All of us able to improve



Our improvement approach is how we deliver our vision. It translates our vision and ambitions into a clear set of actions making it easy for our people and teams to see the part they play and the contribution they make. First introduced in PHU, the improvement approach helps us to ensure the problems to be solved and the challenges to be overcome are being addressed in a consistent way by those people best

able to solve them. It breaks down our ambitions into smaller, meaningful improvements and directs our expertise and efforts into those things that are demonstrably going to make the biggest difference. It gives us confidence the actions each of us take every day are contributing directly to achieving our vision. During 2024/25 we will introduce the same approach to deliver our vision in IWT.

Working in partnership

Whilst the local populations served by IWT and PHU have distinct needs, our hospitals and Trusts face similar challenges.

The health needs of our communities are growing, which has led to significant increases in demand. Despite increases in our workforce and hospital capacity, the increased demand has placed our emergency care systems under extreme pressure and generated substantial backlogs for planned care.

Neither Trust can recruit, nor – in the current financial context – afford the workforce that is needed to meet demand in the current model of care. For IWT the situation is exacerbated by scale: the population of the Isle of Wight is too small to sustain 24/7 acute services independently.

Despite these challenges, IWT and PHU are optimistic about the future. Working together and with system partners across Hampshire and Isle of Wight ICS provides opportunities and scale to address the challenges we face, improve services for patients, create attractive places to work and deliver efficiencies that would not be available by working separately.

Our strategy sees the two Trusts working together and with partners to achieve our shared vision for excellence in care, enabled by six cross-cutting transformation programmes, described in the table below. The Director of Midwifery and Maternity Services will play a central role: our workforce and culture is at the heart of our success as individual Trusts, and together, to realise our shared vision of delivering excellence in care for our patients and communities.

Enabling programme	Description
Our clinical model and supporting workforce redesign	The design and implementation of a new clinical model and a redesigned workforce at QAH & SMH which leads to Isle of Wight services no longer being fragile (they have sustainable staffing levels and rotas that can be routinely filled) and, for both Trusts, lower risks held in services, lower use of temporary staffing and reduced vacancy rates.
Developing our shared leadership, governance and reporting systems	Creating the leadership and supporting governance arrangements at Board, executive, hospital, division and service levels, with the consistent reporting and control systems to enable the two Trusts to work as one.
Creating a single corporate service across our two Trusts	Creating single corporate services across IWT & PHU, supported by an agreed set of identical systems and processes, under single leadership, to reduce duplication and maximise operational efficiency.
Our digital systems	Creating the digital and data systems that streamlines processes, reduces duplication, enables clinical teams to provide high quality care for patients from either hospital and enables corporate services to work as one across the two sites.
Strategy deployment and improvement	Establishing and embedding a consistent improvement methodology across the two hospitals that translates our vision and ambitions into clear measurable actions that make it easy for our people and teams to see the part they play to improve care for our patients.
System strategic plans to rebalance demand and capacity	Working with system partners in the Isle of Wight and Portsmouth & SE Hampshire to develop, agree and implement system strategic plans that ensure patients receive the right care in the right place, leading to capacity and demand in balance and improved patient flow.

About women & children's services

ISLE OF WIGHT NHS TRUST

The maternity and neonatal services on the IOW form part of the planned care group, the care group is led by Dr Oliver Cramer, Clinical Director.

In relation to the maternity services this is led by Head of Midwifery Claire Carbonell who also has oversight of the neonatal services she is supported by Sabeena Alladhin Consult lead of obstetrics and Gynaecology and Akinsola Ogundiya lead for Neonatal services. There are two deputy heads of midwifery and specialist midwives that support the midwifery leadership team.

The maternity services support approximately 1000 births a year and comprise of a consultant led unit with midwifery led facilities within this and the choice of birthing at home

The maternity unit comprises of a five bedded labour ward inclusive of two midwifery led rooms which can be flexed dependant on need and acuity, maternity theatre and recovery area. In addition, there is a 16 bedded antenatal and postnatal ward, triage area and separate maternity day assessment unit

Aligned with the national ambition our antenatal pathways offers specialist clinics supported by named consultant and midwifery leads and a maternal medicine midwife overseeing the more complex pregnancies.

The funded established workforce aligns with birthrate plus assessment and at the end of November there will be no anticipated vacancies within the midwifery clinical establishment. We offer an integrated model whereby some midwives work both in the community and the unit to offer a higher level of continuity of care

The obstetric medical workforce is currently fully established and works collaboratively with midwifery colleagues and the wider neighbouring tertiary units

Our achievements

We were rated Good by the CQC which highlighted key areas of good practice, we have achieved BFI level 2 status and are working towards level 3.

We have an excellent antenatal education package for women and their families and excellent working relationships with our MNVP chairs to ensure service user voices are central to all that we do.

Neonatal unit

Level 1 unit, with four cots and two stabilisation cots, to maintain skills and core competencies staff rotate to our tertiary level three unit on an annual basis.

We are funded to BAPM recommendations and have two Advanced Neonatal Practitioners.

We have a consistently low term admission rate to the neonatal unit, ensuring we are keeping mums and babies together where possible.

PORTSMOUTH HOSPITALS UNIVERSITY NHS TRUST

The Women and Children's Services Care Group is led by Jo Borbone, Care Group Director and Clinical Director for Neonatology, and Rachel Adam, Care Group Manager. At the present time our Senior Lead Nurse position is vacant. The Care Group comprises the following specialties:

- **Neonatal Intensive Care Unit** –
Clinical Director, Dr Charlotte Groves
- **Paediatrics** –
Clinical Director, Dr Jo Borbone
- **Gynaecology** –
Clinical Director, Ms Claire Burton
- **Obstetrics** –
Clinical Director, Mr Arash Bahmaie
- **Maternity** –
Director of Midwifery, Vacant

Each area in the Care Group has its own unique goals and challenges and over the past year we have been proud of many achievements including:

- NICU has a proven track record of excellent outcomes nationally. We were the first unit to be awarded a Bliss Baby Charter accreditation for embedding a high-quality approach to family centred care, and more recently the first unit to be re-accredited for the second time.

- In Paediatrics we have been developing our triage service over a number of years. At the beginning of this year, we put in place the final piece by ensuring that all referrals to the service first come through Advice and Guidance (ERS). This will be transformative in ensuring that consultants have access to advice from a senior clinician in a timely manner and ensuring that patients are seen in the right clinic, first time.
- This year has seen the re-introduction of robotic surgery in Gynae-oncology following a brief hiatus where there was not enough capacity to offer regular robotic lists. This has massive benefits for patients including a reduced length of stay and rate of complications. Minimal access surgery is the standard endorsed by RCOG, and supports our way forward for improving our open hysterectomy rate and expanding into sentinel lymph node biopsy.

We have a clearly identified workplan for the coming year focussing on addressing some of our most longstanding challenges which include:

- Delivering remodelled workforce in Obs and Gynae – we have secured investment in four additional consultants this year, to address the gap in capacity to deliver our activity plan and also enable us to put in place robust ‘hot week’ arrangements for acute service cover in both Obs and Gynae.
- Using digital innovation for back-office functions in our maternity service.
- Medical staffing challenges in NICU – junior doctor staffing has remained a challenge for some time. We are working towards a new staffing strategy underpinned by a business case for investment to future proof our model.
- Resolving the ongoing discussion with Urgent Care regarding the Children’s Assessment Unit and Paediatric ED, working towards a single point of access for Paediatric emergency care.

Overview of Maternity Services

The maternity service has a midwifery management team consisting of a Director of Midwifery (this post), a Deputy Director of Midwifery, Consultant Midwife (specialising in complex birth plans and EDI) and matrons for inpatients, community, clinic & specialists, quality & innovation and governance. There is also a fixed term matron undertaking wellbeing work in the service.

There is a clear plan to ensure that we will be compliant with the RCOG safer staffing on labour ward following our current recruitment campaign. The department has specialist midwives, infant feeding, perinatal mental health, safeguarding, antenatal screening, diabetes, preterm and public health services.

The service has a whole-time equivalent midwifery workforce based on the findings of the Birthrate Plus workforce review in 2019 and another review is being undertaken imminently. The service uses the BR+ acuity app.

The Maternity Service provides care and treatment as well as a variety of choice of birth options to women living in Portsmouth and the surrounding areas. These being:

- Consultant led labour ward within the Queen Alexandra Hospital (QA);
- two stand-alone midwifery led birth centre units;
- one alongside midwifery led unit; and
- homebirths.

In the last financial year, the service had just over 5,027 babies were born in the service. The majority of these women who birthed within our service were cared for on the main QA site. The maternity service at QA has a 16 bedded labour ward which includes a bereavement suite and a two bedded bay acute observation unit, 28 postnatal beds (8 cots for transition care), 16 antenatal beds and four inductions beds. Our alongside unit has four birthing rooms and four beds in a postnatal bay.

Our Achievements

We are committed to delivering the three-year Single Delivery Plan for Maternity and Neonatal Service which allows women to access more personalised, kinder, professional care that is family friendly; where every woman has access to information to enable her to make decisions about her care and where she and her baby can access support that is centred around their individual needs and circumstances.

Our Portsmouth Maternity midwifery led birth centre was seen as a centre of excellence in the Better Births Transformation Strategy as an exemplar site for community hub working. The Blake stand-alone birth centre has recently been refurbished to a high standard.

We have led the way with our multiple birth clinic with the care given to women and their families expecting a multiple birth. The clinic has been seen as an exemplar with the Twins and Multiple Births Association (TAMBA). We also have other specialist clinics (either Consultant or Midwifery led) such as foetal medicine, diabetes, preterm and VBAC.

The Maternity Assessment Unit (MAU) is well established in using Birmingham Symptom Specific Obstetric Triage System (BSOTS) to enable timely assessment and transfer of women to meet their safety needs.

An outstanding place to live and work

The south coast is a great place to live and work, benefiting from easy access to London by rail and road.

Whether it's the tranquillity of the Isle of Wight, the historic naval character of Portsmouth, Southampton or the New Forest, the area has much to offer. Southampton Airport is close by with flights to both domestic and international destinations and direct cross-channel ferry services to France and Spain are also just moments away.

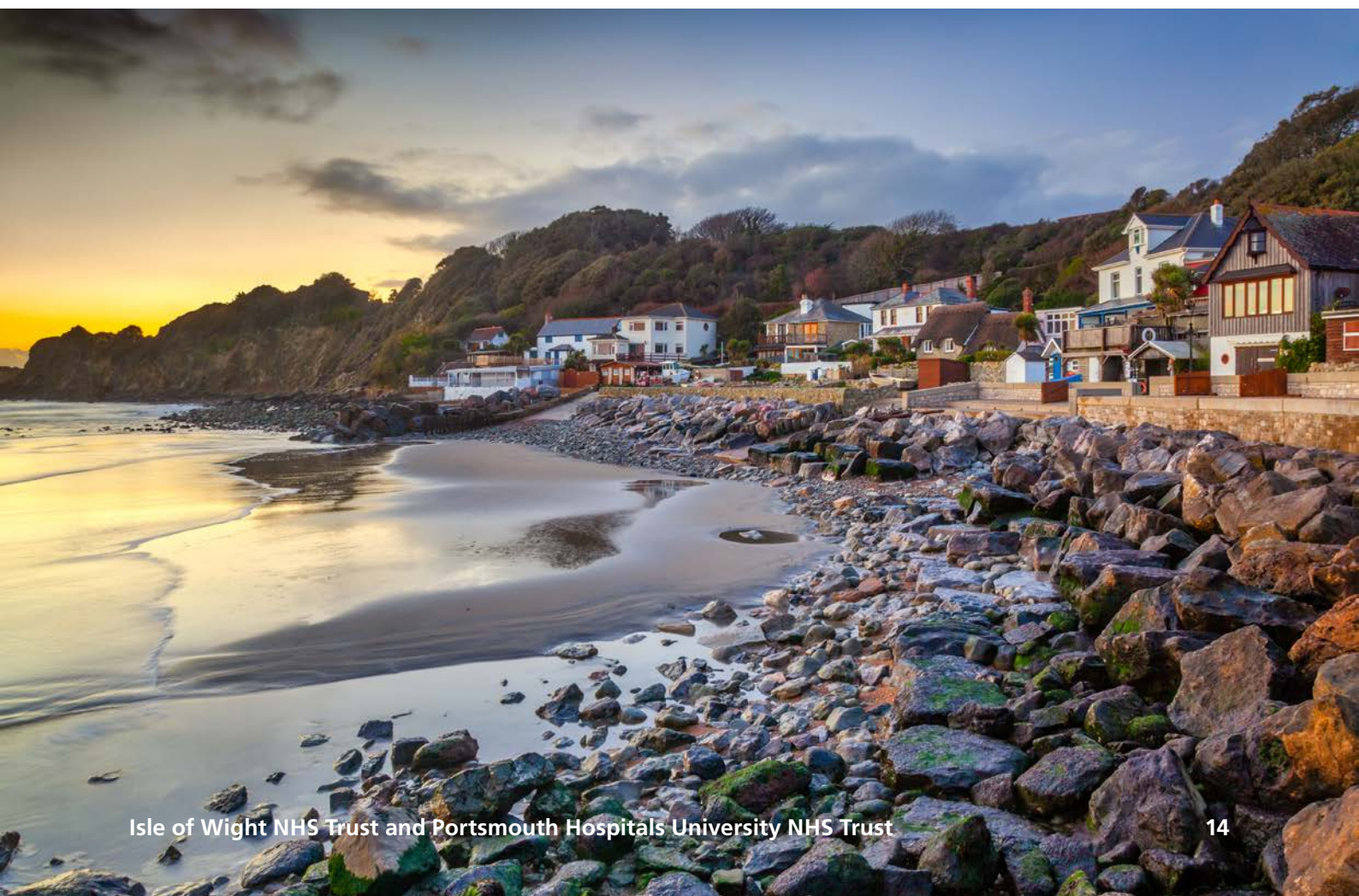
The Isle of Wight offers visitors and residents an amazing coastline with beautiful countryside, year round sporting events, festivals and award-winning attractions. For those with children, the island is an ideal place to bring up a family, offering state, private schools and further education.

The island boasts many picturesque towns and villages within easy commuting distance with house prices remaining significantly cheaper than most regions of the Southeast of England.

The island provides access to an enormous range of outdoor pursuits, ranging from surfing, sailing, fishing and sea swimming, to walking, rambling and running across the downs and coastal pathways.

They say that 'good things come in small parcels', and at just 23 miles across by 13 miles long, you'll be amazed by how much the Isle of Wight packs in. Over half the island is designated as an Area of Outstanding Natural Beauty, with its rich variety of distinctive landscapes. The island is full of attractions, from adventure parks and botanical gardens to a steam railway and a garlic farm. It is often argued that the Isle of Wight is the sunniest place in the UK, averaging 37 hours of sunshine per week, in comparison to a national average of 29 hours. Ventnor in particular benefits from a unique microclimate that has been likened to the Mediterranean.

Island life means there's always something going on to occupy the mind, body or soul. The headline acts are its world famous music festival and its annual Cowes Week celebrations.



Portsmouth is the second largest city in Hampshire on the south coast of England. Notable for being the UK's only island city, Portsmouth is located mainly on Portsea Island. It is a most appealing location, with stunning sea views from the Southsea seafront, where the four miles of beach are backed by the green spaces of Southsea Common. Adding to the "feel good" factor, Portsmouth receives more sunshine per annum than most of the UK and is much milder, with Portsdown Hill to the North deflecting cold winds.

The City of Portsmouth has a population of over 238,000 and the Portsmouth Urban Area, which includes Fareham, Portchester, Gosport and Havant is the 14th largest urban area in the UK, Portsmouth combines with Southampton to form a single metropolitan area with a population of over a million. Portsmouth is situated 64 miles (103 km) south west from London and 19 miles (31 km) south east of Southampton.

As a significant naval port for centuries, Portsmouth is peppered with fascinating architecture portraying its rich history and inspiring characters like Admiral Nelson and Charles Dickens.

England's naval reliance on Portsmouth led to the city becoming the most fortified in Europe. Many of the city's impressive former defences now host museums or events and are popular city attractions. In the historic dockyard lies HMS Victory, the Mary Rose and HMS Warrior.

Although smaller than in its heyday, Portsmouth provides a major dockyard and base for the Royal Navy and Royal Marine Commandos whose Headquarters resides there. The city also hosts the headquarters of BAE Systems Surface Ships.

Bringing it right up to date Portsmouth has benefited from major investment, widespread redevelopment and a buoyant local economy. Portsmouth now offers impressive new locations, proving highly attractive for relocations. The Spinnaker Tower is a most striking recent addition to the city's skyline and emblematic of just how much Portsmouth has revitalised. It is located in the redeveloped 'stone frigate', which is now a thriving area of shops, restaurants, clubs and bars known as Gunwharf Quays.

Port Solent is the south coast's premier destination marina. Boat lovers of all kinds are drawn to this marina and its unique atmosphere of bars, restaurants and boutiques.



The city has two theatres with wide ranging programmes including an increasing number of national tours. The Portsmouth Guildhall hosts numerous musical events along with various other established music venues. Portsmouth offers the most impressive range of activities for sports enthusiasts. The city is home to a professional football team and rugby club. Water sports are very popular here, particularly sailing, yachting and rowing. The Southsea Common is a popular focus for a wide range of leisure activities throughout the year including a kite festival, running events and live music.

Getting around

Portsmouth and the Isle of Wight enjoy a prime location on England's south coast, well served by first class air, road, rail and sea connections to the rest of the UK and Europe. Portsmouth has several mainline railway stations, on two different direct South West Trains routes to London Waterloo via Guildford and via Basingstoke. There is a South West Trains stopping service to Southampton Central (providing connections to Cross-country services to Birmingham and Manchester), and a service by First Great Western to Cardiff Central via Southampton, Salisbury, Bath and Bristol.

Southern also offer services to Brighton and London Victoria. By road, The A3 links Portsmouth to London, with the M27 and M3 providing popular alternative routes. The M25 is around an hour away from Portsmouth. The M27, M3 and A34 provide the other major routes to the Midlands and the North of England.

Portsmouth harbour has passenger ferry links, car ferry and hovercraft services to the Isle of Wight. Portsmouth Continental Ferry Port has links to Caen, Cherbourg-Octeville, St Malo and Le Havre in France, plus Santander, Cantabria, in Spain and the Channel Islands.

There is a regional airport at Southampton; with flights to many European destinations as well as UK mainland cities.

When it comes to visiting family and friends or even if you choose to commute, there are numerous ways of getting to and from the island.

From the ferry ports there is easy connection to all main rail links and roads in the UK. There is a free bus from the Red Jet terminal in Southampton to the central railway station.



Job Description

Title:	Director of Midwifery and Maternity Services
Reports to:	Chief Nurse

JOB SUMMARY:

The Director of Midwifery and Maternity Services is expected to lead, develop and support midwifery excellence, providing an expert voice for maternity and improve patient experience, governance, clinical effectiveness and service efficiency.

This role has a focus on the strategic delivery of high standards of midwifery services across the Trust. The role involves working in partnership with other organisations in the locality and the post holder will develop and maintain a network of mutually beneficial relationships with CCG's, maternity providers, Public Health England, Health Education England, Care Quality Commission, the Regional Chief Midwife, the Royal Colleges and other key stakeholders. This is with the aim of taking forward national policies for women locally and developing a long-term strategic vision that enables high quality and sustainable services contributing to the provision of high-quality care, improved outcomes and improved family experiences.

JOB PURPOSE:

- As the most senior midwife for the Trust the post holder will be accountable for standards of midwifery practice with a key responsibility to set the strategic direction for maternity services involving key professionals and stakeholders, both within the organisation and across the local health economy, including public health.
- To work closely with the emerging local maternity system to influence the strategic direction.
- To provide expert clinical advice and interpretation of national policy to the Trust and associated agencies such as clinical commissioning groups, health and Wellbeing Boards, Children's Trusts, maternity and neonatal networks.
- The post holder will have responsibility for clear and accountable line management of midwives and maternity support workers within the hospital and community services, managing the resources in line with Trust business plans, objectives, strategy and budget.
- To manage maternity services and deliver commissioned outcomes and strategic priorities and objectives.
- To act as an advocate for women to influence all professional groups and stakeholders aligned with maternity care and be role model for safe, family centred evidence based maternity services in line with the national agenda.
- Set the direction for maternity services and provide leadership and professional judgment to the STP on all aspects of midwifery care.
- Hold responsibility for the governance standards in maternity and keep the CN, MD and CEO informed of any changes that would impact on patient experience, quality, and safety.
- To provide senior leadership to the networked services division as Director of Midwifery providing the Divisional triumvirates with professional expertise for maternity services.

TRUST ORGANISATIONAL EXPECTATIONS

The post holder will:

- Proactively and positively contribute to the successful overall performance of the Trust.
- Deliver excellent levels of customer service to all patients/visitors and staff at the Trust.
- Develop effective ways of working and create strong partnerships and relationships with all stakeholders to support the implementation of the Government's policies on Health.
- Develop an organisational culture that fosters collaborative working among all staff groups, to ensure a focused commitment to delivering quality services and outcomes.
- Act as an advocate for the Trust and its contribution to the Health Service arena through creating effective partnerships and relationships with internal and external stakeholders.
- Comply with corporate governance structure in keeping with the principles and standards set out by the Trust.
- Ensure that all corporate maternity risks are escalated to the Trust Board via the CN.
- Support the Trust culture of collaborative, flexible cross-team working and commitment to delivering quality services and outcomes, which support the Government's policies on public health.
- If your employment is to a post that requires you to be registered with a professional body, the continuation of your employment is conditional upon you continuing to be registered with the appropriate professional body. The Trust will require evidence of current registration.
- In compliance with the Trust's practices and procedures associated with the control of infection, you are required to:
 - Adhere to Trust Infection Control Policies assuring compliance with all defined infection control standards at all times.
 - Conduct hand hygiene in accordance with Trust policy, challenging those around you that do not.
 - Challenge poor practice that could lead to the transmission of infection.

SHARED CORE FUNCTIONS

- Undertake a Trust wide role, supporting the delivery of the Corporate Midwifery and maternity agenda.
- Direct access to the Trust Board on midwifery and maternity service issues particularly related to risk.
- Manage Trust resources in the most efficient and effective manner to successfully deliver Trust's products and services to ensure the Trust makes a substantial, positive difference to the quality of health services delivered with the focus being on delivering excellent customer service as a front line of the team.
- Provide internal leadership to Trust staff, particularly those who are contributing to your deliverables through communicating Trust strategy, coaching and mentoring staff and visibly supporting Trust & Corporate policies and systems.
- Contribute to the strategic direction of the Trust through providing representative team input and your understanding and knowledge of the health service arena; including current and future focus.
- Support Trust Directors and CEO to make the Trust's contribution and performance visible to key internal and external stakeholders and gain their support.
- Develop an annual business plan, forecast and budget for the Trust area you manage and deliver agreed targets within these parameters.
- Contribute to the development of the Trust knowledge and skill base through helping to identify the development of current staff, the early identification of necessary skills and knowledge and supporting staff to develop in line with these needs.
- Work closely with other managers to ensure an integrated approach to Trust service provision. To contribute to the overall performance of the Division in line with service developments, national standards and strategic directions to meet Trust and Directorate priorities and objectives.
- Chair the Maternity Board, with CN as Deputy chair.
- To provide professional strategic leadership working in partnership with other organisations in the provision and planning of universal health services to take forward national policies.

SPECIFIC CORE FUNCTIONS

Maternity Services

- To ensure that there is a robust clinical governance framework, care and service built on best evidence, strong risk management, and robust arrangements for children and adult safeguarding within maternity services.
- To provide the Trust and Commissioners with assurance that the unit is complying with CQC standards and that it is working towards national guidance and meeting local performance metrics.
- To engage with local HEIs to ensure effective pre-registration and post graduate training and education for midwives, ensuring contracts and student satisfaction are monitored, in conjunction with the education and training department.
- Take overall responsibility for the operational and strategic management of maternity services, involving the Divisional team as appropriate.
- Develop maternity services strategy in line with Local Maternity System (LMS) and lead the team in the transformation of services within the Trust, identifying potential changes and role redesign, working with managers and senior midwives to implement and support change and development to services; drive innovation and lead the continuing development of staff, policy and practice to deliver current best practice.
- Undertake an annual review of the midwifery establishment to determine appropriate staffing levels to meet the needs of the service and act on any shortfalls in the establishment that will impact on service delivery. To identify different ways of working and lead on reviewing midwifery positions as necessary to ensure efficient and effective service provision that meets national and local targets.
- Ensure robust escalation/contingency plans are in place to respond to times of unexpected increased demand on services or unusual difficulties with staffing e.g. flu pandemic, winter pressures, major incident.
- Lead cost improvement programmes within the service, ensuring that the efficiency of services is improved year on year whilst maintaining and also improving quality of experience for women.
- Participate in the recruitment, selection and induction of senior midwifery and support staff in line with the relevant Trust policy.
- Line manage senior midwives and key personnel and ensure that there are effective line management structures throughout the services, with all midwifery personnel professionally accountable to the post holder.
- Ensure that through the process of annual appraisal all staff accountable to the post holder maintain and update their personal development plans and are supported in accessing any relevant training and education opportunities which will support them in the workplace and maintaining their revalidation requirements/professional education.
- Identify, align and support managers to effectively utilise resources to meet demand. This includes human, physical and financial resources, ensuring that there is sufficient capacity and flexibility to meet foreseeable eventualities.
- Work with senior midwifery managers to agree resources and financial targets for the maternity services and devolution of budgets – being involved in regular review of budgets and the use of resources within services. Support senior midwifery managers in the management of devolved budgets, to optimise the use of resources ensuring best care and achievement of financial targets whilst developing maternity services.
- Take responsibility for ensuring the regular reporting of the activity through the appropriate performance mechanisms at Directorate and Trust level.
- Deputise for the Care group director and Chief nurse as required and fulfil the role of line manager for maternity service staff.
- Establish effective professional relationships with key personnel in other Trusts and other agencies; participate in regional and national meetings, conferences as appropriate. Develop strong multi-disciplinary links across professional boundaries, particularly with Obstetric/ Gynaecology, Paediatric and Primary Care colleagues. Providing expert midwifery advice to the Networked Service Division managers ensuring that professional implications are taken account of in business/service planning.
- Maintain understanding of developments and changes in legislation, national policy and guidance and ensure that senior Trust personnel are kept up to date and informed of the likely impact to Trust services. Translate national policy into local action.

- Act as a role model both internally and externally, promote midwifery developments at Portsmouth Hospitals NHS Trust nationally, participate in national conferences and write for publication in national and international journals.

Clinical Governance

- Have direct access to the Trust Board and Chief Executive in relation to key safety issues.
- Ensure that A–Equip model is available for all Trust employed midwives and ensure the integration within clinical governance.
- Ensure any clinical procedure, policy and practice change required as the result of any adverse incident is implemented both in the Division and Trust-wide and all staff are aware of the resulting change through a good communication network.
- To be the responsible, accountable person for care standards within maternity, reporting to the Divisional Directors and the Chief Nurse on issues and progress.
- Support the Senior Midwifery Manager (Clinical Effectiveness, Quality and Safety) to successfully implement the Trust's risk management, clinical governance and nursing and midwifery strategy; ensuring robust clinical governance systems are in place to improve clinical practice and the experiences of women, children and their families. Make sure all staff are aware and responsive to these directives as appropriate.
- Influence and promote the research and development agenda and participate in multi-disciplinary research within the service.
- Oversee the investigation and responses to complaints and litigation and ensure that appropriate action is taken as a result of the lessons learnt.
- Actively contribute to the Trust Clinical Governance activities, presenting maternity services governance issues.
- Fulfil the lead role in the development of midwifery strategic documents and policies relating to all aspects of midwifery, for midwives employed in all areas of the Trust.
- Ensure that practice is compliant with national standards and external regulation e.g. CQC requirements, NICE guidelines etc.

Provide a visible, accountable presence for staff, mothers and families

- To be professionally credible, leading standards of practice in a positive, enabling facilitative way, ensuring own visibility and accessibility to staff and users.
- Be a strong advocate for women and midwives to improve personalisation and choice for women.
- Ensure strategies prevail to support staff from the effects of frequent exposure to distressing or highly emotional circumstances e.g. childbirth; child protection issues.
- Ensure ward/area managers are empowered to act quickly to resolve patient concerns/complaints as they arise. Working closely with the Patient Advocacy Liaison Service and Complaints Manager.

To provide leadership on evaluating clinical effectiveness and outcomes of care

- Audit, evaluate and improve the effectiveness of the maternity services ensuring that care is delivered in accordance with the agreed service specification within the resources available and quality standards agreed.
- Develop strong and effective partnerships with Health Visitors, Primary Care, Social Services and any other relevant agencies in order to progress the Trust's overall maternity strategy. Work closely with the LMS, Director of Children & Families Health Services, and the Public Health team providing expert advice on Midwifery issues and developing a strategic vision for maternity services and the wider Trust working across the primary, secondary and social care communities.
- In collaboration with the Chief Nurse, Medical Director, Divisional Director and General Manager develop and implement the LMS strategy for maternity services that meets national strategy and standards and delivers the strategic vision for the maternity and newborn programme.
- Develop, promote and review proactive strategies for achieving user feedback on experiences of care within maternity.
- Develop strong links with user forums in order for them to influence the planning and provision of maternity services.

- To support the continued leadership development of midwives through professional development plans and the Trust's nursing and midwifery strategy.
- Participate in education curriculum planning groups to help ensure midwifery education is in alignment with service delivery in order to promote excellence in midwifery care.
- Promote positive working relationships with other Divisions across the Trust, in order to ensure that services support the strategic objectives of the organisation.

KEY WORKING RELATIONSHIPS

- Chief Executive
- Chief Nurse
- LMS
- Wessex Clinical Network
- Medical Director
- Divisional Director
- Divisional Nurse Director
- Trust Board
- Clinical Directors and Managers
- Consultant Obstetricians and Gynaecologists
- Midwifery and nursing staff
- Named Nurse/Midwife for Child Protection
- Professional Leads for Health Visiting
- LMNS
- MNVP
- Leads for related services including Social Services, Learning Disability and Mental Health Services
- Universities of Bournemouth, Southampton, Kingston and Winchester
- Director of Public Health
- Patient and Public Involvement team
- Legal Team

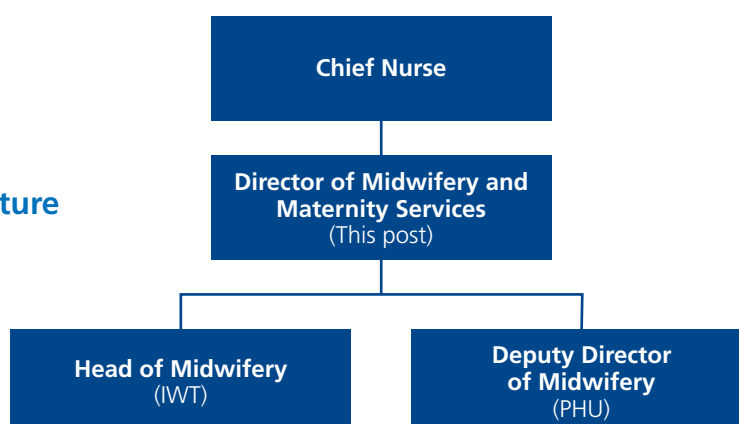
OTHER

Job Holders are required to:

- Maintain personal and professional development to meet the changing demands of the job, participate in appropriate training activities and encourage and support staff development and training.
- Always keep requirements in mind and seek out to improve, including achieving customer service performance targets.
- Adhere to Trust policies and procedures, e.g. Health and Safety at Work, Equal Opportunities, and No Smoking
- Act in such a way that at all times the health and wellbeing 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.
- Respect the confidentiality of all matters that they may learn relating to their employment and other members of staff. All staff are expected to respect the requirements of the Data Protection Act 1998.

This job description does not purport to cover all aspects of the job holder's duties but is intended to be indicative of the main areas of responsibility.

Organisational and Reporting Structure



Person Specification

QUALIFICATIONS AND EXPERIENCE	
ESSENTIAL	DESIRABLE
<ul style="list-style-type: none"> Registered Midwife Master's Degree or post-registration qualification Leadership Development Substantial experience of Maternity Governance processes and structures; with evidence of achievement Teaching and assessing Substantial leadership and managerial experience with evidence of achievement acquired through significant practice at a senior level Experience of financial/budgetary management Record of achievement in managing performance Evidence of service development and successful change management Experience of risk management and quality assurance Public speaking Network involvement 	<ul style="list-style-type: none"> Evidence of study to Master's level Project Management qualification/experience Evidence of utilisation of evidence-based practice Research Awareness Skills
PERSONAL QUALITIES	
<ul style="list-style-type: none"> Strong interpersonal skills Assertive Confident and effective Enthusiastic and energetic Well-developed influencing skills across hierarchies and disciplines Ability to act and ensure delivery Responsive and flexible attitude and approach 	
SKILLS AND KNOWLEDGE	
<ul style="list-style-type: none"> Well-developed communication and presentation skills Up to date knowledge of key issues pertaining to midwifery and maternity services Ability to lead and develop midwifery/maternity excellence in clinical practice Able to coach and develop others Thorough understanding of the current national policy agenda High level interpersonal skills Commitment to transformation and development of services Ability to communicate unpleasant and sensitive information Able to present written information in a logical manner Able to manage own workload, plan the work of others and work autonomously Effective delegation skills Experienced in staff management, able to persuade and influence and handle conflict Knowledge of professional and NHS issues Assertive, confident and effective Ability to develop effective interpersonal relationships with colleagues in the health care setting Ability to develop, plan, and implement short- and long-range goals Ability to develop and maintain record keeping systems and procedures Ability to make administrative /procedural decisions and judgments Critical appraisal skills Negotiation and influencing skills Excellent customer service skills 	

Further information

Annual Leave

The Trust offers a generous annual leave entitlement where typically most full-time staff will be entitled to 27 days annual leave plus bank holidays. 27 days will increase to 29 after 5 years NHS service and after 10 years' service this will then increase to 33 days.

Relocation

A relocation package is available, conditions apply. Removal expenses are paid in accordance with the Trust policy. Interview accommodation will be available on request.

Personal/Professional Development

The Trust strongly encourages and supports on-going personal and professional development for all staff.

Car Parking

Car parking is available.

Health and Fitness Centre

The Oasis Wellness Centre provides exclusive gym, indoor heated swimming pool and a series of health and treatment services, available for PHU and QA staff.

Benefits

There are a number of benefits offered to employees of the Trust. Our most recent exciting schemes are the options to lease a brand new car and to purchase electrical goods via salary sacrifice.

Conditions of Employment

The following conditions must be met before the Trust will confirm an offer of employment:

- Confirmation of eligibility to work in the UK
- Identity checks
- Disclosure and Barring Service Check
- References and employment history
- Validation of qualifications
- Financial reference clearance
- Bankruptcy & Insolvency Check UK & Ireland
- Disqualified Directors List Check
- Declared a Fit and Proper Person under the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.

Verification of ID and Right to Work

- All employees must provide the Trust with documentation to prove their eligibility to work in the United Kingdom under the Asylum and Immigration Act 1996:
- UK Passport
- UK Birth Certificate (if passport is unavailable)
- EEA (European Economic Area) Passport
- Residence permit issued by the Home Office or UKBA
- In addition to the above all employees are required to provide the following:
- Driving Licence (ID card)
- Two addressed bills or statements (Bank / utility bill dated within the last three months)

Note: If you are a British citizen but you do not hold a UK passport then we require a UK Birth Certificate combined with National Insurance evidence.

Criminal Convictions

Employees must declare full details of all criminal convictions or cautions under the Rehabilitation of Offenders Act 1974. The information given will be treated in the strictest confidence and taken into account only where the offence is relevant to the post applied for. Additional checks will be undertaken via the Financial Services Authority.

References

It is a condition of employment that references are provided which are acceptable to the Trust. These must cover the most recent five years of employment history.

Health Screening

It is a condition of employment that all successful candidates undertake a work health assessment.

How to apply

The closing date for applications is **30 January 2025**.

Applications should be made by submitting a full and up to date CV, with a covering letter of no more than two sides of A4. Your supporting statement should give evidence of how you meet the requirements of the person specification relating to the role.

Along with your application, please include:

- Contact details for up to four referees (who will not be contacted without your permission)
- A contact email address and telephone number
- Information on current salary and notice period
- A completed **Equal Opportunities Monitoring Form** and **Fit and Proper Person Monitoring Form**.

All applications should be sent to: **apply@hunter-healthcare.com**. All applications will be acknowledged.

For an informal conversation about the post, please contact Finn McNulty at our recruitment partners, Hunter Healthcare on 07966 006091 or **fmcnulty@hunter-healthcare.com**

KEY DATES:

Application Deadline	30 January 2025
Shortlisting	w/c 10 February 2025
Interviews	w/c 24 February 2025





Isle of Wight
NHS Trust



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University**
NHS Trust



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