

JOB DESCRIPTION

Section One

Job Title: Community Modern Matron

Band: 8a

Service: Designated Community teams

Accountable to: Director of Operations (managerially)
Director of Nursing & Governance via Head of Nursing (professionally)

Responsible to: Head of Service

Responsible for: Professional / Clinical management of the community teams

Organisation Chart:



2.0 Job Summary

- 2.1** To improve the lives of people with mental ill health and/or learning disabilities by minimising the impact of their condition, through effective clinical leadership and management of the development and delivery of excellent services to promote recovery and wellbeing for all service users, including the implementation of standard work for leaders.
- 2.2** To undertake the Department of Health's Ten Key Responsibilities for Matrons:
- Lead by example
 - Ensure service users receive quality care
 - Ensure staffing levels are appropriate to service user needs and compliant (implementing the Safe Staffing approach)
 - Empowering nurses to take on a wide range of clinical tasks (commensurate with their competency level)
 - Improve cleanliness
 - Ensure service users nutritional needs are met
 - Make sure service users are treated with dignity and respect by the service
 - Resolve problems for service users and their relatives and build close relationships
- 2.3** To facilitate an environment and approach which encourages recovery for service users.
- 2.4** To support the Head of Nursing in promoting professional nursing developments and addressing nursing issues within their area.
- 2.5** To promote at all times a positive image of people with mental ill health and/or learning disabilities.
- 2.6** To promote at all times a positive image of Community Services and the wider Trust.

3.0 Main Duties and Responsibilities

3.1 Clinical Responsibilities, Patient Contact

- 3.1.1** Accountable for the delivery of high quality nursing care across the community teams within the designated service area.
- 3.1.2** Responsible for the senior clinical leadership of nursing teams within the designated area, ensuring development and implementation of evidence based clinical practice within a therapeutic clinical environment, to ensure a recovery focussed, safe and effective service user experience.

- 3.1.3 Acts as a role model for nursing staff in the designated clinical areas, demonstrating and promoting the Trust's core values and behaviours, spending a minimum of 50% of the working week within the designated team areas of responsibility.
- 3.1.4 Communicates closely with and supports the Head of Nursing to ensure professional nursing and educational issues are addressed, and information which supports the Head of Nursing role within the management structure is available.
- 3.1.5 Ensures that staffing levels in the area are clinically appropriate and meet regulatory requirements, and that issues are escalated within the Trust as required.
- 3.1.6 Supports and facilitates nursing staff to implement the Trust's Nursing Strategy and the Chief Nursing Officer's national Nursing Framework.
- 3.1.7 Accountable for ensuring that the highest professional standards and attitudes towards the care of patients are maintained and delivered at all times in accordance with evidence based practice by all members of the nursing teams. Service Users have a range of mental health conditions and/or learning disabilities, may demonstrate behaviours that challenge and may have difficult family or social situations of relevance which require a skilled response, on which the matron will lead by example and set and maintain standards.
- 3.1.8 Empowers nurses to undertake a range of nursing practice relevant to their competency level.
- 3.1.9 Enables service users, their carers and families to tackle their health problems with hope and optimism and work towards a valued lifestyle and a recovery journey.
- 3.1.10 Provides a visible, accessible, reassuring and authoritative presence in clinical areas to whom staff, service users, carers and families can turn for assistance, advice and support.
- 3.1.11 Provides professional nursing advice to members of the clinical teams as required, including advice to support the Head of Nursing role.
- 3.1.12 Provides senior nursing input to clinical case discussions with senior medical and AHP colleagues as required.
- 3.1.13 Provides direct advice, guidance and care interventions to patients as required to support staff.
- 3.1.14 Develops and delivers training as required within the service area for patients and carers at different levels according to need and across disciplines. Co-ordinates attendance at vocational training across their sites in response to Trust initiatives and requirements, jointly with operational managers.
- 3.1.15 Takes part in the on-call rota or 'Out of Hours' support system as required.

3.2 Administrative Responsibilities

- 3.2.1 Undertakes administrative tasks in relation to all aspects of the role.
- 3.2.2 Develops efficient and effective processes for office and resource management in all clinical areas including budgetary control, stock control, communication systems, safe data storage and retrieval and maintenance of effective and legal records relating to service business and other activity.
- 3.2.3 Implements efficient and effective operational and performance management systems and processes for the clinical team.
- 3.2.4 Uses Microsoft Office applications and Trust-approved electronic systems as required e.g. ESR, Datix, CRS, IIC etc.

3.3 Responsibility for Information & Information Systems

- 3.3.1 Responsible for the maintenance of accurate and comprehensive patient records by self and others, using PARIS, in accordance with the Trust and professional record keeping standards.
- 3.3.2 Responsible for ensuring that all staff in the designated area record, store and retrieve information in accordance with Information Governance, Data Protection and NMC requirements and that they comply with Information Governance training requirements.
- 3.3.3 Makes effective use of the Trust's information systems including Ward Dashboards, e-rostering and IIC and takes necessary actions based upon the data.
- 3.3.4 Writes reports relating to nursing matters for consideration and decision making by the management team and Head of Nursing. Such reports include producing narrative to support statistical information.
- 3.3.5 Writes reports for investigations and disciplinary/grievance/capability hearings etc. as required.

3.4 Responsibility for Planning/Organising & Strategic/Business Development

- 3.4.1 Effectively delivers the local and Trust strategic priorities, national frameworks and other local and national policies and targets relevant to the specialty area.
- 3.4.2 Provides a professional nursing perspective to locality business planning activities, the Service Development Group and other Governance forums.
- 3.4.3 Ensures there is an evidence based approach to nursing workforce planning and development within the area of responsibility.
- 3.4.4 Leads the implementation of workforce development programmes to achieve effective and efficient service delivery.

- 3.4.5 Plays an active role in the implementation of the Trust's Risk Management Strategy and Recovery Strategy, monitors its effectiveness in the clinical area and promotes positive risk management and a culture of Recovery.
- 3.4.6 Provides senior nursing input to support the Head of Service/Head of Nursing in further planning and development of the service strategy.
- 3.4.7 Assesses competing demands, prioritises effectively and decides on the best use of personal and others available time. Delegates work taking into account the capacity and competency of individuals whilst maintaining professional accountability.

3.5 Policy Development

- 3.5.1 Responsible for development of policies and protocols for the service area as needed and provides a senior nurse perspective to the development of Trust-wide policies as required.
- 3.5.2 Ensures the practical implementation of Trust policy in the designated area and provides senior nursing advice on any modifications to policy which may be required.

3.6 Service Development, Project Management

- 3.6.1 Uses the techniques of the Trust's Quality Improvement System to lead development and quality improvement activity within the designated area to facilitate continuous improvements in quality, safety, standardisation of processes and best use of available resources.
- 3.6.2 Delivers service development plans relevant to the specialty area.
- 3.6.3 Undertakes project management roles for specific areas of work as required.
- 3.6.4 Ensure that clinical services are developed in partnership with service users and carers.

3.7 Financial Responsibilities

- 3.7.1 Personal duty of care to complete time sheets, mileage forms, expense claim sheets etc., accurately and in a timely manner, providing receipts as required.
- 3.7.2 Monitors and contributes to the effective management of the operational budget for the area, in conjunction with the locality manager and the locality accountant representative, in particular as regards budgets required for cleanliness, environment and control of infections. Is an authorised signatory for financial payments to a level appropriate to the grade and responsibilities.
- 3.7.3 Promotes the effective and accountable use of financial resources within the clinical teams.
- 3.7.4 Contributes a professional nursing perspective via the Head of Nursing, to longer

term financial planning and CRES requirements.

- 3.7.5 Contributes to the development of QIS Lean based systems to include the carrying of minimum stock and effective lean procurement systems, with a view to improving patient safety as well as effective use of budget.

3.8 Responsibility for Physical Resources, Estates, Hotel Services

- 3.8.1 Working with the Estates Department, Health and Safety team and the IPC team, ensures environmental standards e.g. hygiene are maintained and risk of infection is minimised, in line with one of the matrons key clinical roles.
- 3.8.2 Ensures health and safety and related audits are undertaken and takes corrective action based on the results.
- 3.8.3 Working with the Estates Department and Operational Managers, provides a senior nursing input to the management of any contracts, action plans etc. which impact on monitoring, maintenance or improvements to the environment in clinical areas.
- 3.8.4 Ensures compliance with EMSA regulations and compliance with CQC Fundamental standards.
- 3.8.5 Leads and manages the medical devices and clinical procedures activity.
- 3.8.6 Ensures the maintenance of healthy, safe, secure and efficient working environments across the designated area.

3.9 Research, Audit and Governance

- 3.9.1 Leads the development and implementation of contemporary evidence-based clinical practice to achieve safe and effective clinical practice.
- 3.9.2 Maintains a personal professional portfolio of learning activity in compliance with NMC requirements.
- 3.9.3 Maintains awareness of and disseminates relevant issues from current research and promotes staff involvement in this activity.
- 3.9.4 Implements systems of governance and clinical benchmarking to assure a safe, therapeutic and efficient experience for all service users, their families and carers which are linked into the locality Clinical Governance structure.
- 3.9.5 Carries out the Modern Matron Lead Audits for the area, including hygiene audits, and takes necessary corrective action, implementing and monitoring action plans arising from the audits.
- 3.9.6 Ensures lessons are learned from incidents and complaints arising within the team areas. Takes local actions to address wider Trust issues disseminated from the Clinical Governance system and works jointly with other professionals as indicated by the issue.

- 3.9.7 As a key point of contact for the Directorate of Nursing and Governance via the Heads of Nursing, assists with the interpretation and implementation of professional nursing and governance activity into the local teams.
- 3.9.8 Acts upon Governance information within the service as required and escalates as necessary. Ensures Governance information is disseminated appropriately throughout the designated clinical area.
- 3.9.9 Where nursing care is being compromised, attempts to achieve a resolution locally. Raises concerns and potential solutions via managerial or professional accountability routes where local resolution has not been possible, including through liaison with the Head of Nursing.
- 3.9.10 Oversees the application of safeguarding systems in own area, ensuring all relevant reports and actions are completed in a timely manner.
- 3.9.11 Leads the development and implementation of contemporary evidence-based clinical practice to achieve safe and effective clinical practice.

3.10 Analysis, Judgement and Decision Making

- 3.10.1 Analyses and interprets a range of complex facts and situations when assessing patient conditions in order to advise on the development of appropriate intervention plans or to determine the best course of action in particular circumstances. Judgements may be required where there exists a range of options.
- 3.10.2 Takes critical decisions which may impact on the health, safety and well-being of service users and staff.
- 3.10.3 Interprets complex data and information relating to clinical and other performance measures and takes corrective action or promotes good practice, including the use of team dashboard and IIC information and the Safe Staffing returns.
- 3.10.4 Undertakes analysis of complex performance data and budget statements when compiling operational reports.
- 3.10.5 Uses judgement, evidence based practice and analysis when investigating and responding to patient complaints.
- 3.10.6 Uses judgement and analysis when investigating and making decisions with regard to staff grievances and disciplinary/capability matters.
- 3.10.7 Responsible for maintaining appropriate boundaries with patients.
- 3.10.8 Works within the NMC Professional Code of Conduct, as an autonomous practitioner accountable for own professional practice.
- 3.10.9 Take decisions commensurate with the role of senior nurse with responsibility for the operational management and clinical leadership of several teams.
- 3.10.10 Uses own interpretation when applying broad clinical guidelines in a range of situations and initiates actions independently to safeguard patients and ensure

delivery of high quality care in the best interests of the patients at all times.

- 3.10.11 Uses own judgement when applying professional policies in a range of situations, taking decisions relating to the operational management of the service and initiating actions independently to manage situations as they arise.
- 3.10.12 Works on own initiative to resolve difficult or critical situations which require immediate action or decisions under pressure and where guidance from more senior colleagues is not available.
- 3.10.13 Uses own judgment to decide when to escalate issues to senior managers, the Head of Nursing or the Nursing and Governance Directorate.

3.11 Staff Management, Training and Development, HR

- 3.10.1 Acts as a role model for the teams in the clinical area and demonstrates effective leadership, spending a minimum of 50% of working week within the designated team areas of responsibility.
- 3.10.2 Ensures the maintenance of an effective clinical learning environment and the required systems to support student nurse training in the designated area.
- 3.10.3 Works in partnership with educational establishments and the Practice Placement Facilitation Team to develop and provide effective clinical educational placements and appropriate support to colleagues in post-registration educational programmes.
- 3.10.4 If required, acts as a mentor and assessor for students and other learners on workforce development and academic programmes, including pre-registration nursing students as required.
- 3.10.5 Provides expert clinical supervision for staff working within the service area including formal supervision, case conferences, skills modelling etc.
- 3.10.6 In conjunction with operational managers, delivers skilled performance appraisal, mentoring and supervision to others in the designated area, and acts as a Confirmer for relevant individuals within Nursing and Midwifery Council Revalidation requirements or other professional registration processes.
- 3.10.7 Develops and delivers specialist clinical training within the service area for teams at different levels according to need and across disciplines.
- 3.10.8 Ensures Human Resource policies and procedures are implemented correctly within the designated area, including recruitment and ongoing employment procedures. Ensures mandatory and statutory training requirements are met.

3.12 Communication

- 3.12.1 Communicates in a way which recognises difference and ensures that people feel included and their individual communication needs are met.
- 3.12.2 Provides a reassuring presence in the clinical areas for service users, their families and carers. Communications with patients must at all times be safe (appropriate) in

content, effective and respectful and made compassionately and positively to minimise anxiety and distress related to their health and well-being.

- 3.12.3 Uses appropriate communication methods to ensure effective therapeutic engagement with patients including the giving and receiving of complex or sensitive information where understanding may be limited.
- 3.12.4 Communicates complex and highly sensitive information regarding patients' needs and progress accurately and in a timely manner to their carers/relatives as appropriate, having due regard for confidentiality at all times.
- 3.12.5 Works in partnership with service user groups, experts by experience and the Patient Advice and Liaison Service
- 3.12.6 Communicates accurate and comprehensive clinical information to other health professionals at case conferences and multiagency meetings to inform decision making in the best interests of the patient.
- 3.12.7 Provides a senior nursing perspective in discussions with senior medical and clinical colleagues, Heads of Nursing and operational managers in developing a co-ordinated approach to service delivery which is informed by good nursing practice.
- 3.12.8 In liaison with locality managers, Head of Nursing and other senior clinicians, provides support and leadership for team managers and their teams within the designated area.
- 3.12.9 Communicates accurate and comprehensive nursing and related information at senior meetings using appropriate presentation skills, to inform decision making in the best interests of the service.
- 3.12.10 Communicates highly sensitive or contentious information to staff regarding e.g. disciplinary matters, organisational change where the atmosphere may be hostile or antagonistic but where the communication needs to be accepted or where co-operation needs to be achieved. Writes and presents reports, makes decisions and/or recommendations as appropriate and ensures robust implementation of agreed action plans.
- 3.12.11 Plays a key role as a member of the local Professional Nursing and Advisory group, and ensures dissemination of information to the ward teams.

4.0 Personal Responsibilities

The post holder must:

- 4.1 Comply with the terms of the contract of employment, the Staff Compact and the Trust's Statement of Values and Behaviours.
- 4.2 Be aware of, comply with and keep up to date with all Trust Policies and Procedures and other communications relevant to the role.
- 4.3 Maintain registration with the appropriate professional body where applicable and

comply with the relevant code of conduct and standards of professional practice.

- 4.4 Fully participate in management, clinical and professional supervision sessions relevant to the role, as required by the Trust.
- 4.5 Fully participate in annual appraisal and appraisal reviews.
- 4.6 Maintain up to date knowledge and competency in the skills required to perform safely and effectively in the role. Undertake relevant training (including statutory and mandatory training) and be responsible for personal development agreed with the line manager and in line with the requirements of the AFC Knowledge and Skills Framework.

5.0 Other Requirements

- 5.1 The post holder may be required to undertake duties not specified in the job description, but which are commensurate with the role and/or band as required by service need.
- 5.2 The post holder may be required to work in locations other than those specified in the job description as required by service need.
- 5.3 The post holder may be required to work flexible hours as required by service need.
- 5.4 There may be a requirement to change the job description in light of developing service needs.

6.0 Person Specification

	Essential	Desirable
Qualifications	<ul style="list-style-type: none"> • RNMH / RNLD, or current professional registration with NMC • Professional knowledge acquired through degree/diploma supplemented by specialist training or equivalent experience to master's level equivalent • Recognised clinical teaching qualification or equivalent clinical mentoring and teaching experience • Leadership qualification or willingness to work towards. Qualification must be achieved within agreed timescale. • Quality Improvement Systems for Leaders or willing to undertake within agreed timescale. • Evidence of continuous personal development • Key skills in literacy, numeracy and ITQ level 2 (or equivalent) 	
Experience	<ul style="list-style-type: none"> • Extensive experience working with people with complex mental ill health or learning disabilities in an inpatient or community environment. • Extensive experience working collaboratively with service users and their families/carers • Extensive experience in a clinical nurse leadership role • Extensive experience providing clinical supervision, mentoring and teaching to healthcare professionals and students. • Significant experience in a first line management role in a ward or community team. • Significant experience delivering change and service improvement across more than one setting • Significant experience resolving complex and challenging situations in collaboration with other disciplines and agencies 	<ul style="list-style-type: none"> • Use of the Trust's quality Improvement System to implement change • Experience of working alongside higher education providers
Knowledge	<ul style="list-style-type: none"> • Sound knowledge of principles of nursing and how to apply these in a practice setting 	

	<ul style="list-style-type: none"> • Significant evidenced based knowledge of best practice in caring for patients in the designated field. • Good understanding of relevant legislation and guidance (e.g. Mental Health Act, Mental Capacity Act, CPA, Safe Staffing) and its application in practice. • Good understanding of clinical governance and its application in practice. • Good understanding of Recovery principles and application in practice • Detailed understanding of Safeguarding and its application in practice. • Detailed understanding of Care Programme Approach and its application in practice. • Detailed understanding of Clinical Risk Assessment and Management/Harm Minimisation and its application in practice. • Research and development methodology. • Understanding of psychological models of care and treatment. • Budget Management skills and knowledge of Financial Standing Instructions relevant to their authorised signatory level • The Trust's Quality Improvement System (QIS) (or within agreed timescale). • Working knowledge of HR policies and procedures and when to escalate to the HR Department. 	
<p>Skills</p>	<p>Must be able to:</p> <ul style="list-style-type: none"> • Provide effective leadership • Influence, initiate and manage change effectively • Use initiative to make critical judgements and decisions independently under pressure • Offer support to staff whilst maintaining boundaries, which enable difficult decisions to be made in an impartial and fair manner in accordance with Trust policies and procedures. • Engage with vulnerable people and work effectively in distressing and challenging circumstances • Work flexibly and co-operatively as part of a team • Use a range of IT skills to analyse complex data and 	

	<p>produce statistical reports.</p> <ul style="list-style-type: none"> • Manage resources including budgets and staffing • Influence and work collaboratively with senior managers and external partners. • Communicate effectively with a wide range of people including the use of multimedia materials for presentations in formal settings. • Provide effective clinical supervision, teaching, training and assessing in clinical practice. • Produce high quality reports, policies etc. • Use approved techniques in physical intervention • Use clinical skills appropriate to the area of work e.g. intramuscular injections. 	
<p>Personal Attributes</p>	<ul style="list-style-type: none"> • Able to work in accordance with the Staff Compact and Trust Values and Behaviours. • Able to challenge staff behaviour and values in a constructive manner • Self-motivated • Resilient and calm in a crisis situation • Act as a reassuring presence for members of the public in difficult situations • Compassionate in meeting the needs of vulnerable people and their families and carers. • Committed to continual quality and service improvement • Self-aware and committed to continual professional and personal development. Able to accept and respond positively to feedback from supervision • Committed to promoting a positive image of people with mental health conditions and/or learning disabilities • Committed to promoting a positive image of inpatient services and the wider Trust 	
<p>Other Requirements</p>	<ul style="list-style-type: none"> • Ability to travel independently in accordance with Trust policies and service need. • This post is subject to a satisfactory Disclosure and Barring Service check. 	

JOB DESCRIPTION AGREEMENT SNM097a: v1: December 2020

Post Holder

Sign..... Date.....

Print Name.....

Line Manager

Sign..... Date.....

Print Name.....

Print Job Title.....



Our Journey To Change key messages

It's really important that as we continue to raise awareness and embed Our Journey To Change we use key messages. They will help us to use a shared language to communicate consistently with everyone and to make sure that what we say is simple and human. The key messages below are for use in the communications we share and conversations we have about Our Journey To Change.

Key messages:

- Our Journey To Change sets out why we do what we do, the kind of organisation we want to become and the way we will get there by living our values, all of the time. To help us achieve this we have also committed to three big goals over the next five years.
- Our Journey To Change was created with more than 2,500 colleagues, service users, families, carers, partners and our local communities who all took part in Our Big Conversation. We listened to every piece of feedback – and we will continue to listen.
- Through our conversations it was clear that the experience we provide to our service users, carers and colleagues was not consistently good and partners told us we weren't always easy to work with. We are committed to ensuring that we improve this experience for everyone.
- Change won't happen overnight but Our Journey To Change will be placed at the centre of everything we do and will inspire all actions and decision making at all levels, all of the time.
- This is our journey with you – it's important that everyone continues to be part of this.

Our values - key messages

- We are committed to co-creating safe and personalised care that improves the lives of people by involving them as equal partners. The most important way we will get there is by living our values, all of the time.
- Our values are respect, compassion and responsibility. They were created with more than 2,500 colleagues, service users, families, carers, partners and our local communities who all took part in Our Big Conversation.
- Our values are:
 - respect – we listen, we are inclusive and we work in partnership
 - compassion – we are kind, we are supportive and we recognise and celebrate achievement
 - Responsibility – we are honest, we are always learning and we are ambitious.
- Our values are at the heart of everything we do.

Further information

Further information is available at www.tewv.nhs.uk/about-us/our-journey-to-change

There is also further information for colleagues on our internal staff intranet <https://intranet.tewv.nhs.uk/our-journey-to-change>

