JOB DESCRIPTION

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| 1. **JOB IDENTIFICATION**
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|  Job Title: Responsible to:Accountable to:Department(s):Directorate: Operating Division:Job Reference:CAJE No: No of Job Holders:Last Update (insert date): | Head of Midwifery – Women & Children’s ServicesExecutive Director of NursingDirector of Midwifery/Associate Nurse Director Maternity ServicesWomen & Children’sAcute Services800-30951 WTEMarch 2024 |

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| 1. **JOB PURPOSE**
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| The Head of Midwifery is accountable for ensuring the delivery of person centred safe and effective nursing services and clinical practice within Maternity services. Provide strong clinical, managerial and professional leadership for midwives.The Head of Midwifery will report to the Director of Midwifery/Associate Nurse Director for the clinical management of all Women & Children’s Midwifery Services throughout NHS Ayrshire and Arran. This includes responsibility for the delivery of clinical performance targets, resources and activity in accordance with local, regional and national objectives relevant to individual specialties.  The Head of Midwifery is expected to provide strong clinical, managerial and professional leadership for midwives across Maternity teams. In addition, input to the Directorate’s strategic structure for developing future service strategy is expected, alongside working on a range of service specific NHS Ayrshire and Arran wide issues in relation to service delivery.The main elements of the role are:1. To influence, co-ordinate and lead the strategic direction of the Women & Children’s Maternity Services and contribute in the determination of strategy and policy across the Directorate and the wider Ayrshire and Arran.
2. Be responsible for the operational delivery of safe, efficient and effective patient centred care in line with the local and national quality standards.
3. To lead the development of new models of care alongside both clinical and non-clinical colleagues.
4. Promote and integrate service performance measures to deliver the Board’s key targets including waiting times, finance, partnership and patient health and safety improvements.
5. Provide leadership and development of clinical services in conjunction with Clinical Directors, Senior Nursing Teams, AHPs Consultants, Heads of Departments, Finance, Human Resources and Facilities Management to ensure the effective delivery of high quality secondary care services and the desired transformation of healthcare delivery in Ayrshire and Arran.
6. To lead the long term planning and service development of Women & Children’s maternity services to ensure that they are best provided to meet the developing needs of the population.
7. To participate in and influence the development of national strategy for Maternity care by representing NHS Ayrshire and Arran at national and regional fora.

The Head of Midwifery will provide line management to:1. Clinical Midwifery Managers for Women & Children’s maternity services
2. Maternity Clinical Risk Midwives
3. Practice Development facilitators
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| 1. **DIMENSIONS**
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| NHSAA operate a triumvirate leadership model, this is a group of three leaders situated within a particular specialty area or site, charged and empowered with equal responsibility for shared decision-making across their particular area of responsibility. Members of the triumvirate have different and complementary portfolios, which bring together the different skillsets and expertise needed for this work from medical, nursing / midwifery and operational management. Operational triumvirates are responsible for the operational delivery of services within their portfolio. These specialty portfolios are responsible and accountable for the delivery of performance outcomes and to ensure the delivery of services are managed to plan, both operationally and financially.The post holder will have a high level of autonomy to prioritise workload, and is accountable to the Director of Midwifery/Associate Nurse Director of Women & Children’s Directorate, working to defined objectives. The range of specialties may change to reflect the needs of the organisation.The post holder manages a devolved budget for the Directorate and is authorised signatory for up to £25,000.The post holder will be required to deputise for the Director of Midwifery/Associate Nurse Director in their absence, both in relation to their specific field of expertise and in relation to wider Directorate and organisational issues as required.NHS Ayrshire and Arran serves a population of approximately 376,000 people.2022/23 – Women & ChildrenBudget**:** £42mFunded Staffing Establishment**:** 608 WTE / 770 HeadcountThe post holder is accountable for the clinical performance of and professionally leads wards and departments across Ayrshire at the primary site of the Ayrshire Maternity Unit, and a variety of community settings countywide:**Pan-Ayrshire Areas of Responsibility** Maternity Services including:Maternity Inpatients, Intrapartum Care, Theatres, Integrated Community Midwifery and Home Birth Teams, Arran Midwives and Island Birth & Safeguarding TeamThe post holder is based at Ayrshire Maternity Unit but is required to travel between sites as well as to other NHS Boards and areas as well as occasionally to Scottish Government Health Departments. The majority of the work is undertaken Monday to Friday, however, out of hours and weekend working is occasionally required. The post holder also participates as a member of the Women and Children’s page holder which involves on-call, evening, night and weekend availability. |

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| 1. **ORGANISATIONAL POSITION**
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| 1. **ROLE OF DIRECTORATE**
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| The Women and Children’s Directorate is responsible for the comprehensive management and delivery of Paediatrics including Corporate Parenting and Child Protection, Gynaecology, Obstetric, and Sexual Health. Each of these areas have multiple elements, i.e. Unscheduled Care / Emergency Receiving, In-Patient, Day Case, Out-Patient, Community-based and Outreach Services. All services are provided on a pan-Ayrshire basis.A key role of the service is to initiate, influence and develop services by working in close partnership with the other service areas across NHS Ayrshire and Arran and other healthcare/service providers to facilitate change and promote the Board’s policy of continuous service improvement. |

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| 1. **KEY RESULT AREAS**
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| **Leadership**1. The post holder will be a highly visible clinician who will act as an exemplary professional role model at all times and lead in order to shape the culture by demonstrating positive behaviours and attitudes that represent the organisation's agreed values and behaviours.
2. Lead and contribute to the development of national policies influencing the future strategic direction of NHS Scotland and achieve improvements in clinical care.
3. Lead the development of and implement new Nursing and Midwifery roles considering financial and HR implications, taking account of the changing NHS environment and Local Delivery Plan.

**Governance**1. Lead and direct effective care governance systems at all levels of the Board with specific accountability for Midwifery clinical governance arrangements.
2. Accountable for the delivery of safe, effective and efficient care throughout Women & Children’s Maternity Services and responsible for the development and implementation of clinical and non-clinical policies, guided by professional and clinical standards (NMC, NICE, SIGN, RCM) and Ayrshire & Arran strategic aims.
3. Responsible for ensuring robust and auditable systems are in place to enable the successful monitoring of performance and the early identification of problem areas within the service.
4. Ensure that all aspects of clinical risk are robustly and effectively managed including taking the role of lead reviewer in significant adverse event reviews (SAERs).

**Staff**1. Work in partnership, within local and national guidelines for professional management of staff, in relation to performance, conduct and capability.
2. Responsible for ensuring that systems in place that enable all nursing and midwifery staff to have PDR and PDP undertaken; including undertaking PDR and PDP for staff which post holder line manages.
3. Responsible for leadership and development of all staff including delivery and monitoring performance against staff governance standards through the development and delivery of a Staff Governance Improvement Plan.
4. Work closely with HR and partnership colleagues to create an open, transparent and positive culture to maximise staff potential and the delivery of effective and efficient services.
5. Lead the implement of national workforce tools and other related strategies ensuring the workforce is adequately resourced and educationally fit for purpose to deliver high quality care in a dynamic and responsive organisation and to liaise at a regional and national level to support workforce needs.

**Research and Education** 1. Ensure that evidence-based practice determines the delivery of maternity care. The post holder directs and facilitates clinical, Nursing and Midwifery research and audit, encouraging utilisation of research findings.
2. Lead the development of and ensure the effective implementation of a range of professional education and training activities, including formal programmes, clinical placements, post-registration development and research programmes, using external bodies and academic institutions as required to ensure that the nursing/midwifery staff are provided with the required professional development throughout their careers.

**Financial Management**1. Ensure appropriate and effective use of all resources and service delivery achieved within agreed budget parameters, this includes the identification of efficiency savings.
2. Delegated responsibility and accountability for the Midwifery budget for services up to £25,000 in conjunction with the Director of Midwifery/Associate Nurse Director. This includes the control and monitoring of budgets.
3. Responsible and accountable for ensuring that charity and endowment funds are spent efficiently to enhance service user and staff experience.
4. Review the use of bank and agency expenditure ensuring that the Directorate maximises the use of resources and achieves its financial targets in regard to workforce utilisation.

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| **7a. EQUIPMENT AND MACHINERY** |
| The post holder is expected to have knowledge of equipment used within clinical areas and to ensure that staff use equipment appropriately:1. Standard Microsoft Office packages e.g. Word, Excel and Powerpoint to manipulate information and produce reports to aid decision making and insight into operational/strategic matters as well as to external parties.
2. E-mail for routine communication on a daily basis.
3. Regular utilisation of patient and activity centred data at both national/local levels.
4. IT literate and competent in the use of IT in-house and related packages to analyse various activity, waiting list, risk and financial data and turn this into management information to aid decision making.
5. An understanding of project, patient data and supplier operating systems is also required. Primary use will be to access and interpret data, but the re-forming or preparation of new data will also be undertaken.
6. Intranet, Internet for sourcing information to support development and delivery of services.
7. Working understanding of PMS.
8. DATIX
9. All examples of clinical equipment – resuscitaire, syringe pumps, etc.
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| **7b) SYSTEMS** |
| The post holder has primary responsibility for the security, maintenance and confidentiality of databases and information held on their own computer.1. Performance monitoring and management, report writing and project management systems, e.g. Business Objects, other performance databases.
2. Health & Safety/ Incident recording - DATIX System.
3. Payroll System – authorisation of payroll, e.g. Workforce Solutions, SSTS
4. Recruitment and Selection Systems.
5. Databases such as maternity dashboard and other quality and data collection and analysis resources.
6. Personal Development Planning System.
7. Electronic data storage, e.g. Word, Access, Excel, PowerPoint, MS Teams.
8. Budget systems in relation to post
9. Personal mileage/timesheets/diaries
10. Intranet/Intranet/Sharepoint
11. Clinical systems, e.g.Trakcare, eWhiteboard, Clinical Portal
12. Clevermed reporting and audit systems, electronic patient record and prescribing systems
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| 1. **ASSIGNMENT AND REVIEW OF WORK**
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| The post holder is responsible and professionally accountable to the Director of Midwifery/Associate Nurse Director.This post operates with a high degree of autonomy and will self-generate work in response to the needs of service users and their families, local and national directives.The post holder is expected to make clinical, management, and professional autonomous decisions on a daily basis, including the provision of advice to the multidisciplinary team.Annual performance objectives will be agreed and reviewed by the Director of Midwifery/Associate Nurse Director, in collaboration with the Executive Director of Nursing. |

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| 1. **DECISIONS AND JUDGEMENTS**
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| Triumvirates are responsible for establishing the optimal operating model and plans each day that will ensure delivery for their specialty.  They will make decisions about service, performance, outcomes, people, finance, and quality, and identify triggers and risk points.Operational triumvirates are responsible for the operational delivery of services within their portfolio. These specialty portfolios are responsible and accountable for the delivery of performance outcomes and to ensure the delivery of services are managed to plan, both operationally and financially.The post holder is directly accountable to the Director of Midwifery/Associate Nurse Director; working closely with and alongside the Senior Management Team for Women & Children’s Directorate.The post holder is:1. Responsible for providing high-level management, leadership and co-ordination at strategic and operational levels within area of responsibility.
2. Accountable for leading and driving progress within areas of responsibility within the· parameters of established national and local priorities, policies and procedures, operating autonomously within this framework and is expected to function as a source of expertise and advice at the highest level.
3. Responsible for professional midwifery issues within NHS Ayrshire & Arran and for advising on these.
4. Required to anticipate, identify and provide innovative solutions to a variety of complex and multi-faceted midwifery/nursing and maternity care issues.
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| 1. **MOST CHALLENGING/DIFFICULT PARTS OF THE JOB**
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| To deliver sustained improvements in Women & Children’s Services, ensuring these services are sustainable, patient centred, safe and effective. Providing assurance through effective professional leadership combined with effective staff management and robust systems that the patient safety and quality agendas are being delivered at every level of the organisation by competent midwifery and nursing staff.Leading change and transformation that promotes proactive rather than reactive visioning and delivers cooperative, multidisciplinary working towards innovative solutions that ensure the provision of safe, effective and person centred care within maternity services.Developing the midwifery and nursing workforce in line to meet the needs of and improve the health status of the Ayrshire & Arran population. ·Developing and delivering exemplar clinical service and practice throughout significant service change, ensuring delivery of key national strategies such as Best Start.In a rapidly changing environment, deliver the ongoing development and implementation of effective strategies that improve the health of the population of Ayrshire & Arran and the quality of the health services experienced, within allocated resources. Leading on complex agendas with competing and conflicting priorities in terms of resources and timescales for delivery, across both hospital and community services. |

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| 1. **COMMUNICATIONS AND RELATIONSHIPS**
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| The post holder will communicate with a wide range of senior clinical and non-clinical staff in NHS Ayrshire & Arran; the wider NHS in Scotland and beyond; and with senior officials of external organisations. Excellent communication skills are required in order to persuade others and negotiate the implementation of change. Strong presentational skills are required as is the ability to express views convincingly and coherently using a variety of skills and media.The success of the services is heavily influenced by the triumvirate leadership model and the clarity of relationships, roles and responsibilities between the leadership team.The effectiveness of the post holder’s contribution relies entirely on sound knowledge and good relationships, the ability to communicate clearly and consistently and to negotiate and influence. The post holder requires to have excellent skill in managing both internal and external relationships and effective communication skills to ensure development of services.The post holder will deal with extremely sensitive and highly contentious information involving presentations to staff members and groups, relatives and members of the public usually involving organisational changes, or service issues that may be viewed as controversial. Information can often be unwelcome and/or significant barriers exist to accepting of such information. In addition to the post holder's immediate line manager and direct reports within NHS Ayrshire & Arran, the following are key working relationships:1. With members of NHS Ayrshire & Arran Board and in particular the members of the Healthcare Governance and Staff Governance Committees to ensure the provision of information and support to enable them to effectively fulfil their roles as Non-Executives and elected members.
2. With members of the Corporate Management Team; senior managers; senior clinical staff and senior staff side representatives within NHS Ayrshire & Arran to support the development and delivery of Corporate and Service Strategies.
3. With senior NMAHP professional leaders to ensure delivery of objectives and the development of professions and staff.
4. With Further and Higher Education Institutes and NHS Education Scotland in relation to the pre and post registration and continuing professional development of Nurses, Midwives and Health Care Support Workers.
5. With statutory regulators such as the Nursing and Midwifery Council (NMC) on issues of registration and fitness to practice of Nurses and Midwives, either individual or collectively and whether nor not employed by NHS Ayrshire & Arran.
6. With neighbouring NHS systems to promote NHS Ayrshire & Arran's involvement in relevant initiatives.
7. With Scottish Health Council and organisations such as SANDs to develop NHS Ayrshire & Arran's approach to involving women and families in service change and development.
8. With Officers of the Scottish Government Health Department to influence and contribute to national midwifery, nursing and- clinical strategies, to participate in national working or· planning groups and to respond to parliamentary questions.
9. With MPs/MSPs/Public pressure groups/patient representatives and others on issues and concerns about maternity services and midwifery within NHS Ayrshire & Arran.
10. With the media to respond to media questions about matters within NHS Ayrshire & Arran relating to the post holder's sphere of responsibility.
11. With national and local representatives of staff side organisations and Partnership Fora.
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| 1. **PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB**
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| **Physical Skills**1. The post will involve office-based work, which will involve the use of a VDU but will also involve the post holder frequently travelling between sites and partners.
2. Keyboard skills for production of paperwork and reports.
3. Driving and moving between meetings, departments and sites across NHS Ayrshire & Arran.

Physical Effort 1. Mainly office based, light physical effort with a combination of sitting, standing and walking.

Mental1. During day-to-day work, experiencing frequent interruptions which may not be predictable or scheduled, resulting in post holder having to rearrange work schedule.
2. Periods of prolonged concentration whilst analysing and producing highly complex reports, analysing financial, clinical and workforce data.
3. Competing demands and strict deadlines' are part of the daily work as are frequently dealing with highly complex, sensitive and contentious issues e.g. disciplinary hearing, complaints, public consultations and major service changes involving staff and the public.
4. Providing solutions and planned responses whilst dealing with unpredictable workload and frequent interruptions for advice on complex day to day issues.
5. Frequent requirement for focus and attention to operational detail whilst also developing vision, strategic approaches and innovative solutions to problems.

**Emotional**1. Regularly dealing with distressing and emotional situations involving highly sensitive, highly complex and often highly contentious information, which requires empathy and reassurance, e.g. meeting with families in relation to adverse events such as still births and complaints.
2. Investigating critical incidents/serious adverse events and supporting staff following such incidents and in situations where they require professional/personal support.
3. Providing professional and management input in relation to underperformance and disciplinary issues.
4. Requires resilience, emotional as well as physical, to deal with disagreements, conflict resolution and challenges around improving services or ways of working with finite resources.

**Environment**1. Working in clinical and non-clinical areas.
2. Exposed to verbal aggression and unpredictable behaviour of service uses and their families.
3. Travel in varying weather conditions.
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| 1. **KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB**
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| The post holder must be able to demonstrate expertise at the highest level of professional knowledge combined with extensive operational management experience in order to fulfil the requirements of this post.**Qualifications:** 1. Educated to Masters Level or equivalent demonstrable experience.
2. Able to demonstrate continuing professional development.
3. Current NMC registration.

**Knowledge and Experience:** 1. Significant experience in a senior management post with relevant experience in healthcare oranother complex multidisciplinary public or private sector organisation, with the experience of working in multi-agency partnerships.
2. Demonstrate operational experience derived from senior management roles, managing both scheduled and unscheduled care in key operational posts. An ability to meet deadlines, responsibility for revenue budgets, resource management, and with significant experience in managing people and employee relations issues.
3. Demonstrate operational experience derived from senior management roles working alongside relevant legislation, e.g. SARCS.
4. Able to show clear leadership skills relating to Health and Social Care and have an understanding of the complexities, policies and structures of the health care environment.
5. Innovative, lateral thinker who is able to influence and effect change combined with sound organisational and operational decision making skills.
6. Sound knowledge of current practices within healthcare, and awareness of National Strategic Direction issues and how these impact upon the local agenda and subsequent service delivery.
7. Experience, flexibility and interpersonal ability to function effectively under uncertain conditions, whilst managing the responsibility for delivery of critical outputs on behalf of NHS Ayrshire and Arran.

**Skills and Competencies:**1. Ability to inspire and motivate staff and create energy and momentum which drives excellence, transformation and improvement.
2. Experience, flexibility and interpersonal ability to function effectively under uncertain conditions, whilst managing the responsibility for delivery of critical outputs on behalf of NHS Ayrshire and Arran.
3. Ability to demonstrate integrity and effective leadership and management skills together with a proven track record of achievement in strategy and policy implementation.
4. Excellent well-developed interpersonal and strategic skills and a supportive and visible leadership style.
5. Excellent presentation, communication, problem solving and report writing skills.
6. Demonstrate the ability to work in developing and complex scenarios and must be able to provide guidance and support to senior colleagues.
7. Strong team-working and networking skills with a clear ability to engage with a wide range of staff at all levels in the organisation.
8. Excellent and well developed leadership qualities and behaviours.
9. Ability to develop and maintain effective, positive relationships with key partners and partner organisations, providing a positive role model for partnership working within Ayrshire & Arran to optimise opportunities for integration of pathways within Women and Children’s Services.
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| **14. JOB DESCRIPTION AGREEMENT** |
| A separate job description will need to be signed off by each jobholder to whom the job description applies. Job Holder’s Signature: Head of Department Signature: | Date:Date: |