

NHS LANARKSHIRE

JOB DESCRIPTION

1. JOB DETAILS

Job Title:	Lead Midwife for Clinical Governance and Quality
Immediate Senior Officer:	Director of Midwifery
Directorate:	Women's Services
Job Reference:	NHSL24/029

2. JOB PURPOSE

The post holder's focus will be to ensure a safe high quality service and outstanding patient experience to ensure a robust clinical governance and quality strategy across the Women's services that interfaces with key interdependencies such as gynaecology and anaesthetics.

Provide midwifery leadership/management of the maternity governance and quality team which consists of risk, quality improvement, education and digital midwifery / neonatal teams.

Work with the service triumvirates to ensure the standards of clinical governance are upheld

Lead quality initiatives across the perinatal services ensuring ongoing evaluation of the care standards and service delivery.

Give advice on risk management issues related to service provision within the Women's Services.

To provide leadership support and direction to all senior midwives and midwifery specialists regarding clinical governance and quality.

Lead and participate in the co-ordination and management of clinical risk.

Provide leadership with the clinical staff to identify risks, carry out risk assessments, report risks appropriately, and ensure that necessary actions follow and learning takes place.

Lead a positive safety culture across perinatal services.

Ensure support and advice is provided to staff, women, and their families within the governance framework.

To provide leadership support and direction to all senior midwives and midwifery specialists regarding clinical governance and quality.

Work collaboratively with the Director of Midwifery, service triumvirate and key stakeholders to ensure that the Women's Services is well prepared for all internal and external assurance processes.

Demonstrate leadership in the fostering and facilitation of close working relationships with internal and external stakeholders and relevant external organisations e.g. the local maternity and neonatal system.

To ensure that the Maternity Risk and Governance Strategy is effectively conveyed to all staff and is translated into operational practice.

3. DIMENSIONS

Women’s services are part of the acute division and Wishaw Site Management structure.

Maternity, Gynaecology and Neonatal Services are provided on 3 hospital sites, at University Hospital Wishaw, University Hospital Monklands and University Hospital Hairmyres in Wishaw, Airdrie and East Kilbride. The Lanarkshire Maternity service is integrated between the community and hospital settings and the Community Midwifery teams are managed within this service.

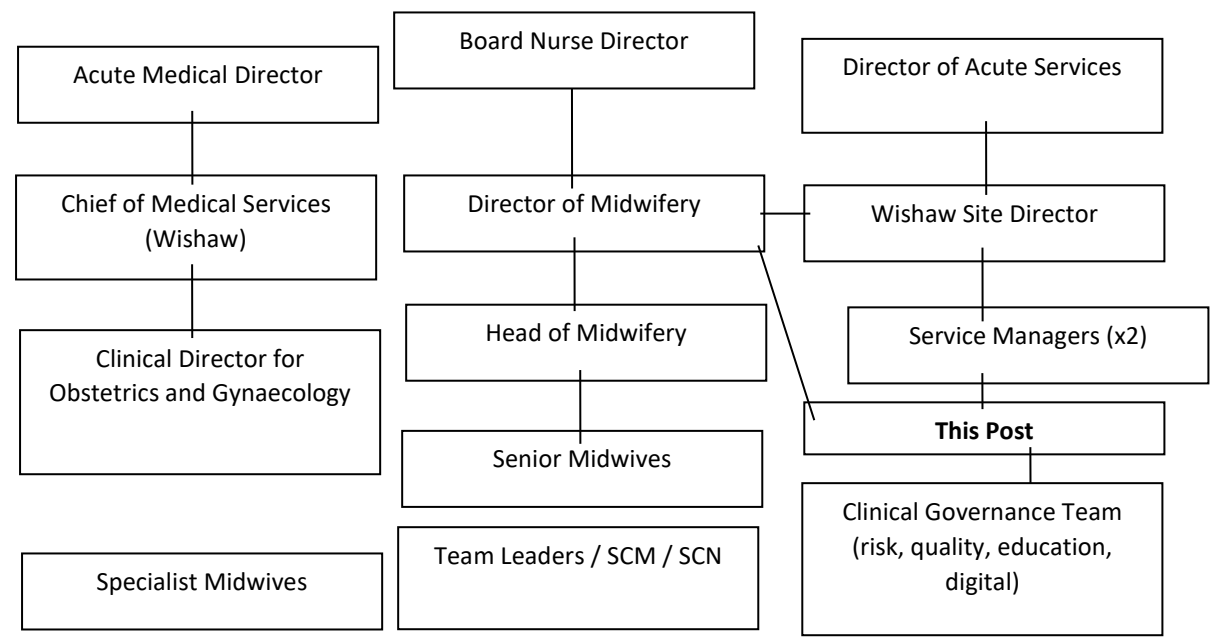
Wishaw provides tertiary obstetrics/gynaecological services and a Neonatal Intensive care level 3 unit with a Special Care Baby Unit, Transitional Care Unit and Community Liaison Services. A wide range of gynaecology services including inpatient stay is provided on the Wishaw site.

Wishaw has approximately 4100 births per year delivering care to over 6000 antenatal and postnatal women pan Lanarkshire. The service has early pregnancy, fetal medicine and satellite day assessment units across UHW, UHM and UHM.

The Lanarkshire Fertility and Reproductive Centre is based at University Hospital Monklands.

Outpatient services are delivered on all 3 sites including neonatal outpatients, day bed units on 3 sites and Early Pregnancy Services.

4. ORGANISATION CHART



5. ROLE OF THE DEPARTMENT

High quality perinatal services nurture and develop a trusting relationship with the women and families that they serve. Therefore, the overarching role of the clinical governance department is to work with the MDT and multiple stakeholders to deliver a high quality clinical governance framework that delivers personalised maternity service and safe, effective and high quality perinatal service.

The clinical governance team is formed of x3 risk managers, digital midwife, Quality improvement midwife and practice education facilitator working closely with the perinatal triumvirates to deliver the standards of clinical governance.

6. KEY RESULT AREAS

Professional Practice

Provide visible and accessible presence within the area of responsibility.

Work collaboratively with clinicians and other healthcare professionals as a member of the senior midwifery management team.

Exercise clinical and professional leadership in order to support, motivate and inspire the clinical staff to adopt a positive safety culture and embed a learning culture across perinatal services.

Maintain and develop own clinical competencies within continuing professional development, so that specialist advice to women and professionals is in line with clinical effectiveness and best practice, maintaining a professional portfolio as required by the NMC.

Undertake clinical practice and act as a role model to nursing and midwifery teams, providing midwifery care as an autonomous practitioner in all areas of the service, i.e. antenatal and postnatal ward areas, labour ward, birth centres and community settings.

Maintain accurate and contemporaneous records relating to patient care.

Maintain absolute confidentiality in respect of all medical and midwife records and also interpersonal issues with colleagues.

Work with the multi-disciplinary team to strive towards a reduction in hospital acquired infection rates and improved standards of cleanliness.

Managerial / Leadership

Line manager for the maternity clinical governance and quality team, ensuring they have yearly appraisals and personal development plans in place that meet their own and service objectives.

Ensure sickness/absence is managed effectively within area of responsibility, in line with Board policies.

Manage personnel issues within own areas of responsibility including recruitment, retention, appraisal and development of staff.

Participate in the investigatory process for other divisions as requested, providing professional advice on the panel and leading investigations.

Represent the Head of Midwifery at pan Lanarkshire patient safety and quality meetings as required.

Represent NHS Lanarkshire Maternity and Neonatal System at local and national governance leads meetings.

Establish and develop effective communication pathways within all disciplines, both internally and externally.

Undertake responsibilities as designated by Directors and their deputies for the benefit of the service

Work with the multi-professional team to help achieve improving working lives and ensure that those standards are maintained.

Ensure Health and Safety regulations are observed, with particular reference to fire precautions and COSHH regulations.

Responsible for Health and Safety of all staff within area of responsibility, securing a safe environment for staff and clients.

Work with complex relationships and occasional exposure to highly unpleasant conditions.

Clinical Governance, Quality and Risk Management

In collaboration with the Multi-Disciplinary Team:

Lead on the Perinatal services governance and quality improvement agenda and liaise closely with the organisations clinical risk and quality teams.

Ensure that robust clinical governance and quality improvement approaches are implemented and functioning in a way that promotes compliance with governance requirements and best practice, including learning from other organisations and clinical services.

Ensure that the Maternity Risk Management Strategy is up to date, relevant and effectively conveyed to all staff and is translated into operational practice.

Provide leadership and expert advice regarding clinical risk management and quality improvement. This will include representation within acute division and external committees and groups as required.

Act as a positive role model, creating staff confidence in the clinical governance and quality improvement processes.

Promote and sustain excellence reporting and lead on the embedding of quality improvement huddles.

Ensure that a reporting culture drives a learning framework upon which improvement in clinical outcomes is achieved.

Responsible for actively managing serious incidents relating to the clinical care of women and babies, ensuring they are appropriately investigated and responded to in accordance with Board policy.

Working with the service triumvirates, ensure learning from incidents in the perinatal services are shared and embedded and sustained in practice to maintain safe effective care and excellent standards of patient experience

Promote a culture of being open and transparent in risk management investigations.

Ensure all external reporting is undertaken within the required timeframes e.g. MBRRACE, PMRT, CDR.

Ensure that SPSP data are quality assured and submitted timely.

Provide midwifery leadership working with the service triumvirate of all investigations into serious incidents, potential litigation claims and complaints, providing reports as appropriate.

Provide leadership oversight for the production of comprehensive SAER reports and any associated actions that are developed to minimise risks, including identifying resource implications, learning, changes in clinical practice, administrative procedures systems and processes.

Ensure timely, accurate and succinct governance/quality reports and maternity dashboards are produced as

required for meetings and commissioning/provider meetings.

Maintain an action plan database system for investigated SAERs, risk incidents and near misses, complaints providing updates for the relevant clinical governance and quality meeting that includes progress with action plans, lessons learned and identification and analysis of themes or trends.

Ensure that lessons learnt from incidents, investigations, complaints, near misses and risk assessments are acted upon, and advise on education, practice development, quality and service improvement initiatives to continually develop responsive services for women.

Meet with women and their families as appropriate affected by adverse incidents ensuring a Duty of Candour underpins all discussions. Ensure Duty of Candour compliance.

Convey sensitive and potentially distressing news to staff, patients, and relatives in situations such as stillbirth, bereavement, child protection and domestic violence as required.

Ensure that all women are offered appropriate debrief within the maternity service as recognised through risk and improvement strategies.

Promote an environment in which care is given in a personalised, compassionate and safe way.

Provide feedback to staff of the learning from incidents through various methods, including newsletters, presentations, in house training programmes, governance notices, learning from incidents and safety boards.

Ensure staff involved in incidents are debriefed and offered individual support and feedback.

Liaise closely with the service triumvirate and director of midwifery to ensure learning from serious incidents, risk incidents, near misses and complaints is embedded in midwifery practice /midwifery guidelines.

Liaise closely with the service triumvirates to ensure investigation and record all complaints themes for learning

Ensure all learning from complaints is shared and implemented and embedded in practice is implemented.

Ensure all staff are trained in managing and dealing with complaints and concerns and support staff appropriately in doing so.

Promote positive working relationships between midwives, nurses, obstetricians, anaesthetists, theatre staff, paediatricians and neonatologists.

Ensure that robust communications systems exist between all stakeholders in patient care in order to provide effective clinical governance and quality improvement.

Ensure any national guidance/reports are benchmarked working with the triumvirate to produce action plans and benchmarking in a timely fashion, i.e. NICE, RCOG, MBRRACE reports.

Ensure the perinatal audit programme is supported sharing the learning with all staff

Develop and promote best practice utilising leadership, quality and service improvement and change management skills.

Play a key role in quality improvement, providing expert input, co-ordinating data, providing statistics and ensuring that multi-disciplinary team action plans are formulated and implemented.

Ensure that the views of service users are monitored consistently and that feedback is collated and shared with clinical leaders for improvement

Recognise patient and public involvement when planning improvements; ensuring their concerns are addressed.

In collaboration with the triumvirate and Director of Midwifery embed a culture of co- design and partnership working with service user representatives e.g. MVP.

Work with the clinical teams to identify opportunities for research and innovation.

7. ASSIGNMENT AND REVIEW OF WORK / DECISION AND JUDGEMENTS

Autonomous practitioner acting on own initiative/knowledge who plans and organises own workload and that of others.

In partnership with the service manager, plan and monitor effective and efficient utilisation of resources.

Assess the need for and activate staff redeployment throughout the area of responsibility on a daily basis.

Assist with difficult decisions involving difficult people, violence and aggression, emotional situations e.g. bereavement, complaints and staff injury.

Be discreet in all aspects of the role.

Anticipate problems, difficulties and resolve and provide resolution where possible.

Analyse complicated events, problems, where there is no obvious solution or where there are a range of options and the implications of these have to be considered.

Act autonomously within area of responsibility and wider where required, whilst performing Senior Manager on call and Senior Nurse/Midwife.

Develop and implement Strategic Policies across NHS Lanarkshire on behalf of perinatal services

Provide leadership to the digital midwives in developing the digital strategy for perinatal services

8. COMMUNICATIONS AND WORKING RELATIONSHIPS

Internal

- Communicate with Senior/Junior nursing/midwifery staff with regard to patient care, allocation of work, workload and professional issues.
- Provide and receive complex, sensitive or contentious information, which impacts on staff or patient care.
- Present complex sensitive information to groups using presentation aids to impart knowledge.
- Develop interpersonal and communication skills when communicating in hostile, antagonistic or highly emotive atmospheres.
- Assist with situations where there are difficulties with understanding, which may be cultural, physical or mental special needs, frail elderly or teenagers.
- Communicate effectively with colleagues from other disciplines e.g. medical staff, A.H.P.'s. Clinical Directors / Leads, Site Directors/ General Managers, Service Managers, Staff side representatives and other managers, relevant groups and committees.
- Liaise with Directors and Associate Directors of Nursing / Chief of Nursing Services Director of Midwifery Services and colleagues in area of responsibility and wider.
- Liaise with other relevant departments within NHS Lanarkshire e.g. Estates, Supplies, Human Resources,

SALUS, Infection Control, Staff Organisations, Clinical Communities and Managed Clinical Networks.

External

- Social Services, emergency services, HIS, other Health Board areas.
- Other relevant external agencies/organisations.

9. MOST CHALLENGING PART OF THE JOB

- Achieving a balance between responding to the changing pace of healthcare/priorities and effectively leading the Nursing/Midwifery Team ensuring they are kept well informed, are professionally sound, have the clinical expertise required to perform effectively in their field, are safe clinical practitioners while ensuring a safe patient journey where other autonomous healthcare professionals are actively involved in care delivery.
- Complex nature of and emotional demands within the speciality e.g. increasing patient activity and ensuring quality of patient care and standards are continuous.
- Balance the demands of clinical work with other aspects of the workload e.g. project work, development of new initiatives.
- Having the knowledge, skills and confidence to deal with all situations which develop as part of the role of Senior Nurse/Midwife or as part of the senior manager on call rotation.

10. SYSTEMS

The following are examples of systems which will be used when undertaking the role

- MILAN
- TRAKcare
- Badgernet
- Inphase
- eESS
- TURAS
- SSTS
- Intranet/Internet

Note: New systems may be introduced as the organisation and technology develops, however training will be provided.

11. PHYSICAL, MENTAL, EMOTIONAL EFFORT

Physical Effort

- Occasional performance of procedures that require skill and training and sound knowledge of all aspects of healthcare including equipment, using databases, and having an all-round knowledge base of nursing/midwifery techniques and patient care issues.

- Occasional patient movement with the use of mechanical aides, manoeuvre patients.
- Push trolleys and wheelchairs occasionally.
- Stand/walking for the majority of shift.
- Frequently review reports and participate in meetings.

Mental Effort

- Concentration required when reviewing reports, checking documents, patient notes, and participating in meetings on a daily basis, whilst subject to frequent interruptions from team members.
- Concentration required to meet the changing pace and patient demands within the environment, with frequent disruptions in response to constantly changing clinical priorities.
- Concentration required when observing patient behaviours, which may be unpredictable and occasionally severely challenging.
- Direct involvement with minor, major incidents.
- Participate in the Senior Manager on call huddle rota on a weekly basis.
- Participate in the Senior Nurse rota assuming nursing/midwifery responsibility.
- Effective utilisation of human resources.

Emotional Effort

- Communicating with distressed/anxious/worried patients/relatives and staff members frequently.
- Assist nursing / midwifery staff when required and provide support and advice when caring for terminally ill patients or following receipt of bad news when required.
- Regular exposure to distressing and emotional situations.
- Clinical supervision, leadership, support and advice to the nursing/midwifery team dealing with the diversity and scope of the job on a daily basis.

12. ENVIRONMENTAL / WORKING CONDITIONS & MACHINERY AND EQUIPMENT

- Occasional Exposure to blood and body fluids, faeces, emptying bedpans/urinals, catheter bag.
- Frequent travelling across NHSL to meetings etc.

The post holder is expected to have the knowledge and skills necessary to safely use a broad range of equipment required thorough expert knowledge of antenatal, intrapartum and postnatal care.

The following are examples of equipment which will be used when undertaking the role (this list is not exhaustive).

PC/VDU, mobile phone, photocopier, telephone.

Clinical equipment related to patient care.

Note: New equipment may be introduced as the organisation and technology develops, however training will be provided.

13. QUALIFICATIONS AND/OR EXPERIENCE SPECIFIED FOR THE POST

- Registered Nurse/Midwife with valid NMC Registration.
- Educated to/working towards/operating at Masters Level.
- Be able to demonstrate knowledge of NHS Scotland’s Leadership Qualities framework or equivalent framework.
- Management knowledge gained through experience and continuous professional development.
- Professional, leadership and managerial experience within speciality / area of practice that demonstrates the required breadth of knowledge required to lead safety, effectively and efficiently.
- Extensive knowledge of clinical guidelines and standards within the health care agenda.
- Experience of assessing training needs.
- Experience of resource management i.e. financial; human; capital.
- Experience in service planning, project management and performance monitoring/reporting.
- Knowledge and experience of needs assessment and analysis/interpretation of related data.
- A proven track record in sound and effective leadership. Ability to think strategically and act as a team player.
- A proven track record in developing innovative solutions in service requirements and motivating staff to affect change.
- A proven track record in developing teams/services and integrated solutions to complex and challenging problems.
- Working knowledge of basic information technology.

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:

Date:

Head of Department Signature:

Date: