

<b>Job Description</b>
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<b>Job Title</b>	<b>Matron – Inpatient Unit</b>
<b>Salary Range</b>	£52,480.56 - £59,069.47 plus London allowance (depending on experience)
<b>Location</b>	St Luke's Hospice
<b>Reporting to:</b>	Director of Clinical Services

**BACKGROUND**

The post holder will have overall responsibility for the delivery of high quality, safe and caring inpatient services by providing effective and inspirational leadership and a commitment to delivering an excellent standard of care for patient and families.

The post holder will be responsible for the provision of expert advice and support regarding the care of patients referred to inpatient services and their families.

The post holder will also advise and support the Director of Clinical Services and Medical Director in the development and delivery of the long-term strategy for inpatient services.

**Direct line management of the following;**

- IPU staff
- Ward Clerk
- Volunteers aligned to IPU
- Student nurses on placement

**Key relationships:**

- Medical Staff
- Wellbeing Services
- Infection Control Team
- Education and Professional Development Team
- Housekeeping Staff
- Community Specialist Palliative Care Teams
- Acute hospital teams

## **JOB SUMMARY:**

To be responsible for the coordination and management of a Safe, Effective, Caring, Responsive and Well-led IPU by providing direct management of the day-to-day operational running of the 7 day/24-hour Inpatient Unit.

Provide clinical leadership and effective management support for the nursing staff (RN's and HCA's), Ward Clerk, Housekeeper and volunteers on the In-patient Unit.

The Matron is accountable and responsible for delivering a holistic approach to patient centred care, which meets the needs of individual patients and their families/carers. To ensure the development and delivery of a responsive, evidence based, high quality palliative and end of life service.

The Matron is responsible and accountable for ensuring a safe, effective and transparent service; including aspects of Health & Safety, Infection prevention and control, risk management and creating a culture of open discussion.

The post holder will work with lead nurses and other senior staff to promote an integrated and cohesive team aimed at improving care, patient outcomes and efficiency.

The post holder will work with the Director of Clinical Services (DoCS) and the Medical team to shape our vision for the future, engaging with patients, carers, key local stakeholders in health and social care to improve patients care, promote the role of the hospice, and ensure it remains central to the delivery of good palliative and end of life care.

The post holder will contribute to the wider strategic development of the hospice and help to translate local and national strategy relating to community services, enabling us to implement and deliver an effective service that reflects and is responsive to our current and future needs.

The post holder will deputise for the Director of Clinical Services on specific areas of clinical practice and strategic development relating to your leadership remit. In the absence of the Director of Clinical Services work with leadership peers to respond to enquiries, manage service and support the staff as required.

To work with the other clinical services leads promoting an integrated patient service wide culture, which encourages seamless and cross department working and cover for team leads colleagues in their absence.

Participate in the clinical on-call rota.

**Key Tasks:** some tasks may be delegated but the post holder remains responsible for ensuring that they are carried out satisfactorily.

## CLINICAL LEADERSHIP 50%

To be responsible for the development and sustainability of a Safe, Effective, Responsive, Caring and Well-led IPU which includes:

1.	Act as a role model for the wider team, working alongside colleagues within the inpatient unit to provide expert advice and patient care.
2.	Ensure that the dignity, safety and confidentiality of patients are respected at all times, and that all patients receive the highest possible standards of physical, psychological and spiritual care.
3.	Ensuring the required CQC compliance standards, hospice policies, guidelines and practice development initiatives are followed and embedded into IPU practice by: <ul style="list-style-type: none"><li>• Regular monitoring to ensure that all IPU patients and their carer's holistic needs and risk assessments are undertaken on admission and regularly reviewed and evaluated throughout their stay.</li><li>• Monitoring the standard of patient care records to ensure patient centered evidence-based care is documented and recorded promptly and accurately on the patient electronic record system.</li><li>• Reporting and escalating any patient concerns, changes of care, or outcomes ensuring they are shared with the team.</li><li>• Working with the Director of Infection Prevention and Control (DIPC) to ensure that IPU meets required standards.</li></ul>
4.	Being responsible for the continuity of patient care by ensuring coordination processes are in place that clearly communicates agreed care plan decisions from the weekly ward rounds, daily shift handovers and weekly MDT's. Care of patients should include physical, social, psychological, spiritual, and emotional aspects of care.
5.	Being responsible in ensuring the IPU beds are managed effectively and the agreed length of stay, and bed occupancy standards are met. This will require: <ul style="list-style-type: none"><li>• Proactive coordination and planning with the Medical Team to ensure appropriate IPU patient referral needs are met whenever possible.</li><li>• Through Advance Care Planning discussions, ensure all IPU patient preferences and wishes are considered and shared if appropriate.</li><li>• Ensure the coordination of prompt and timely discharge planning, including initiation of care planning meetings.</li></ul>
6.	Promote awareness of the issues around safeguarding of patients, adults and children, highlighting any concerns to the Safeguarding lead for the Hospice. Complete relevant documentation is completed and referrals for Deprivation of Liberty, Mental Capacity and Best Interest are completed as required.
7.	Stay abreast of professional and clinical developments so that any implications and/or opportunities for St Luke's Kenton Grange are identified.
8.	Proactively support development of existing and new service/initiatives. Empowering and supporting staff ownership in their implementation.
9.	As a senior nurse act professionally at all times, demonstrating the hospice values and relaying the vision with your team and in accordance with the NMC Code of Conduct.
10.	Work closely with the multidisciplinary team to create a partnership approach to patient care.
11.	Liaise with external agencies that may contribute to improving patient care.
12.	Lead and create a climate where team members openly discuss and challenge the standards of individual practice, and where decision-making can be ratified as a team.
13.	Take the lead in fostering an atmosphere of learning and reflective practice, where critical incidents are a learning opportunity for all; promoting an atmosphere where reviewing and critical discussions of clinical problems can be aired by the multidisciplinary team.

## MANAGERIAL 35%

To be responsible for the day-to-day efficiency and effective shift management of the IPU which includes:

1.	Manage the IPU clinical team including administration staff providing expert leadership and role modelling advanced practice, ensuring fair and consistent management of all IPU staff performance/developments in line with HR policies and procedures
2.	Having regular 1-1 sessions with IPU staff. This includes undertaking their annual appraisals in the agreed timeframe ensuring there are clear objectives, identified training needs, support the IPU work plan and individual learning needs.
3.	Taking responsibility for overseeing and supporting staff: <ul style="list-style-type: none"><li>• Ensure staff have their breaks and are encouraged to take regular annual leave, plus enable staff to attend internal supervision.</li><li>• Ensure both staff and volunteers within the IPU are following safe working practice guidance, including the ad-hoc working patterns of the IPU bank/ agency staff.</li><li>• Assist (with the Director of Clinical Services- DoCS) in the selection and appointment of nurses and other hospice roles in line with the recruitment and selection policy, and complete probation reviews for IPU staff.</li></ul>
4.	To be responsible for ensuring that the support facilities services are in place and contribute to the smooth efficiency of day-to-day shift working, including: <ul style="list-style-type: none"><li>• Pharmacy and blood collection by delegated drivers</li><li>• Ordering of clinical stores and pharmacy requirements</li><li>• Transport coordination for patients where required</li><li>• Transfer and discharges</li><li>• Equipment is available, clean and in good working order.</li></ul>
5.	Proactively organise and coordinate a 24 hour off duty rota that can meet the changing demands of the service and patient, as well as ensuring safe staffing standards are maintained. Including: <ul style="list-style-type: none"><li>• Being responsible in managing staffing gaps by utilising bank / agency staff, ensuring that bank and agency budget is appropriately utilised.</li><li>• Escalating concerns and identified risks that could compromise patient safety.</li></ul>
6.	Work as a member of the senior clinical team to develop operational plans for improving and developing effective and efficient clinical services for all patients, families and carers, and the health and social care professionals who work with them.
7.	Recognise the importance of establishing open and transparent communication systems so the IPU team are kept updated and informed. Actively engage in IPU and wider organisational developments, to feedback and relay ideas and concerns to the Senior Team.
8.	Maintain custody and storage of controlled and other drugs, checking and witnessing administration procedures and strictly adhering to the hospice's policies, Care Quality Commission regulations and the law.
9.	Ensure appropriate monitoring of the maintenance and repair for all clinical equipment.
10.	Ensure that IPU maintains and evidences compliance with the requirements of regulatory bodies such as the Care Quality Commission.
11.	Work with the Director of Clinical Services and Medical team to shape the vision and strategy for inpatient services, leading on negotiations with external organisations as required.
12.	Work with the People and Culture Department and DoCS to ensure appropriate advertising, selection and appointment of RN's, HCA's, and clinical volunteers is maintained.
13.	Identify and resolve specific managerial problems that may arise within the unit. To report difficulties to the DoCS.
14.	Work with the Director of Clinical Services and Director of Finance and Resources to

	effectively manage and proactively set budgets for the service.
15.	Be responsible for the clinical manager on-call rota, ensuring adequate cover 24/7 and to take an active part in this rota.

### **Governance and Quality Assurance: 10%**

**To actively contribute to clinical governance and quality assurance processes by:**

1.	Contributing on the writing, updating and development of delegated clinical service policies, guidelines, and protocols.
2.	Support the quality program with Inpatient services, undertaking audit and implementing service improvements as required and indicated.
3.	Ensure all IPU staff are actively contributing to the clinical governance work, participating in working groups and projects as relevant, ensuring that staff are released to attend working groups, and are familiar with hospice policies and evidence-based practice.
4.	Ensuring the IPU team actively engage and contribute to the user feedback and patient engagement processes that support service planning.
5.	Support the DoCS ensuring that IPU can demonstrate patient reported outcomes and collate the required service activity and analysis as part of the dashboard reporting requirements.
6.	Promote an open reporting culture within IPU, ensuring prompt identification and management of clinical or service risks and incidences, ensuring they are proactively reported, investigated, and supported with clear plans that demonstrate action taken and learning shared.
7.	To assist in investigating, in conjunction with the Director of Clinical Services, any complaints about aspects of patient care.
8.	Empower and support nurses within IPU to lead on quality improvement projects, acting as a resource and a role model.
9.	Promote an open reporting culture within IPU, ensuring prompt identification and management of clinical or service risks and incidences, ensuring they are proactively reported, investigated, and supported with clear plans that demonstrate action taken and learning shared.

### **Learning and Development 5%**

**To actively contribute to the wider patient services workforce and learning and development planning by:**

1.	Working with the education team to ensure allocated student placements are compliant to the highest education standards when in IPU.
2.	Ensuring IPU staff and volunteers are confident and competent, by enabling staff to undertake the hospice induction, orientation (including MAST) and clinical training competencies programs.
3.	Supporting the induction all new IPU staff and volunteers, ensuring a mentorship and support process is in place.
4.	To be aware of own educational and development needs and consider how these can be met in liaison with the DoCS as part of own 1-1's and appraisal.
5.	Support the development of the hospice clinical education strategy and lead its implementation within inpatient unit teams.
5.	Support the learning and development of students, staff and other learners in conjunction with the Education and Professional Development Team
7.	Contribute to teaching programs for staff within and outside the hospice
8.	Create an environment conducive to learning.

## **EQUAL OPPORTUNITIES**

Comply with and promote St. Luke's Hospice Equal Opportunity Policy and avoid any behavior which discriminates against colleagues, potential employees, patients/clients or their families on the grounds of sex, marital status, race, age, belief, color, nationality, ethnic or national origins, religion, disability, creed, class, gender or sexual orientation.

## **MISSION & CORE VALUES**

All Hospice staff are expected to work in line with St Luke's Mission & Core Values as these precepts act as a value base which directly influences how all work activities are undertaken. The ethos of the Hospice should be apparent in the behaviors and attitudes of all employees as the work they undertake, whether it is direct or indirect care is ultimately for the benefit of patients. The Mission and Core Values are an integral part of all job descriptions, the probationary period and performance and development reviews.

## **OTHER**

St Luke's Hospice is committed to Equal Opportunities for all present and potential members of staff and patients. Therefore, St Luke's Hospice expects all employees and volunteers to understand, support, and apply this policy through their working practices which requires all individuals to be treated with respect, dignity, courtesy, fairness, and consideration.

This job specification may be modified in the light of development and changing circumstances, according to the needs of the service, and in consultation with the post holder. The post holder should be prepared to undertake any further duties that arise as the post develops. All members of nursing staff may at times be required to work in other parts of the Hospice, commensurate with the roles and responsibilities laid out in this job description.

## Person Specification

Each element of the specification should be assessed either at Application or Interview.

<b>QUALIFICATIONS <i>Appropriate professional, educational requirements</i></b>	<b>ESSENTIAL/ DESIRABLE</b>
Registered Adult nurse	E
Post registration qualification in palliative care, oncology or other relevant area of practice	E
Educated to first degree level in relevant area of practice	E
Advanced communication skills qualification or willingness to undertake	E
Qualification or evidence of additional training in leadership	D
Study at Masters level or willingness to work towards	D
Current NMC registration	E

<b>EXPERIENCE <i>Appropriate experience in order to carry out the role</i></b>	<b>ESSENTIAL/ DESIRABLE</b>
Experience in specialist palliative care, oncology or relevant field of clinical practice, commensurate with the seniority of the role	E
Have a range of post registration clinical experience at senior clinical level	E
Experience of leading and managing a team or service	E
Experience of leading a team through change	E
Experience of managing and developing people	E
Understanding and completing of data recording and reporting	E
Experience of auditing and monitoring the quality of care	E / D
Evidence of recruitment and workforce development	E
Experience of working with and supporting volunteers	D
Experience of delegated budget management	D

<b>SKILLS AND KNOWLEDGE</b>	<b>ESSENTIAL/ DESIRABLE</b>
Experience and skills in Quality Improvement methodology	E
Knowledge and understanding of hospice systems and processes	E
Knowledge of clinical governance frameworks	E
Knowledge of relevant legislation and guidance frameworks	E
Expert knowledge of the end of life pathway and the patient-centred approach	E

<b>PERSONAL QUALITIES</b>	<b>ESSENTIAL/ DESIRABLE</b>
Drive and enthusiasm	E
Ability to work autonomously and as an effective member of a team, using initiative	E
Ability to prioritise effectively and produce work to high standards under pressure	E
Self-awareness of own coping strategies and ability to work in a changing environment	E
Excellent communication/ interpersonal skills including ability to network, build and sustain relationships	E

<b>ATTITUDES AND VALUES</b>	<b>ESSENTIAL/ DESIRABLE</b>
A commitment to the vision, values, and objectives of St Luke's Hospice	E
Team Player	E
Understanding and commitment to the Hospice's Equal Opportunities policy	E
Ability to maintain confidentiality	E