## Job Identification

<table>
<thead>
<tr>
<th>Job Title:</th>
<th>Head of Midwifery Services/ Area Consultant Midwife NHS Borders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible to:</td>
<td>Director of Nursing and Midwifery</td>
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<tr>
<td>Professionally responsible to:</td>
<td>Director of Nursing and Midwifery</td>
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<tr>
<td>Key relationships:</td>
<td>General Manager, Acute, Primary and Community Services Head of Speciality for Obstetrics and Gynaecology</td>
</tr>
<tr>
<td>Department &amp; Base:</td>
<td>Women’s Services NHS Borders, Base Borders General Hospital</td>
</tr>
<tr>
<td>Date this JD Written/updated:</td>
<td>April 2014</td>
</tr>
<tr>
<td>Job holder reference number:</td>
<td>NM1802</td>
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## Job Purpose

To have overall professional leadership responsibility for all midwifery staff (registered and health care support workers), having a particular focus within the Acute, Primary and Community Services Clinical Board and working in partnership around Health & Social Care Integration, incorporating strategic influence, service modernisation, workforce planning and development, working closely with senior clinical, managerial and local authority colleagues, patient and public partners and other key stakeholders.

This post will lead the development of midwifery practice and services across NHS Borders by providing expert strategic and clinical leadership. This will include developing a strategy for midwifery services, setting standards and guidelines for midwifery practice, in keeping with NMC and national policy documents and guidance and leading the continuing research and clinical development agenda for maternity services in remote and rural areas. The post will be expected to oversee the implementation, regular evaluation and updating of the same across NHS Borders.

The Head of Midwifery/Area Consultant Midwife is the Lead Midwife post for NHS Borders, representing midwifery at national, regional and strategic level, and a such plays a key role in the integration of maternity service provision across organisational boundaries.
Ensure the best possible woman & family experience is delivered through high quality, person centred clinical practice and service delivery, interfacing with other staff to implement change and to support the full integration of midwifery within multi-disciplinary and multi-agency teams.

Contribute to developing the strategic direction of nursing and midwifery for NHS Borders and ensure that the national and local nursing and midwifery agenda, policy and initiatives are delivered.

Ensure robust systems of clinical and professional governance, practice and professional development are in place and develop accountability and assurance frameworks.

As a full member of the Clinical Board, NHS Borders Clinical Executive Operational and Strategy Groups, influence and contribute to the leadership and development of an integrated whole system approach for the planning and delivery of primary, secondary, mental health and integrated services to the people of Scottish Borders, and the achievement of national priorities and key service imperatives to secure high quality and sustainable services to patients.

Lead and be professionally accountable for the nursing and midwifery workforce, professional governance and clinical standards within the Clinical Board, providing leadership and direction to the nursing & midwifery workforce.

Deliver a corporate portfolio and have a lead role for NHS Borders wide work as assigned by the Director of Nursing & Midwifery. Deputise for the Director of Nursing & Midwifery as required.

To provide professional nursing and midwifery leadership, advice and support to nursing and midwifery staff within the speciality and to other departments and organisations within NHS Borders, ensuring that nursing and midwifery practice reflects local and national priorities, nursing and midwifery strategy and effective clinical/staff governance.

Take responsibility for the delivery of individual service targets, the provision of safe services and the improvement of clinical practice through re-design of services within Maternity services in NHS Borders.

### Organisational Position

<table>
<thead>
<tr>
<th>Director of Nursing &amp; Midwifery</th>
<th>General Manager – Primary &amp; Community Services</th>
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</thead>
<tbody>
<tr>
<td>Associate Director of Acute Primary &amp; Community Services</td>
<td>Associate Director of Nursing – Mental Health</td>
</tr>
<tr>
<td>Head of Midwifery</td>
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</tr>
<tr>
<td>Community Midwives</td>
<td>Early Years Assessment Team</td>
</tr>
<tr>
<td>Acute Midwives, Maternity Care Assistants, Ward Clerks &amp; Sonographers</td>
<td>Breast Feeding Lead Midwife</td>
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</table>
The Clinical Board provides a full range of maternity services to a population of circa 113,000 covering the Scottish Borders local authority area. Scottish Borders has areas of great social need, deprivation and also an increasing diversity of ethnic minority groups. NHS Borders and its partners have seen improvements in these areas, but there is still much work to be done to improve and develop existing services and to continue the provision of high quality facilities.

This post is corporately responsible for ensuring sustained improvements the delivery of high effective and efficient quality care across NHS Borders through sustained implementation of MCQIC Scottish Patient Safety Programme and government policy.

57.81 WTE Midwives throughout NHS Borders

Supported by senior midwifery staff within Women and Children’s Services, the post holder is professionally responsible for the following areas:

**Labour Suite**
- 5 Delivery Rooms, including one for water labour/birth
- 1 Quiet Room for parents requiring extra support

**Ward 17**
- Antenatal/Postnatal
- 22 Beds

**Pregnancy Assessment Unit**
- Day care facility including antenatal clinic and Ultrasound scanning.

**Community Midwifery Teams**
- Central Borders
  - Tweedale
  - Roxburghshire
  - East Berwickshire
  - Kelso/Coldstream

**Surestart Midwife**
- Based within the Family Support Team @ Selkirk

The maternity Unit delivers approximately 1000 women per annum and has a homebirth rate of 1-2%

The Nursing and Midwifery Directorate is the guardian and arbiter of standards of care, clinical practice and patient experience provided and delivered across NHS Borders.

The core functions of the Nursing and Midwifery Directorate are to enable NHS Borders to discharge its duty of care, to ensure the provision and delivery of compassionate, safe and effective care which is person centred and provides the best possible patient experience. It delivers this through leadership, professional and care governance, practice and professional development, continuous improvement, workforce planning and development, education and research.

The Nursing and Midwifery Directorate leads the delivery of the national nursing and midwifery agenda locally. Based on a model of continuous improvement, the Nursing and Midwifery Directorate will lead, deliver and develop practice, professional and service development and redesign which ensures:

- person centred services and care
- services are developed in partnership with service users, carers and other stakeholders
- services and care which are flexible, safe, innovative and responsive to need and based on evidence, best practice and research
- a nursing and midwifery workforce which is capable, confident and competent
- NHS Borders works with its partner Universities to provide a positive and inspiring learning environment and fulfils its responsibilities as a Nursing and Midwifery Teaching Hospital

Along with a corporate portfolio the Head of Midwifery/ Area Consultant Midwife will be aligned to the Acute, Primary & Community Services Clinical Board providing professional leadership and direction, and provide assurance regarding quality of patient care and professional standards.

In an ethos of continuing improvement the aim is to provide high quality safe patient services while ensuring attainment and maintenance of national performance indicators overall working towards improvements to the patient experience and outcomes.

Effective communications across the health care systems including interface with the public, Scottish Borders Council and other agencies/partners to maximise effective patient pathways.

**NATIONAL**
To address deficits in service against guidance from Scottish Executive, Royal Colleges, Health Improvement Scotland, MCQIC Scottish Patient Safety Programme
To gain organisational agreement for and implement National Policies and appropriate Guidelines

**REGIONAL**
To advise, support and participate the Regional Planning Group (SEAT EGAMS) for Maternity Services

**CORPORATE**
To provide professional advice to Borders NHS Board, Director of Nursing & Midwifery, Chief Executive regarding midwifery issues
To advise the Chief Executive and Director of Nursing & Midwifery on strategic issues for the midwifery service.

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<tr>
<th>5</th>
<th>Main Duties/Responsibilities</th>
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| **Professional / Clinical** | Facilitate and promote quality care for users of our services by providing expert advice, using audits and research, patient and staff feedback and performance information to support continuous quality improvement and developing innovative plans and implementation of these plans to meet the needs of the service in line with local and national initiatives.  
Promote integration of care by working across boundaries and agencies within NHS Borders and Tertiary centres in relation to unscheduled care, elective care, child protection and protection of vulnerable adults, repatriation of services and re-design of services.  
Provide advice and management support to staff in relation to sensitive issues or complex clinical or management problems and intervene as appropriate.  
Promote, lead, develop, and where appropriate write and implement clinical, operational, management guidelines and protocols for the service ensuring these are evidence based. Contribute to the formulation of NHS Borders guidelines and protocols. |
Support the Director of Nursing and Associate Director of Nursing in taking forward the nursing and midwifery agenda for NHS Borders, ensuring the development of nursing and midwifery practice in line with local and national strategy and effective clinical/staff governance and make an active contribution to the Senior Nursing team.

Advise the Board, Director of Nursing and Midwifery, Executive Team on professional matters relating to midwifery.

Promote and lead the development of nursing and midwifery within the specialities, facilitate and undertake audit and agree and implement action plans as required.

Lead and develop the management of clinical and non-clinical risk through implementing appropriate measures to monitor, investigate and implement corrective action as required. Be responsible for and ensure that clinical and care governance systems are in place in the speciality.

To develop the professional aspects of the midwifery agenda in conjunction with the Director of Nursing and Midwifery.

Lead the development of midwifery research, audit and education agendas in support of implementation of the CNO review of Education: Setting the Direction.

Ensure 2 sessions per week of direct clinical care.

To ensure the Statutory Supervision of Midwives is carried out.

To work in partnership with the Local Supervisory Authority Midwifery Officer.

Corporate

To manage and ensure appropriate levels of resource, both equipment and staffing across all departments/services to ensure effective delivery of safe patient care.

Lead the selection of suppliers and authorising purchases taking into account cost, quality, delivery time and reliability taking corrective action when required and in association with the Heads of Clinical Services, General Manager and Hospital Management Team.

Professionally advise and agree the annual budget for current services and budgetary requirements for changes in the service. Monitor and ensure effective budgetary management amongst budget holders within departments.

The post holder must ensure adequate systems are in place for audit, clinical/ non-clinical risk management, and complaints within a clinical and staff governance framework.

Contribute and participate in the strategic planning and development of services and meeting NHS Borders.

Lead on the most appropriate implementation of strategic plans within our services.

Deputise for the Director of Nursing and Midwifery as the Lead for Midwifery Services.
### Leadership

Provide leadership and development of nursing staff, technical staff and administrative staff within areas, through mentorship, delegation.

Ensure that standards of record keeping comply with Statutory and Local requirements and lead the development and implementation of Adult Unitary Patient Record.

Is professionally and managerially responsible for ensuring appropriate staff governance such as, appraisals, managing time out allocation, level loading annual leave, managing sickness absence, disciplinary and grievance matters, recruitment and selection decisions, personal and career development, departmental/service workload allocation and workforce & workload planning.

Promote, initiate and lead on clinical and non-clinical audits relevant to the clinical area and developing, producing and disseminating evidence based clinical guidelines locally within NHS Borders.

Adhere at all times to NHS Borders and National Policies and Guidelines approved for implementation.

Adhere at all times to Nursing and Midwifery Council Code of Professional Conduct, Midwives rules and Standards and professional guidelines.

### Systems and Equipment

Internet, Intranet, and word processing skills are required to ensure the post holder can develop evidence-based practice and the writing and dissemination of protocols and guidelines.

All systems and equipment relevant to Women’s services including fetal/maternal monitoring equipment in Labour Ward, ventouse machines/ security systems and the birthing pool.

The post holder will be required to have a working knowledge of Microsoft Office to enable electronic communications, collection of data and writing of service reports.

Ensure systems are in place for monitoring attendance, maternity leave, exit interviews, training and development.

### Decisions and Judgements

The post holder will be required to work without direct supervision. Operational management and goals will be either self directed or directed by General Manager or Associate Director for Nursing to meet regional, national and strategic objectives.

These will arise from service development, staff needs or local and regional operational plans and the post holder’s personal development plan.

The post holder, will be required to be an autonomous practitioner making complex management, human resources and financial decisions for the service, and requiring to make judgements about when to communicate or seek advice form the General Manager or Head of Clinical Services or Associate Director of Nursing is required.
When on duty the post holder will be required to be available to provide advice to staff, patients, relatives, members of the health care professionals, human resources, financial manager, general manager, Social Work Department, Lothian and Borders Police and Voluntary agencies in relation to the post holders directly managed services and the hospital when providing senior nursing or senior management cover for the hospital.

The post holder is expected to make rapid decisions or deploy staff appropriately when there is a crisis ensuring that the appropriate skill mix is available for directly managed service areas or in the event hospital wide when on call. This includes ensuring community midwifery teams have safe and appropriate cover.

Decisions in relation to issues raised to the Supervision of Midwives or Homebirths are notified to the post holder as LSAMO for further guidance/support/decisions.

### 8 Communications and Relationships

#### Nursing and Midwifery Directorate

The post holder is required to communicate and maintain effective working relationships with a wide range of internal and external stakeholders and contacts.

Key relationships will be formed with the senior colleagues within the Nursing and Midwifery Directorate, nursing and midwifery staff across NHS Borders, managerial and multi-professional and multi-agency partners.

The post holder will be required to work through effective professional networks with the Senior Nurses, Nurse/Midwife Consultants, Specialist Nurses and partners in Scottish Borders Council.

The post holder will have a close working relationship with the General Managers, Associate Directors of Nursing, Associate Medical Directors, the Workforce, Finance and Partnership representatives who are assigned to work with the Clinical Board.

In order to secure agreement and cooperation the post holder will provided and receive highly complex, highly sensitive or highly contentious information, and will have highly developed persuasive, motivational, negotiating, empathetic and reassurance skills.

In addition, the post holder will develop working relationships and communicate regularly with a wide range of individuals, clinical and non clinical, internal and external to NHS Borders. These will include:

**Internal**

- Director of Nursing & Midwifery
- Chief Operating Officer
- Borders Executive Team
- Executive Directors of the Board
- Non Executive Board Members
- Members of Clinical Board
- Infection Control Team
- Senior clinical and non clinical staff within the NHS
- Trade Union / Professional organisations representatives
<table>
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<tr>
<th><strong>External</strong></th>
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<tbody>
<tr>
<td>Patient and Public Partners</td>
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<tr>
<td>Scottish Borders Council Partners</td>
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<tr>
<td>Universities</td>
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<tr>
<td>Voluntary Organisations</td>
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<tr>
<td>Scottish Government Health Department</td>
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<tr>
<td>Politicians at Local and National Level</td>
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<tr>
<td>Other NHS Boards</td>
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<tr>
<td>Press / Media</td>
</tr>
<tr>
<td>National Representatives of Trade Unions / Professional Organisations.</td>
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The issues to be discussed will be complex taking into account the needs of the various services including the aspect of private contractor in the case of many GPs in the Borders area.

Excellent communication skills will be required to lead, influence and negotiate improvements in overall service delivery across primary and secondary care and enable key strategic change priorities to be achieved.

Strong presentation skills are required as is the ability to express views convincingly and coherently using a variety of media.

<table>
<thead>
<tr>
<th><strong>9 Physical Demands of the Job</strong></th>
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<tbody>
<tr>
<td>Be able to respond speedily and accurately to emergency or unplanned situations.</td>
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<tr>
<td>Be able to respond to unpredictability of workload.</td>
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<tr>
<td>Requires the ability to focus high levels of concentration on work despite numerous interruptions.</td>
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<tr>
<td>Ability to drive for long periods and travel throughout the UK to attend meetings in relation to midwifery/LSAMO role.</td>
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<tr>
<td>Occasionally will be required to move beds/furniture/equipment.</td>
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<thead>
<tr>
<th><strong>10 Most Challenging/Difficult Parts of the Job</strong></th>
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<tr>
<td>The high level of autonomy and decision making required on a daily basis to enable the post holder to effectively manage and lead a wide and diverse range of services while addressing service pressures within physical, human and financial resources available.</td>
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<tr>
<td>To deliver a challenging NHS agenda across a range of services in a period of rapid change within the NHS, motivating and supporting staff through the change process, while sustaining the delivery of high standards of care within resource constraints.</td>
</tr>
<tr>
<td>Prioritising and meeting competing demands from patients, relatives, members of the health professional groups and management while achieving a balance between the operational and development aspects of this complex role.</td>
</tr>
</tbody>
</table>
The ability to work flexibly across a wide and diverse service, maintaining credibility as a professional leader whilst being able to respond to local priorities and a changing work environment.

Minimising risk to the organisation through clinical and non-clinical risk management, developing and implementing strategies to minimise these risks.

**Knowledge, Training and Experience required to do this job**

The post holder will:
- Be a Registered Nurse
- Be a registered Midwife
- Be educated to Masters degree level or equivalent as a minimum
- Demonstrate evidence of relevant CPD
- Have held a post at senior nurse/midwife (Band 8a or above) for or demonstrate equivalent experience.
- Current clean driving license essential.

**Experience**

A demonstrable track record of success in a senior nursing/midwifery position within a complex environment within Health Services and preferably within the NHS.

Demonstrate an in-depth understanding of the professional nursing and midwifery agenda.

Show an ability to contribute to and influence the strategic agenda and translate strategy into operational deliverables and evidence of experience of strategic working.

Evidence of developing innovative and creative nursing/midwifery solutions to achieve improvement in-patient experience and organisational objectives.

Experience of effectively managing service modernisation and redesign initiatives and integrating professional nursing perspectives with service strategy.

**Skills**

Ability to demonstrate integrity and effective leadership and management skills together with a proven track record of achievement in strategy and policy development and implementation. The post requires an experienced professional with an understanding of the complexities of service delivery within the NHS and the personal and professional credibility to engage in dialogue, debate and negotiate with senior managers and professionals, as well as the drive and determination to deliver services and implement change.

Ability to develop and maintain effective, positive relationships with key partners and partner organisations, providing a positive role model for partnership working within NHS Borders.

Experience of leading and supporting research, both personally and in support of others, striving to enhance the evidence base for practice.
A proven track record in the provision of strategic, creative and innovative solutions in meeting organisational requirements, motivating staff and providing seamless patient care in conjunction with local authorities, public and staff and a deep understanding of the health care agenda in NHS Scotland.

Ability to provide effective credible communication and an ability to operate effectively under pressure.

The postholder will be an expert clinical midwife, leader, and demonstrate research ability, training and development awareness and use this knowledge to inspire, support, communicate, persuade and empower midwives and the wider maternity services family.
PERSON SPECIFICATION

For the post of Associate Director of Nursing

Below are the essential knowledge, training (including qualifications) and experience required to do this job.

ESSENTIAL

1 Registered Nurse
2 Registered Midwife
3 Masters degree level or equivalent as a minimum
4 Demonstrate evidence of relevant CPD
5 Have held a post at senior nurse/midwife (Band 8a or above) for relevant years or demonstrate equivalent experience.
6 Full clean driving licence

DESIRABLE

1 A demonstrable track record of success in a senior nursing/midwifery position within a complex environment within Health Services and preferably within the NHS.
2 Demonstrate an in-depth understanding of the professional nursing and midwifery agenda.
3 Show an ability to contribute to and influence the strategic agenda and translate strategy in to operational deliverables and evidence of experience of strategic working.
4 Evidence of developing innovative and creative nursing/midwifery solutions to achieve improvement in-patient experience and organisational objectives.
5 Experience of effectively managing service modernisation and redesign initiatives and integrating professional nursing perspectives with service strategy.
TERMS AND CONDITIONS

Grade and salary: Band 8c: £55,548 - £68,484 pro rata per annum

Hours of work: 37.5 hours per week
   Fixed Term until 16/03/2015

Annual leave: 27 days pro rata per annum
   Details of other types of leave entitlement (such as sick leave) are set out in
   the Agenda for Change handbooks.

Public Holidays: 8 days pro rata per annum on dates designated by NHS Borders
   Details of other types of leave entitlement (such as sick leave) are set out in
   the Agenda for Change handbook.

Superannuation: The post-holder is entitled to join the NHS superannuation pension scheme.

If Unsuccessful:
If you have NOT heard from us within 4 WEEKS of the closing date, then we regret that your application
has not been successful on this occasion. However, we appreciate your interest in working with NHS
Borders and your time and effort in completing the application form. We would welcome your application
for future posts.

Equal Opportunities:
In NHS Borders, we believe that all staff should be treated equally in employment. We will not discriminate
against any member of staff, or job applicant, on grounds of
   • age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race,
     religion and belief, sex and sexual orientation.
   • Trade Union membership.

Disclosure checks:
We carry out criminal record checks on new staff who fall within certain staff groups within NHS Borders,
through Disclosure Scotland. We send out Disclosure Forms to all shortlisted candidates for these staff
groups, and ask for these to be completed and returned at interview. If a successful-at-interview candidate
forgets to bring their completed form to interview, then they will be required to return the form (and proofs
of identity) within 7 days, otherwise the provisional job offer will be withdrawn. Unsuccessful candidates
forms will be shredded.

The Rehabilitation of Offenders Act does not apply to this post.

Tobacco policy:
We have a Tobacco policy in place. When selecting staff, we do not discriminate against applicants who
smoke, but staff must observe our policy on smoking.

Hepatitis B:
We offer Hepatitis B immunisation through our Occupational Health Service (OHS). If you think you may
be at risk of contracting Hepatitis B through your job, you should ask for this immunisation at OHS.

If your work involves exposure-prone procedures, you must keep to the document “Protecting Health
Care Workers and Patients from Hepatitis B”, and the NHSIS Management Executive Directive on this issue.
You must be immune to Hepatitis B, and if you cannot prove that you are immune, OHS will investigate to
find out whether you are Hepatitis B positive or not.
Health and Safety at Work:
You must take care of the health and safety of yourself and anyone else who may be affected by what you do at work. You must also co-operate with us to make sure that we keep to legal and organisational safety regulations. You can get more information from the NHS Borders’ Health & Safety Adviser.

The closing date for completed application forms is: 5pm on Wednesday 18 June 2014