



**Candidate brief  
for the position of  
matron**

## Introduction letter by Irene Watkins, chief executive

### Thank you for expressing an interest in joining our team at Prospect Hospice.

Prospect Hospice is a highly respected local charity with deep roots in the community which it has served since 1980. Prospect Hospice provides a wide range of care and support to people with life limiting illnesses and their families. In the last year 2,555 patients were cared for across all of our services and our team now comprises more than 250 staff (FTE) and over 900 volunteers.

The services are leading edge; enabling people to access the support and care they need to live well for as long as possible and die with dignity in the place of their choice. Like most hospices we rely on the income generated from our extensive fundraising activities and network of charity shops for the majority of our funding, generating over £5.3M last year, (added to £2.1M we receive from the local CCG) and this will need to continue to grow as we seek to extend our service to support even more people.

Prospect Hospice published a new, five-year strategic plan in 2017, focused on a vision of:  
***Excellent, personalised and compassionate care for everyone affected by a life-limiting illness***

We've agreed **three key strategic themes** that will inform and drive our work over the next five years:

- We will provide excellent services and support within the hospice and our community to meet the needs of all patients, their families and carers
- As the lead organisation in palliative and end-of-life care, we will extend our influence across the community to improve understanding and support for everyone affected by a life-limiting illness
- We will strengthen our organisation, to ensure patients and those around them can continue to rely on us being there for them.

Prospect Hospice is the only provider of specialist palliative care services in Swindon, Marlborough and north east Wiltshire. We offer inpatient and day therapy services and community support and advice, as well as Prospect@Home, our hospice at home service in the area.

We are now looking for a matron with a passion for end of life care and the delivery of high quality services with experience of leading teams and managing change. This is an exciting opportunity for an additional matron role to specifically support patient services in our inpatient unit (IPU) and our clinical nurse specialist team at The Great Western Hospital working in partnership with our existing matron who will be focusing on our community services.

The successful candidate will ensure that patient pathways are developed to meet changing patient needs and commissioning requirements, so a track record of improving services and leading change is essential. You will also be the lead for infection prevention and control across the Prospect.

Potential candidates interested in the role can contact Sally Phipps to arrange an informal discussion. Please find her details on the back of this pack.

I look forward to hearing from you.

**Irene Watkins**  
**Chief executive**  
**Prospect Hospice**



## Organisational overview

### About Prospect Hospice

Prospect Hospice is a registered charity and company limited by guarantee, founded in 1980 by the Reverend Derryck Evans, then the chaplain at Swindon's hospital, who was inspired by Dame Cicely Saunders vision and work at St Christopher's Hospice in South London. Prospect Hospice provides free palliative care and support for patients and their families living with end-of life care needs, for a community of more than 300,000 people.

Care is based on the simple idea that patients are ordinary people living with physical, social, emotional and spiritual needs. The hospice provides enormous support to families and friends, caring for the patients and all those around them. Last year we cared for 2,555 patients. In the most recent survey of patients and their families, 96 % of respondents told us that they would highly recommend our services.

### What we do at Prospect Hospice

Prospect Hospice provides a wide range of services including an inpatient unit in the village of Wroughton, just outside Swindon. The inpatient unit is currently configured for 16 patients. Additionally, we offer our Prospect@Home service, a community-based nurse specialist team providing support and advice to patients and other providers, and a family support and bereavement service.

Our team of community-based nurse specialists work closely with local GPs, district nurses and other healthcare professionals, and are available to give advice and support for patients and their families and to refer them to services to match their needs. We also have a consultant-led medical team that works in all patient settings, and an education service which is also offered to healthcare professionals in the area.

To be able to provide our free care we need to raise around £9m each year, with over £5m from charitable causes, including from our 18 charity shops located across the community we serve. We have a fully trained team of volunteers who support our specialist clinical teams, ensuring that patients and their families receive the best possible care. Many more volunteers support our fundraising, shops and administration, including in our finance department.

### Our vision

Excellent, personalised and compassionate care for everyone affected by a life-limiting illness

### Our values

Our values apply in every setting - between staff, within teams, with volunteers, how we treat patients and families and how we engage with partner organisations and suppliers. They are: authentic, specialist, person-centred, inclusive, resilient and excellent.



## Our strategy

Some of the key reasons why we need this compelling vision and ambitious strategy are:

We know that there are more people from our community who we could support through our services, particularly in community groups who have previously been under-represented in our patient group.

An increasingly frail population, with over 40% of over 65s living alone.

A growing population of around 300,000 in Swindon and north Wiltshire, with an expected increase of 10% in the years ahead.

As a result, our key strategic themes are:

- We will provide excellent services and support within the hospice and our community to meet the growing needs of all patients, their families and carers
- We will extend our influence across the community to improve understanding and support for everyone affected by life-limiting illness
- We will strengthen our organisation, to ensure patients and those around them can continue to rely on us being there for them.

## About our area

Prospect Hospice serves the towns of Swindon, Marlborough and north Wiltshire, which encompasses towns and villages including Highworth, Pewsey and Royal Wootton Bassett.

Our services and main activities are delivered from the hospice in Wroughton, a village just outside Swindon, and we also offer outpatient services from our Wellbeing Centre, based at the Savernake Hospital in Marlborough.

Swindon is the biggest town within our area of care and was historically a town with a rich industrial heritage based on its development as a primary manufacturing town for Isambard Kingdom Brunel's Great Western Railway.

Its railway heritage is reflected in its excellent transport links to London, Bristol and Cardiff, while Bath, Oxford and the picturesque Cotswolds are all within easy range. The headquarters of Nationwide Building Society and the National Trust are both in the town.

Marlborough, the second largest of the towns in our area, is renowned for its Neolithic heritage, reflected in nearby landmarks such as Avebury stone circle and Silbury Hill. The town itself is notable for its charming, wide High Street, lined with shops, cafes, restaurants and pubs, and is popular as a tourist destination throughout the year.



## About the role

We are looking to recruit a new full time **matron** as part of our senior management team. This is a senior clinical leadership role across our inpatient unit and in-reach CNS team at the Great Western Hospital, providing clinical and managerial leadership to clinical staff, acting as a role model to inspire, motivate and empower nurses to ensure excellence in patient care across the organisation.

## Job Description

### 1. Post Title - Matron

**Responsible to:** Director of services  
**Responsible for:** Services – inpatient unit / catering / housekeeping/ administration/ Great Western Hospital (GWH) team  
**Salary band:** £45-50k

### 2. Main purpose and scope

You will be work with various teams across the hospice including the board of trustees, directors, and patient services staff to manage the day to day services for your designated areas.

It is expected that this role could grow in the future to meet the needs of patients in the community. Prospect Hospice will be seeking to develop advanced nurse practitioner roles to provide a higher level of specialist end of life nursing support to patients in their own homes (and for our in-patients.)

You will have operational and strategic responsibility and promote the openness and transparency across hospice services and provide professional support to clinical leads.

You will contribute to the delivery of the patient services' strategy to reach and influence care through clinical leadership and by participating in education and training and audit initiatives.

You will provide expert advice and influence within the hospice and to external stakeholders to help shape workforce planning, delivery of safe staffing, business development, service reviews and future pathway planning.

Responsibilities for the matron for hospital to hospice teams will include but will not be restricted to:

- Lead, supervise and support the teams, enabling the timely and appropriate provision of needs led palliative care for patients, and those important to them
- Provide professional and clinical leadership to the team leaders and teams to ensure the delivery of high quality care
- Provide effective, operational line management to the deputy clinical lead IPU / head chef / clinical administrators
- To manage the hospice and inpatient unit budgets
- To manage the cleaning contract
- Organisational lead for infection prevention and control

Responsibilities across the hospice services will include but will not be restricted to:

- To deputise for matron (community services)
- To deputise for clinical leads in the organisation as required
- Represent patient services at organisational and external meetings as required
- Ensure that policies and procedures are adhered to by all staff and in accordance with the Regulations and Standards of the Care Quality Commission (CQC) and professional codes of conduct
- To play a key role with the medical director, director of services and community matron in reviewing and supporting ways of working to ensure an efficient, needs led approach to working that reflects the patient service's strategy, across the whole palliative care pathway. Providing expert advice and influence within the Prospect Hospice and to external stakeholders to help shape workforce planning, delivery of safe staffing, business development, service reviews and future pathway planning
- Develop role of a registered and practising non-medical prescriber (if not held already) and occupy the non-medical prescribing lead for Prospect Hospice

### **3. Key accountabilities and responsibilities - Across hospice services**

#### **Leadership - Across hospice services**

- To provide clear vision and motivation, using advanced leadership, management and communication skills – ensuring staff have clear objectives for developing knowledge, skills and care for patients and their families in line with local and national objectives
- To work alongside and communicate effectively with the community matron to provide smooth operational performance
- Promote and represent nursing at senior leadership and board level
- To ensure safe practice across hospice services in accordance with national and local guidelines
- To investigate complaints, incidents and patient feedback and ensure lessons learnt are incorporated into action plans to improve care and that these are reviewed to ensure changes are embedded in practice
- Under the direction of director of services to represent Prospect Hospice at partner provider and commissioner meetings
- To engage and maintain effective professional relationships with partner providers and key stakeholders including commissioners to influence quality and effective pathways of care review and development
- Co-ordinate and facilitate the development, implementation and review of standards, policies, competencies and clinical guidelines, patient information in collaboration with senior management team, medical director and clinical leads

- Working closely with the communication team, seek the views of patients and their families to ensure services meet their needs in the planning and development of services
- To ensure that evidence is gathered for CQC inspection for compliance
- To ensure effective ward to board and to ward reporting
- To ensure national standards or care and practice are implemented and sustained –ensuring the safety and quality of care are underlying principles for continually improving services
- Apply exert analytical and critical thinking skills to ensure care is innovative, contemporaneous and clinically effective – using developing technology to support safe and effective care
- **Infection prevention and control** –Organisational lead and delivery of policy and ensure compliance. The matron will be the organisational lead for infection control and be responsible for our infection prevention and control programme. This involves identifying infection risks to the practice, its patients and staff, and taking responsibility for implementing and monitoring actions to manage and reduce those risks. The matron will ensure that Prospect Hospice has a robust audit and education programme to support this and is compliant with all local and national legislation relating to infection prevention and control, including the Health and Social Care Act 2008.

#### **Workforce – Hospice inpatient unit/ catering/ housekeeping/ clinical administration**

- Ensure skill mix and staffing levels are safe and effective across the hospital and hospice teams
- To inform organisational decisions around workforce planning (including succession planning and carer development opportunities)
- To ensure that staff and volunteers are recruited, trained, developed, retained and managed in a robust and consistent way
- To champion a culture for the workplace where staff can work in an environment where they are valued and accountable for their actions and supported to maximise their potential at all times
- Ensure that the conduct, attendance and performance of staff within the teams is maximised and staff are managed in line with organisational policy
- To demonstrate confidence in the management of conflict to maintain effective working relationships and team working
- To provide regular 1:1 meetings with each direct reporting staff member and ensure these are in place and acted upon in your teams by team leaders
- Develop and inspire team members to achieve their career goals and promote leadership development through effective appraisals and personal development plans. Ensure the appraisal process is a dynamic process that develops staff to achieve their potential at all times
- Develop leaders in clinical teams

### **4. Key accountabilities and responsibilities - GWH CNS team**

#### **Leadership – GWH team**

- To provide effective line management, clinical expertise, clinical decision and problem solving and accountability for the Inpatient unit and GWH nursing and healthcare assistant teams
- To lead, motivate and direct the services through positive role modelling, effective case management, influencing care and education. Ensure that the CNSs are delivering care consistent with the Prospect Hospice patient service's strategy
- To ensure that services are focused on those most in need, and that patients and those important to them receive a responsive and flexible service which meets their needs
- To ensure CNSs are competent to complete mental capacity assessments, best interests decisions and following correct organisational policies in regards to safeguarding procedures
- To ensure the quality of care is continually improved both individually and at a team level through critical analysis, reflection and integrating learning in practice

- To monitor documentation standards within the CNS team and ensure CNSs have received adequate training, experience and updates in the use of the relevant organisational IT systems so standards of documentation are maintained
- To chair regular meetings with the team and other members of the multi-professional team
- To identify and escalate any clinical incidents regarding risk to patient care through poor practice involving hospice staff or partner providers
- To maintain relevant sections of the patient services' risk register
- To maintain evidence sources and commentary for CQC standard compliance, identifying gaps in requirements and reporting these to the head of patient services
- To set, monitor, report and respond to service activity – ensuring key quality standards and outcome measures are met to deliver safe and effective harm free care
- Develop and utilise monitoring tools and techniques to provide assurance against key performance indicators and standards. Analyse data and trends to establish early recognition of areas of concerns and provide action plans to rectify issues
- Work alongside director of services to review and monitor SLA with GWH
- Develop leaders in clinical teams

#### **Finance –Hospice inpatient unit/ catering/ housekeeping/ clinical administration**

- Manage and be responsible for pay and non-pay budgets in the teams
- Ensure quality of services are delivery within budget
- Influence budget setting to meet service needs and address any themes that jeopardise managing budgets within parameters
- Lead on business planning for the service

#### **Clinical Practice – Hospice team**

- It is expected that the post holder will work up to 50 % patient-facing clinical hours
- To demonstrate, utilise and apply expert clinical practice, advanced clinical assessment, clinical credibility and decision making and the use of non-medical prescribing skills and evidence based principles to optimise clinical management and quality of life for palliative care patients working closely with medical colleagues
- To deliver and manage specialist palliative care across settings of acute hospital, community and care homes
- To have clinical skills to deliver specialist palliative care across acute hospital, community and care homes.
- To utilise highly developed specialised knowledge, underpinned by theory and knowledge
- To provide expert advice, support and direction in complex cases
- To plan and implement specialist nursing interventions, and evaluate outcomes using advanced skills. To work supportively across all teams
- To ensure staff and volunteers receive regular supervision and education to ensure ongoing professional development
- To lead the delivery of the hospital / IPU multi-disciplinary meetings
- To be able to make decisions both independently and collaboratively with other team members
- To use effective advanced interpersonal skills to communicate complex and sensitive information.
- To act as an advocate to enable patients to make choices or decisions regarding their care
- Assess, manage and document clinical risk, including safeguarding, mental capacity
- To embed the principles of person centred care into practice
- To communicate sensitive, complex and contentious information to patients and those important to them and large staff groups

- To assess, analyse and interpret multiple sources of information in clinical practice and provide individualised specialised plans for patient care
- To comply with statutory training requirements
- To attend clinical supervision and develop own practice and ensure clinical supervision is well-embedded in the teams
- To work collaboratively with multi-professional colleagues at Prospect Hospice, initiating onward referral where appropriate
- Plan and organise their own day to day work, and support teams to make clinical decisions to support patients with complex and rapidly changing specialist palliative care needs

#### **Education - Hospice and GWH team**

- To design, deliver and evaluate formal and informal training programmes for staff working in partnership with the education department
- Ensure that the CNS team to provides specialist symptom control, EOL training in the Prospect Hospice education provision to external purchasers
- To work with IPU and CNSs and the education department to ensure continuing development of competency, skills and practice and CNS delivery of education
- Oversee completion of training requirements

#### **Governance – Hospice and GWH team**

- To actively contribute to the patient services clinical governance framework through participation in governance forums, education, development, research, delivery of the patient services strategy and audit initiatives
- To champion quality improvement initiatives and apply improvement methodology to deliver improvements and support others to lead improvement work streams
- To embed the KLOE framework and CQC domains in teams for assessment and action planning. Identify needs and issues linked to this framework and work with the director of patient services to action plan accordingly to deliver improvements
- To regularly review research findings and integrate into practice
- To identify and plan to meet own learning needs
- To maintain continuing professional development, using appropriate opportunities to develop skills and knowledge
- To comply with the delivery of relevant areas of the patient services strategy
- To develop protocols, policies and guidelines for specialist palliative care practice
- To identify opportunities for service improvements including the development of proposals and business cases for future service innovation

#### **Professional responsibilities**

- To be professionally and legally accountable for all aspects of own work and to engage in professional self-development
- To adhere to the Nursing and Midwifery Council Code of Professional Conduct, revalidation and facilitate compliance of nursing staff with local and national standards of practice
- Maintain up-to-date knowledge and understanding of local and national work streams and strategy and to be able to actively participate in forums responding to these and influence decision-making
- To effectively utilise clinical and managerial supervision and coaching
- To comply fully with Prospect Hospice operational and clinical guidelines
- To ensure patient and service records are recorded and maintained in accordance with Prospect Hospice policies and professional standards

- To act as an ambassador for the Hospice at all times to patients, their relatives, colleagues, stakeholders and members of the public

### Health and Safety

- Complies with all aspects of the Health and Safety at Work Etc Act 1974 and with Prospect Hospice's current health and safety policies working in collaboration with the health and safety lead
- Under the provisions of the Health and Safety at Work Act 1974, it is the duty of every employee:
  - To take reasonable care of themselves and others at work
  - To co-operate with Prospect Hospice as far as is necessary to enable them to carry out their legal duty
  - Not to intentionally or recklessly interfere with anything provided, including personal protective equipment, for health and safety or welfare at work

### Safeguarding duty

It is the responsibility of the post holder to ensure up-to-date knowledge of and to follow the legislation and guidance regarding Safeguarding Adults and Children as stated in the Hospice Safeguarding Policy and to ensure that the clinical team adheres to this. This applies to all staff regardless of which member of the family is the primary client. The post holder is responsible for ensuring they receive the appropriate level of safeguarding training according to their role.

Note the post holder will participate in the on-call rota and provide a senior nursing presence to support staff across the organisation during working hours

### Key contacts

- Director of patient services
- Medical director and palliative care consultants
- Clinical leads
- Chief executive
- Board of trustees
- Directors/senior managers across the organisation
- Patient services staff
- Stakeholders/partners in the acute trust/community services and clinical commissioning groups
- end of life committees in the acute sector and community services
- Suppliers/agencies and other bodies, commercial and non-commercial, relevant to the role and purpose of the post.

## Person Specification

### 8. Skills, Knowledge & Experience

#### Education and qualifications

##### Essential

- Registered nurse
- Masters Level qualification or equivalent
- Specific qualification in specialist palliative care and willingness to achieve masters
- Leadership or management qualification

##### Desirable

- Patient Assessment and Clinical Examination Module (PACE)
- Teaching certificate
- Non-medical prescriber - or willingness to work towards
- Nurse practitioner / advanced nurse practitioner role

#### Experience

##### Essential

- Knowledge of current National Palliative Care guidance and initiatives.
- Specialist palliative care experience with substantial experience working in management of operational teams
- Advanced communication skills.
- Evidence of continuing professional development within specialist palliative care.
- Responsibility for infection prevention and control
- Experience of progressive development of the CNS role.
- Policy development and implementation.
- Informal and formal teaching experience.
- Experience and operational understanding of delivery of specialist palliative care across sector.
- Evidence of strong leadership skills.
- Evidence of advanced negotiation skills.
- Evidence of working with a range of professionals across differing organisations and boundaries.
- Experience of implementing change.
- Experience of participating in or undertaking audit and research including identification for service improvements.
- Clinical assessment and analytical skills.
- Able to work to tight deadlines, take on unscheduled tasks and work under pressure.
- Able to analyse information quickly.
- Innovative approach to problem solving, managing conflict.
- Confident IT skills.
- Ability to interpret and analyse data.

**Personal attributes**

- Commitment to and ability to demonstrate Prospect Hospice values and behaviours at all times
- Able to maintain the highest professional standards at all times, and act as a true ambassador for the hospice.
- To be authentic, open honest and transparent
- Have a track record of working inclusively and a genuine appreciation of the value of diversity

Full valid UK driving license and must have access to a car with appropriate business insurance.

**Important additional information**

The line manager will discuss all elements of the job description with the postholder on an annual basis during appraisal, recognising that some elements may be developed.

## Your next steps

To arrange an informal discussion, call Sally Phipps on 01793 813355.

To apply, please submit your supporting statement and application via our website.

Closing date for applications is 8 March 2020 and interviews will take place at Prospect Hospice on 3 April 2020.



## Prospect Hospice

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