

JOB DESCRIPTION

JOB DETAILS	
Job Title	Transformation Midwife
Reports to	Perinatal Senior Project Manager
Band	Band 7
Department/Directorate	Women and Children's Care Group

JOB PURPOSE
The Transformation Midwife will provide specialist transformation capacity across maternity services, supporting the delivery of safe, high quality, evidence-based and woman-centred care. The post holder will lead and co-ordinate agreed maternity transformation workstreams, ensuring that national, regional and local recommendations are translated into sustainable service improvement. The post holder will listen and respond to staff, service users and partners, acting as a positive change agent and role model. Working with the Senior Perinatal Leadership Team and multidisciplinary colleagues, they will develop, implement and monitor project plans, support quality improvement activity, share learning and provide updates through agreed Trust, ICB and LMNS governance routes. Specifically, the Transformation Midwife will: • Lead transformation and quality improvement activity across maternity services, aligned to national recommendations including Ockenden, Amos and the Maternity Incentive Scheme. • Collaborate with staff, service users, MNVP, ICB/LMNS and multidisciplinary colleagues to identify priorities, barriers and opportunities for improvement. • Develop and monitor project plans, reporting progress, risks, issues and outcomes through established governance routes. • Provide expert midwifery advice, facilitation, education and support to enable staff to implement and sustain change. • Promote a culture of learning, safety, inclusion, professional curiosity and continuous improvement.

KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES
• Develop own credibility as a leader through the demonstration of high professional standards and personal integrity. • Create, implement and maintain project plans across agreed workstreams, leading development and change within the service as required. Work autonomously and as part of the multidisciplinary team to provide highly specialist advice, information and support in relation to maternity transformation, quality improvement and implementation of national standards. • Act as a role model, using professional behaviours that encourage, coach and empower staff to challenge current practice and expand their contribution to service improvement. • Support the development, implementation and evaluation of Quality Improvement (QI) initiatives in conjunction with members of the Senior Perinatal Leadership Team (PLT). • Foster a culture and environment conducive to learning in the workplace across all areas, including all members of the multidisciplinary team. • Ensure relevant staff are aware of the Major Incident Plan and Internal Incident Plan, including their existence and location. • Use data, audit, feedback and evidence to identify gaps, inform recommendations and monitor the impact of change. • Share learning and best practice within the Trust and with regional partners, including the ICB and LMNS.

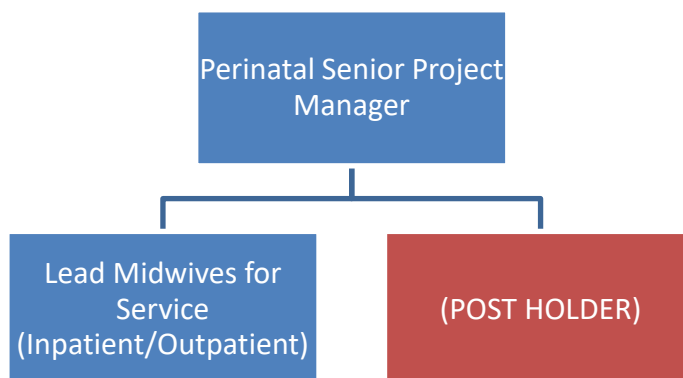
KEY WORKING RELATIONSHIPS

The post holder is required to deal effectively with staff of all levels throughout the Trust, as and when they encounter on a day-to-day basis. In addition, the post holder will deal with the wider healthcare community, external organisations and the public. This will include verbal, written and electronic media.

Of particular importance are working relationships with:

Internal to the Trust	External to the Trust
• Director of Midwifery • Associate Director of Midwifery and Gynaecology • Deputy Associate Director of Midwifery and Gynaecology • Perinatal Senior Project Manager • Matrons • Practice Development Midwife • Risk Management Midwife • Consultant Obstetricians • All medical staff • All midwives and Maternity Support Workers (MSWs)	• Service users and their families • Multi agency teams • Maternity & Neonatal Voices Partnership (MNVP) • Integrated Care Board (ICB)/Local Maternity & Neonatal System (LMNS)

ORGANISATIONAL CHART



FREEDOM TO ACT

- Work independently as an autonomous practitioner, providing expert advice and guidance in relation to maternity transformation, quality improvement, implementation of national maternity standards and safe, effective midwifery practice.
- Expected results and priorities will be defined through agreed work programmes, but the post holder will determine how these are best achieved, escalating risks, barriers and decisions as appropriate.
- Work within broad occupational policies and guidelines, including the NMC Code, national legislation, Trust policies, local governance frameworks and relevant maternity safety recommendations.
- Seek guidance, advice and assurance from peers, clinical leaders and external reference points where complex or novel issues arise.
- Practise at all times within professional standards, applying accountability, judgement and awareness of own limits of competence.

COMMUNICATION/RELATIONSHIP SKILLS

- Provide and receive complex and sensitive information about maternity transformation priorities, quality improvement activity, national recommendations, service user feedback, audit findings, project risks and service change.
- Use advanced communication, tact, diplomacy, influencing and persuasion skills to facilitate change, overcome barriers to understanding and support staff engagement where there may be uncertainty, challenge or competing priorities.
- Act as the key contact for transformation and quality improvement activity, liaising and negotiating with senior midwives, specialist midwives, ICB/LMNS colleagues, MNVP, Trust communications colleagues and the multidisciplinary maternity team.
- Present information to groups, from small (up to 10 people) to large (over 25 people), including staff forums, governance meetings, project boards, education sessions and external reporting routes, adapting language and level of detail to the audience.
- Provide reassurance, coaching and constructive challenge to staff and stakeholders, supporting individuals and teams through periods of change and transition.
- Maintain confidentiality and promote a positive image of the Royal Devon University Healthcare NHS Foundation Trust at all times.

ANALYTICAL/JUDGEMENTAL SKILLS

- Analyse complex information from multiple sources, including national recommendations, incident themes, audit data, staff feedback, service user feedback, quality metrics and project progress reports.
- Compare and appraise potential options for improvement, identifying risks, benefits, dependencies, barriers and resource implications before making recommendations.
- Monitor standards and identify action plans to address areas of concern, escalating persistent or significant issues to the Perinatal Senior Project Manager and Senior Perinatal Leadership Team.
- Evaluate the impact of changes and quality improvement activity, using qualitative and quantitative evidence to support decisions and continued improvement.

PLANNING/ORGANISATIONAL SKILLS

- Lead the development, implementation and monitoring of longer-term project plans across agreed maternity transformation workstreams.
- Plan and prioritise competing workstreams, meetings, reports, engagement activity, education and governance requirements, adjusting plans where timescales, risks or service priorities change.
- Support members of the Senior Perinatal Leadership Team in implementing and evaluating the Care Group's strategic and operational objectives.
- Coordinate and contribute to project milestones required for the Trust to meet national, regional and local maternity recommendations.
- Prepare for and contribute to internal and external meetings, ensuring actions, risks and progress are clearly documented and followed up.

PATIENT/CLIENT CARE

- Provide a resource of highly specialist advice, information and support to midwifery and multidisciplinary colleagues in relation to national standards, service transformation, quality improvement and safe maternity care.
- Support the setting, monitoring and maintenance of high standards of midwifery care, reflecting evidence-based practice and professional standards.
- Promote respectful, inclusive and personalised care, recognising different ethnic, cultural, religious and individual needs in the planning and delivery of maternity services.
- Within the sphere of responsibility, identify and support improvement activity relating to ineffective systems, data and information gaps, poor communication, workload issues, individual or team practice, complaints, culture, and financial or resource implications.

- This is not primarily a hands-on clinical post; however, the post holder may be required to work clinically or participate in the on-call rota where service need dictates and must maintain appropriate competence to do so.

POLICY/SERVICE DEVELOPMENT

- Lead and contribute to the development, review and implementation of policies, standard operating procedures, guidelines and patient information where required to support transformation and service improvement within Maternity Services and outlier areas; where pregnant women access the Trust from outside Maternity Services.
- Work in partnership with multidisciplinary colleagues and external partners to identify gaps in practice or pathways and develop improvement initiatives that may impact wider maternity services, not only the immediate work area.
- Participate in meetings where broad professional, service and governance issues are discussed, ensuring transformation priorities are aligned to Trust, ICB/LMNS and national requirements.
- Raise concerns relating to quality, safety, implementation barriers or sustainability of change through appropriate routes.
- Make recommendations for improvement and support implementation, monitoring and evaluation of agreed changes.

FINANCIAL/PHYSICAL RESOURCES

- This post holds no direct budgetary responsibility; however, the post holder must be aware of the financial context of the department and use resources appropriately.
- Consider value, sustainability and resource implications when developing project plans, service improvement proposals, business cases or funding applications.
- Use Trust equipment, digital systems and resources safely and efficiently.

HUMAN RESOURCES

- There will be no direct line management responsibility for this post.
- The post holder will be expected to participate in recruitment and selection of peers or colleagues within the department where required.
- Provide clinical supervision, coaching and support for students, midwives, maternity support workers and other colleagues encountered through project work and clinical practice.
- In liaison with the Practice Development Midwife / Education Lead Midwife, identify education needs and contribute to staff teaching, training and engagement sessions in relation to transformation activity, quality improvement and implementation of changes, including regular project updates, ad hoc training and study days as required.
- The post holder is responsible for their own education and development, including attendance at and completion of Trust statutory and mandatory training, NMC revalidation requirements and objectives agreed through appraisal.

INFORMATION RESOURCES

- Produce, interpret, maintain and present accurate information, data and reports pertinent to the role.
- Provide regular reports through established governance routes internally and externally to ICB/LMNS colleagues regarding progress with national, regional and local recommendations.
- Support preparation and presentation of business plans, funding applications and project documentation as required.
- Use electronic systems accurately and securely, maintaining confidentiality and information governance standards.
- Ensure project documentation, action logs, evidence records and reports are clear, contemporaneous and accessible to relevant governance forums.
- Use electronic patient records and other Trust systems accurately, securely and in line with Trust policy.

RESEARCH AND DEVELOPMENT

- Regularly undertake audit, evaluation and evidence review activity in line with the maternity transformation strategy and agreed project workstreams.

- Collate and analyse quantitative and qualitative data to provide evidence of productivity, outcomes, quality and impact.
- Seek out relevant research, national guidance, peer learning and best practice from other Trusts and regional networks, critically appraising how this can be aligned to RDUH maternity services.
- Promote a culture of evidence-based practice and enquiry, encouraging staff to identify areas for audit, evaluation and quality improvement.
- Work with multidisciplinary colleagues to develop standards of care and evaluate the impact of changes on safety, experience and outcomes.

PHYSICAL SKILLS

- The role requires the post holder to maintain highly developed midwifery skills and professional competence to support safe practice, demonstrate techniques, provide training and participate in clinical work or the on-call rota where required.
- Standard keyboard skills to produce reports, presentations, project plans, evidence submissions and data analysis.
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PHYSICAL EFFORT

- A combination of sitting, standing and walking is required, including attendance at meetings, clinical areas and different Trust venues.
- The role requires regular VDU use and travel between sites or venues to support meetings, engagement and service improvement activity.
- Occasional moderate physical effort may be required if working clinically or on-call, including supporting clinical activity and manual handling in line with Trust policy. The occasional moderate effort will be required for birthing/assisting with labour which may be for a long period of time.

MENTAL EFFORT

- There is a frequent requirement for concentration when analysing data, preparing reports, interpreting guidance, developing project plans, chairing or contributing to meetings and delivering presentations or training.
- There may be occasional prolonged concentration when reviewing complex policy, audit data, evidence, project risks or national recommendations.
- The post holder may be interrupted to respond to urgent project, governance, staffing or service issues and must be able to reprioritise accordingly.

EMOTIONAL EFFORT

- There will be occasional exposure to distressing or emotional circumstances, including supporting staff and service users in relation to concerns, complaints, incidents, change processes or challenging engagement discussions.
- The role requires resilience, tact, diplomacy and the ability to influence and negotiate effectively with stakeholders where views may differ or change may be difficult.
- If working clinically or on-call, the post holder may occasionally be exposed to emotionally demanding situations within maternity care.

WORKING CONDITIONS

- Frequent VDU use is required.
- The post holder will work across sites and venues within the Trust, and may work within clinical areas, offices and meeting spaces according to service need.
- Exposure to bodily fluids, laboratory specimens or clinical hazards is not routine within the transformation element of the role but may occur occasionally where the post holder is working clinically or participating in the on-call rota.
- The role may involve occasional exposure to challenging behaviour, conflict or verbal aggression when working with complex concerns, complaints, change processes or clinical activity.

OTHER RESPONSIBILITIES

Take part in regular performance appraisal.

Undertake any training required in order to maintain competency including mandatory training, e.g. Manual Handling

Contribute to and work within a safe working environment

The postholder is expected to comply with Trust Infection Control Policies and conduct him/herself at all times in such a manner as to minimise the risk of healthcare associated infection

As an employee of the Trust, it is a contractual duty that you abide by any relevant code of professional conduct and/or practice applicable to you. A breach of this requirement may result in action being taken against you (in accordance with the Trust's disciplinary policy) up to and including dismissal.

You must also take responsibility for your workplace health and wellbeing:

- When required, gain support from Occupational Health, Human Resources or other sources.
- Familiarise yourself with the health and wellbeing support available from policies and/or Occupational Health.
- Follow the Trust's health and wellbeing vision of healthy body, healthy mind, healthy you.
- Undertake a Display Screen Equipment assessment (DSE) if appropriate to role.

APPLICABLE TO MANAGERS ONLY

Not applicable - this post has no direct line management responsibility.

DISCLOSURE AND BARRING SERVICE CHECKS

This post has been identified as involving access to vulnerable adults and/or children and in line with Trust policy successful applicants will be required to undertake a Disclosure & Barring Service Disclosure Check.

GENERAL

This is a description of the job as it is now. We periodically examine employees' job descriptions and update them to ensure that they reflect the job as it is then being performed, or to incorporate any changes being proposed. This procedure is conducted by the manager in consultation with the jobholder. You will, therefore, be expected to participate fully in such discussions. We aim to reach agreement on reasonable changes, but if agreement is not possible, we reserve the right to insist on changes to your job description after consultation with you.

Everyone within the Trust has a responsibility for, and is committed to, safeguarding and promoting the welfare of vulnerable adults, children and young people and for ensuring that they are protected from harm, ensuring that the Trusts Child Protection and Safeguarding Adult policies and procedures are promoted and adhered to by all members of staff.

At the Royal Devon, we are committed to reducing our carbon emissions and minimising the impact of healthcare on the environment, as outlined in our Green Plan available on our website. We actively promote sustainable practices and encourage colleagues to explore and implement greener ways of working within their roles.

PERSON SPECIFICATION

Job Title	Transformation Midwife
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Requirements	Essential	Desirable
QUALIFICATION/SPECIAL TRAINING		
Registered Midwife with current NMC registration	E	
Degree level studies in relevant subject or portfolio of experience	E	
Qualification in teaching, assessing and/or mentoring, or willingness to work towards		D
Post graduate diploma in relevant area, or equivalent demonstrable specialist experience	E	
Masters level study in relevant health-related subject, or willingness to work towards		D
Management/leadership qualification		D
KNOWLEDGE/SKILLS		
In depth knowledge of the Maternity Transformation strategy	E	
In depth knowledge of maternity transformation, national maternity safety recommendations and the current maternity improvement agenda	E	
Ability to develop, lead, influence and sustain change	E	
Evidence of service development, quality improvement, standard setting, monitoring and feedback	E	
Evidence of proven leadership skills	E	
Excellent communication, negotiation, influencing, presentation and IT skills	E	
Evidence of excellent presentation, teaching, verbal and written skills	E	
Strong organisational and project planning skills	E	
EXPERIENCE		
Proven post qualification experience in a midwifery setting		D
Significant post-registration experience in a midwifery setting	E	
Experience of transformational change, service improvement or quality improvement activity	E	
Evidence of involvement in the development of protocols, guidelines, clinical audit, evaluation and setting standards	E	
Evidence of risk management, incident learning or governance experience		D
Experience of supervising or supporting learners, students or colleagues	E	
Evidence of using feedback from service users and/or staff to initiate change	E	
PERSONAL ATTRIBUTES		
Ability to work collaboratively with all members of the multidisciplinary team to involve outside agencies	E	
Ability to work collaboratively with all members of the multidisciplinary team and outside agencies	E	
Ability to work unsupervised, as an autonomous practitioner, escalating appropriately	E	
Approachable	E	
Flexible attitude to work	E	
Ability to cope well under pressure and remain resilient during periods of change	E	
Commitment to openness, honesty and integrity in undertaking this role	E	
Professional at all times	E	
Self-motivated, with drive to improve services	E	
OTHER REQUIREMENTS		

The post holder must demonstrate a positive commitment to uphold diversity and equality policies approved by the Trust.	E	
Ability to travel independently to other locations as required	E	

WORKING CONDITIONS/HAZARDS		FREQUENCY (Rare/ Occasional/ Moderate/ Frequent)			
		R	O	M	F
Hazards/ Risks requiring Immunisation Screening					
Laboratory specimens	Y		Y		
Contact with patients	Y		Y		
Exposure Prone Procedures	Y		Y		
Blood/body fluids	Y		Y		
Hazard/Risks requiring Respiratory Health Surveillance					
Solvents (e.g. toluene, xylene, white spirit, acetone, formaldehyde and ethyl acetate)	N				
Respiratory sensitisers (e.g. isocyanates)	N				
Chlorine based cleaning solutions (e.g. Chlorclean, Actichlor, Tristel)	N				
Animals	N				
Cytotoxic drugs	N				
Risks requiring Other Health Surveillance					
Radiation (>6mSv)	N				
Laser (Class 3R, 3B, 4)	N				
Dusty environment (>4mg/m3)	N				
Noise (over 80dBA)	N				
Hand held vibration tools (=>2.5 m/s2)	N				
Other General Hazards/ Risks					
VDU use (> 1 hour daily)	Y				Y
Heavy manual handling (>10kg)	Y		Y		
Driving	N				
Food handling	N				
Night working	Y	Y			
Electrical work	N				
Physical Effort	Y			Y	
Mental Effort	Y				Y
Emotional Effort	Y		Y		
Working in isolation	N				
Challenging behaviour	Y		Y		