



Delivering NHS Services



**Candidate Information Pack  
Modern Matron**



The Friends of Tetbury Hospital

Registered Charity Number: 1008926

[www.tetburyhospital.co.uk](http://www.tetburyhospital.co.uk)



## About the role

Tetbury Hospital Trust has an exciting opportunity for a Modern Matron to join our passionate and committed team. This will be an influential role reporting directly to the Chief Executive and provides the nursing voice on the Trust Executive Board. The Matron will have an inclusive leadership style and oversight of the clinical teams across day surgery, outpatients, minor injuries and our housekeeping team. The hospital comprises of a day surgery unit and purpose-built procedure room, outpatient's department, X-ray and minor injury and illness unit. You'll be working with a compassionate clinical team committed to delivering the best in care and rated Good by the Care Quality Commission.

## About the Trust

Tetbury Hospital is an independent healthcare provider in the heart of the Cotswolds providing an established day surgery service to patients who choose to have their NHS surgery at Tetbury. The hospital is highly regarded by our visiting consulting body who provide a wide range of specialities including ophthalmic, general and gynaecological surgery. The primary focus of the hospital is the NHS services we provide across our outpatients, day surgery and minor injury and illness unit. In addition to our NHS funded services, we offer private health care to insured or self-pay patients. Tetbury Hospital is a respected partner in the Gloucestershire health and care system and valued by staff and patients for the high quality, personalised care that we are proud to offer.

## About you

We are looking for a skilled clinical leader with experience of surgical pathways and the knowledge to uphold the safety and quality of the clinical services provided by the Trust. You'll provide clinical advice and guidance to staff and promote strong links with internal and external partners. The Matron will lead the development and implementation of the hospital's priorities and strategy for the nursing services provided, ensuring compliance to regulations, patient safety, patient satisfaction and continued business success. We are looking for a leader with a focus on continuous quality improvement, as well as ensuring that staffing levels meet patient needs, through their excellent interpersonal skills and commitment to the delivery of high-quality patient care. The post holder will be registered as the nominated individual with the Care Quality Commission supporting the Chief Executive in their role as registered manager.

## Skills and Experience

- RGN with valid NMC registration and experience of operating in an acute or community hospital setting.
- Strong evidence of people management, including experience of implementing and managing clinical and corporate governance, quality improvement and mentorship in practice.
- Excellent interpersonal and negotiation skills, confident decision maker and the ability to develop new networks to promote the Trust and expose opportunities for future growth and development.

## Our History

Tetbury Cottage Hospital was established in 1868 using voluntary funds. It was taken over by the National Health Service in 1948.

When Gloucestershire Health Authority proposed closing down Tetbury Hospital in 1988, thousands of locals protested. Through a huge fundraising effort, the community raised over £1 million and by February 1992 the town's own Trust had taken over the running of the hospital. Following a successful refurbishment the doors re-opened on the 8<sup>th</sup> February 1993 and the hospital was run by a Board of Trustees. The Friends of Tetbury Hospital, the fundraising support for the hospital, was established when the charitable trust took over.



### The Friends of Tetbury Hospital

Over 94% of the hospital's services are delivered on behalf of the NHS. However, the money received from this only funds the running of the hospital. As an independent charity further funding from the NHS is unavailable to us for the purchase of vital new and replacement equipment and necessary upgrades to the hospital facility.

This is why the Friends of Tetbury Hospital fundraising team play such a vital role in maintaining the future of the hospital.

In the year of the pandemic the Friends fundraising efforts, included our COVID Appeal. These funds provided a significant contribution to our recovery and resilience.

## About us

We are committed to delivering services where the patient is at the centre of everything we do. Our dedicated staff welcome every patient, visitor and carer with a warm smile. We take the time to listen and pride ourselves on ensuring their experience of care is first class. We want our local population and surrounding areas to have access to as many services as possible without the need to travel to larger hospitals. Our focus is to increase our services and continue to provide care for future generations.

We provide the following services:

- ◆ Outpatient clinics (multiple specialities)
- ◆ Outpatient procedures in a dedicated procedure room
- ◆ Treatment of minor injuries and illness in our Minor Injury and Illness Unit
- ◆ Plain film X-rays for clinics and GP direct access
- ◆ Elective day surgery (multiple specialities)

Currently we have over thirty consultants visiting the hospital to consult and treat patients across eighteen specialties. Our consultants carry out over sixty different procedures in our Day Surgery Unit. A further twenty outpatient treatments can be carried out in our procedure room. We continue to develop outpatient services.

## Our Charitable Objective

To provide integrated, seamless healthcare for the people and local communities that is safe, effective, and centred around the patient

## Our Values

The Trusts focus is to deliver high quality services to our local population and surrounding areas.

We have six key values which underpin everything we do as an organisation. **WE CARE** about our patients, staff, visitors and stakeholders. We are:

- **Welcoming** to patients, carers, visitors, staff and stakeholders
- **Embracing diversity** and delivering services to meet individual needs, efficient and effective in everything that we do
- **Charitable**, ensuring the organisation is well-led and governed appropriately and our status as a registered charity is maintained
- **Accountable** for our actions, acting with integrity and openness at all times. Celebrating what we do well and learning from our setbacks
- **Respectful** of our patients, visitors and staff at all times, treating them with dignity and listening and supporting them.
- **Excellence** is the standard we strive to achieve

## Healthcare Workforce

We have a head count of fifty-six substantive employees, eighteen bank workers and four volunteers. Our thirty-two consultant surgeons and thirty-four consultant anaesthetists work under license and hold practising privileges delivering both NHS and private practice.

The specialities we cover are Cardiology, Dermatology, ENT, Gastroenterology, General Surgery, Gynaecology, Maxillofacial, Ophthalmology, Oral Surgery, Orthopaedics, Pain Management, Respiratory and Sleep Apnoea, Urology and Vascular Surgery.

## Fundraising Workforce

The Friends of Tetbury Hospital comprise of eighteen volunteers who organise fundraising events throughout the year. Our Fundraising Manager is responsible for donations from grant making trusts and foundations. The committee support the Fundraising Manager to deliver the fundraising strategy.

**Board of Trustees**

The Trustees are responsible for the administration of the Trust. The Board meets on a regular basis to review the finances of the Trust and the operation of the Hospital, they determine the strategy of the Trust.

There are elected committees that also meet regularly throughout the year to assist the Trustees and Chief Executive to run the Trust effectively and safely. These committees report to the Board and concentrate on governance (clinical, commercial, information), audit, workforce, strategy and finance.



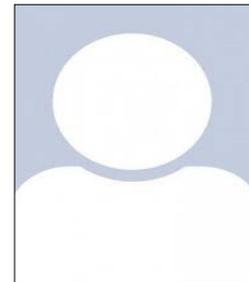
Jeremy Lodwick  
Chairman



Mike Rigby  
Medical Director



Laura Williams  
Chief Executive



Modern Matron



Ann Wyatt  
Company Secretary



Tony Pooley  
Trustee



Kathy Callaghan  
Trustee



Richard Turnor  
Trustee



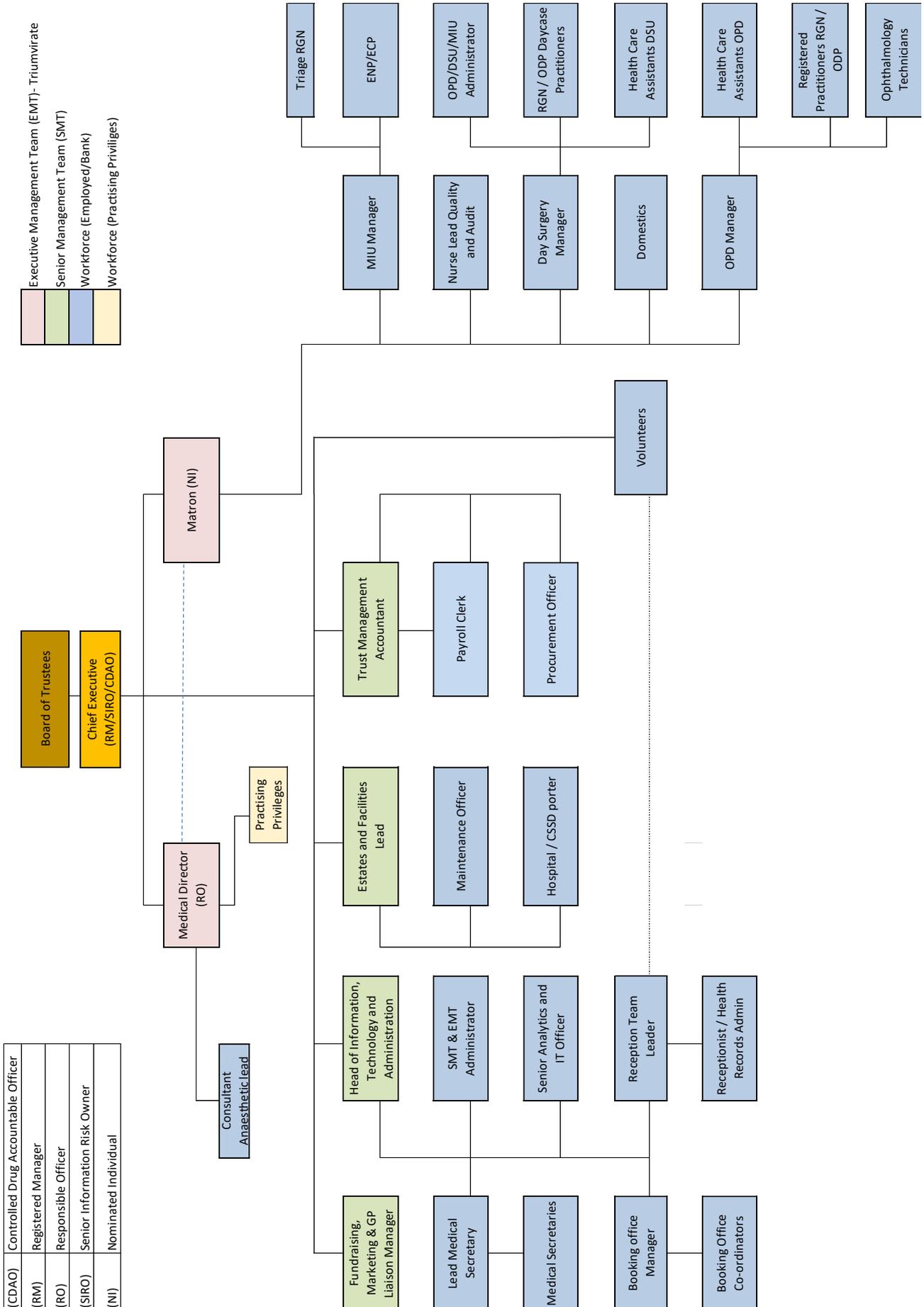
Katherine Landale  
Trustee



Tara Lochery  
Trustee

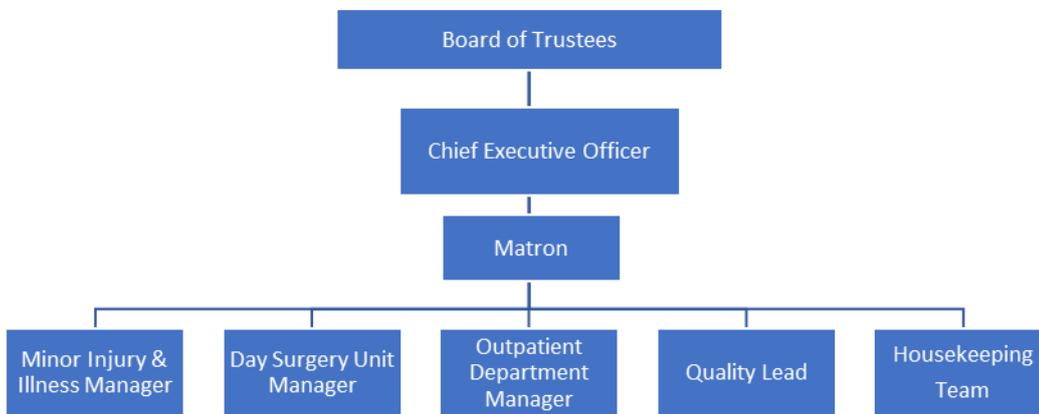


Louise Wall  
Trustee



**Title:** Modern Matron  
**Grade: L** £46,995-£53,079  
**Responsible to:** Chief Executive  
**Accountable to:** Chief Executive

**Position in Organisation**



**Job Summary**

The post holds a management and clinical responsibility for the services provided by Tetbury Hospital Trust. The post holder will work collaboratively with the Medical Director, Chief Executive and department managers to ensure the delivery of effective and high-quality clinical services which achieve both strategic objectives and relevant performance targets. As part of the Trusts management team the post holder will contribute fully to the overall management and development of Tetbury Hospital Trust.

The post holder will be required to work collaboratively with the Chief Executive on projects with other NHS Acute Trusts, Independent Providers and Primary Care Trusts, influencing and developing key relationships and networks.

Sensitivity and leadership skills and the ability to influence change management are essential together with a flexible, lateral and innovative approach in workforce and strategic planning.

The Matron will have key roles in the co-ordination, support and leadership of nursing and allied health professionals and will contribute to the strategy for nursing across the Trust. Key responsibilities will be in professional leadership, developments in clinical practice and services, ensuring the provision of quality and excellence to patients and users through training, education and clinical governance.

Responsible for, in conjunction with relevant boards and committees, interpreting National Agendas and devising, developing and implementing a range of clinical and appropriate operational policies in line with Trust wide needs. Agreeing, monitoring and devising methods to improve standards of clinical and non-clinical care, ensuring the highest standards are continually aimed for. This may be achieved via review, audit and synthesis of strategy and interpretation of complex information.

Visible and accessible for staff, patients and families to turn to for assistance, expert advice and support. Engaging with patients and relatives utilising national and local surveys, one to one and group communication. Engage with patient forums and patient advisors to determine patients and carers needs and wants, have a fuller understanding of patient experience and develop action plans.

### **Principle Duties:**

#### **1. PROFESSIONAL LEADERSHIP AND COMMUNICATION**

- 1.1 Provide guidance, support and coaching to Departmental Managers and Nurse Specialists to promote and enable effective change management and strengthen their leadership skills.
- 1.2 Act as a role model for clinic staff in the designated clinical area, promoting and demonstrating the standards of care and behaviours expected. Maintaining responsibility and accountability for the standards of nursing care delivered.
- 1.3 Responsible for Human Resource issues including performance management, conflict, recruitment, complex sickness management, capability, disciplinary issues, grievances, case and complaints investigations and staff utilisation. These situations require the post holder to have exceptional communication, analysis, judgement and synthesis skills.
- 1.4 Set objectives and lead in the appraisal and personal development planning (PDP) of line managed staff, and self.
- 1.5 To lead education and workforce development in collaboration with education providers.
- 1.6 Support staff in creating an environment that is challenging, stimulating and supportive to individuals, promoting life-long learning, in the improvement of patient care.
- 1.7 Be a visible, accessible and assertive figure to which staff and users can turn to for assistance, expert advice and support.

- 1.8 Liaise regularly with internal and external stakeholders to develop and review policies and procedures across the organisation.
- 1.9 Lead on clinical policy development, implementation and compliance. Collaborating multi-professionally to ensure service development.
- 1.10 Create a culture based on staff involvement where staff feel valued, supported, developed and able to take responsibility.
- 1.11 Present, provide, receive, interpret and communicate highly complex information to and from staff and patients.
- 1.12 Analyse and compare facts and situations that could be highly complex and be able to convey that analysis at all levels within the organisation and beyond.
- 1.13 Develop and maintain a database of records collated from all areas within sphere of responsibility for the dissemination in the form of reports for use by others as appropriate e.g. Chief Executive, Board of Trustees.
- 1.14 Promote effective communication and networking with multi-disciplinary and multi-agency teams to ensure seamless care and integrated service delivery for patients, whilst developing a shared understanding of the pressures and priorities of partner organisations.
- 1.15 In conjunction with the Chief Executive, actively build locally focused networks and partnerships with other service providers and community groups.

## **2. DELIVERY OF EFFECTIVE, QUALITY HEALTH CARE WITHIN THE ORGANISATION**

- 2.1 Contribute to the continual improvement in patient care utilising national and local agendas, including Standards for Better Health, local business plans and peer review.
- 2.2 Lead safeguarding within the Hospital liaising with Gloucestershire Safeguarding Children's Board, Gloucestershire County Council and Gloucestershire Police. Ensuring any concerns or required escalations are reported in full to the Registered Manager (Chief Executive) in a timely manner.
- 2.3 Lead in raising the awareness in staff that working practices and systemic activities prevent or reduce the risk of harm to patients, specifically around child protection, adult protection and domestic violence issues.

- 2.4 Actively promote awareness of infection prevention and control using best practice to reduce the potential for cross infection. Ensure the Regulations and Estates Lead and departmental managers are taking accountability for IP&C within their designated areas.
- 2.5 In co-operation with medical staff, actively encourage staff to improve patient throughput by effective implementation of the Trust's discharge policy and best practice guidance.
- 2.6 Instil a culture of safe, effective, efficient and patient focused services within the hospital, acting swiftly to any concerns raised about the quality of services we deliver or concerns around individuals delivering care.
- 2.7 Ensure services are delivered / developed in line with National Service Frameworks, Improving Outcome Guidance, NHS England (where appropriate), Department of Health and Social Care guidelines, Care Quality Commission, Charity Authority, organisational objectives, policies and procedures.
- 2.8 Continually assess service delivery against the Health and Social Care Act and ensure services are delivered in line with Act, ensuring high standards are delivered and compliance with CQC standards are maintained.
- 2.9 To be accountable for your own practice and utilise available opportunities to sustain and improve knowledge and professional competence.
- 2.10 To maintain accurate clinical records in accordance with the NMC, Trust and medical legal requirements. To ensure these standards are met and maintained within the clinical team.
- 2.11 To lead in the delivery of the CQuiNs agenda, supported by departmental managers. To continually strive to improve quality through service innovation and evidence-based practice.

### **3. CLINICAL GOVERNANCE, REDUCTION OF RISK, AUDIT AND RESEARCH**

- 3.1 Take lead responsibility for developing auditable standards of care working with clinical teams and Nurse Specialists.
- 3.2 Provide managerial, clinical expertise and advice on clinical risk issues.
- 3.3 Demonstrate a high level of commitment to and enthusiasm for research, audit and education in the clinical area.

- 3.4 Regularly undertake audits in the clinical area for continual service improvement and develop reports for presentation and dissemination of data to teams, committees and the Board of Trustees as necessary.
- 3.5 Promote and maintain an evidence-based practice culture for nursing and allied health professionals.
- 3.6 Promote culture to ensure patient care is always of the very highest standard.
- 3.7 Ensure the principles of clinical governance are fully incorporated into the operation of the Hospital. Ensure that staff comply with the incident reporting process and the associated learning from these events.
- 3.8 Ensure health and safety is maintained in all clinical areas, using risk management initiatives, dealing with critical incidents and promoting and providing a safe environment for staff and users.
- 3.9 To support the senior nursing staff to ensure clinical governance encompasses a process of continuous quality improvement that focuses on the fundamentals of care.
- 3.10 Ensure a robust process is in place to manage temporary staff and agency nurses.
- 3.11 Ensure that nurses / RODP's / ECP/ANP's work within the scope of their professional practice and that they adhere to their governing bodies' code of practice.
- 3.12 Ensure that all staff comply with Health and Safety legislation.
- 3.13 Ensure all staff exposed to lone working in the Hospital are aware of the lone worker policy and defined systems and processes to comply with guidance.

#### **4. PATIENT AND PUBLIC INVOLVEMENT AND EXPERIENCE**

- 4.1 Forge successful relationships with other health care professionals and non-clinical support staff to improve overall patient experience.
- 4.2 Be pro-active in seeking out the views of users in order to appreciate and acknowledge satisfaction or areas for improvement.
- 4.3 In co-operation with the maintenance team, housekeeping services and infection control develop a monitoring and action-planning system to ensure the patients' environment is clean and pleasant.

- 4.4 In collaboration with the Chief Executive design, implement and evaluate user involvement and feedback mechanisms.
- 4.5 Develop the link between users of the service. For example, patient participation groups, appropriate disease specific self-help groups.
- 4.6 Deal with concerns or complaints promptly with tact, diplomacy and attention to detail, both verbally and in writing.
- 4.7 Be visible and accessible to the users of the service whenever possible.
- 4.8 To demonstrate and promote equality, diversity, rights, privacy and dignity throughout the organisation, in all that is done, ensuring services do not discriminate on the grounds of age, colour, gender, sexuality, religion or culture.
- 4.9 Investigate formal and informal complaints as per the Trusts policy, providing information to the Chief Executive to enable a response in writing, whilst ensuring complainants (subject to consent) are kept informed of progress and that action plans are developed, and lessons learnt are disseminated through the clinical team.

## **5. MANAGEMENT AND USE OF RESOURCES AND INFORMATION**

- 5.1 Manage pay and non-pay budgets effectively, in collaboration with department managers, and maximise the utilisation of the workforce.
- 5.2 Assist departmental managers in reviewing and ensuring that staff establishments and skill mix are appropriate to meet clinical demands.
- 5.3 Focus on addressing key workforce issues including recruitment and retention, training and development. This will involve workforce planning and role redesign to incorporate common core competencies and skills to meet multi agency service delivery models.
- 5.4 Take lead responsibility for housekeeping services within the Hospital.
- 5.5 Using benchmarking data to advise the Chief Executive on the development of investment plans required to maintain clinical sustainability and improvement.
- 5.6 Co-ordinate the involvement of departmental managers in the development of service specifications, patient pathway documentation, budgets and business plans.

- 5.7 Liaise with the Regulations and Estates Lead on behalf of departmental managers when services fall below standard and requests for improvement were unsuccessful.
- 5.9 Participate and support the Chief Executive and Medical Director in the planning and development of services.
- 5.10 Actively contribute to effective cost improvement initiatives across the Trust.
- 5.11 Attend commissioning meetings with the Chief Executive, analyse service data and provide guidance on any fluctuation in activity and/or quality outcomes.
- 5.12 To oversee the clinical equipment maintenance programme delivered by Gloucester Hospitals NHS Trusts and independent medical devices maintenance contractors.

## **6. CONTINUING EDUCATION, PROFESSIONAL AND PERSONAL DEVELOPMENT**

- 6.1 Ensure all clinical staff undertake the Trusts corporate and area specific induction and competency programmes appropriate to role.
- 6.2 Take responsibility for ensuring self and all staff comply with mandatory training and NMC / HCP professional re-registration requirements.
- 6.3 Teach and assist others to develop professionally, reaching their full potential. Encourage professional accountability in others.
- 6.4 To facilitate moving staff groups towards self-management in absence of senior nurse, providing clear boundaries and expectations of their role and responsibilities.
- 6.5 To ensure the delivery of the Trusts nursing strategy.
- 6.6 To attend the Trust Board and other committees as requested. To be the voice for Nursing and Allied Health Professionals.
- 6.7 Actively promote and participate in clinical supervision / mentorship or equivalent support mechanisms.
- 6.8 Co-ordinating various student placements within the Trust, ensuring induction has been completed and the programme of placement is appropriate, and risk assessed if required.

### **Confidentiality**

As an employee you have a responsibility to maintain the confidentiality of any confidential information which comes into your possession regarding patients, employees or any other business relating to the Tetbury Hospital Trust

Your attention is drawn to the confidential nature of information collected within the health service. The unauthorised use or disclosure of patient or other personal information is a dismissible offence and in the case of computerised information could result in a prosecution for an offence or action for civil damages under the Data Protection Act.

### **Health & Safety**

As an employee you have a responsibility to abide by all of the safety practices and codes provided by the Trust and have an equal responsibility with management for maintaining safe working practices for the health and safety of yourself and others.

Employees must be aware of the responsibilities placed on them under the Health and Safety at Work Act (1974), and associated legislation, to maintain a safe working environment for both staff and visitors.

All employees must comply with the Trust Infection Control Policy. All employees must attend infection control training.

### **Quality Assurance**

As an employee of the Trust, you are a member of an organisation that endeavours to provide the highest quality of service to our patients. You are an ambassador of the organisation and, as such, are required to ensure that high standards are maintained at all times.

### **Equal Opportunities**

As an employee you have a responsibility to ensure that all people that you have contact with during your employment, including patients, relatives and staff are treated equally in line with the Trust's Equal Opportunities Policy.

### **Risk Management**

You have a responsibility for the identification of all risks which have a potential adverse effect on the Trust's ability to maintain quality of care and the safety of patients, staff and visitors, and for the taking of positive action to eliminate or reduce these.

### **General Notes**

The duties outlined in this role specification serve as a guide to the current and major responsibilities of the post. The duties and obligations associated with the post will inevitably vary and develop and the role specification will be reviewed on a regular basis. Changes will be subject to consultation with the postholder.

### **Safeguarding**

All employees have a responsibility to support the safety and well-being of children, young people and adults at risk of harm and to practice in accordance with legislation. Knowledge, skills and competency are to be maintained according to role and responsibilities in order to fulfil Safeguarding Children and Adults at Risk responsibilities. All employees are expected to comply with existing local Safeguarding policies and procedures.

### **Development**

The Trust is committed to supporting the development of all staff. All employees have a responsibility to participate in regular 1:1s and appraisals with their manager and identify performance standards for the post. As part of the appraisal process employees have a joint responsibility with their line manager to identify any learning and development needs in order to meet the agreed performance standards required of the post holder.

### **NHS Constitution**

As a commissioned provider of NHS services, Tetbury Hospital Trust has a responsibility to adhere to the NHS Constitution which establishes the principles and values of the NHS in England. It sets out rights to which patients, public and staff are entitled, and the pledges which the NHS is committed to achieve, together with responsibilities which the public, patients and staff owe to one another. All NHS bodies private and third sector providers supplying NHS services are required by law to take account of this Constitution in their decisions and actions.

A handbook accompanying the Constitution may be found by going to [NHS Constitution for England - Publications - GOV.UK](#) that essentially provides further and more detailed explanation of each of the rights and pledges.

### **Criminal Records**

This post is subject to the Rehabilitation of Offenders Act (Exceptions Order) 1975 and as such it will be necessary for a submission for Disclosure to be made to the Disclosure and Barring Service to check for any previous criminal convictions.

This document describes the qualities required for a post-holder that are not captured by the Job Description

SPECIFICATION	Essential Criteria	Desirable Criteria
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>• 1st level registered nurse</li> <li>• Current NMC registration</li> <li>• 1st Level Degree</li> <li>• Leadership / management course</li> <li>• Master's Degree, or working towards Master's Degree</li> <li>• Ongoing personal and professional development</li> <li>• ENB 998 or equivalent teaching course</li> <li>• Safeguarding Level 3 (child and adult)</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant Post Graduate qualification</li> <li>• Safeguarding Level 4 (child and adult)</li> </ul>
<b>Experience/Skills</b>	<ul style="list-style-type: none"> <li>• Minimum 7 year post registration experience including 2 years ward or unit management experience</li> <li>• Expert knowledge of current health service priorities, nursing agenda, clinical governance, best practice, fundamentals of care</li> <li>• Patient safety issues specifically child protection and vulnerable adults.</li> <li>• Coaching/facilitation</li> <li>• Staff development and empowerment</li> <li>• Highly developed communication skills</li> <li>• Standard setting</li> <li>• Evidence of regular audit</li> <li>• continuous quality improvement</li> <li>• Resolving user concerns efficiently and effectively</li> <li>• Multi agency working</li> <li>• Strategic partnership working</li> <li>• Management of change with an interest in culture change</li> <li>• Management of budgets</li> <li>• Effective communication at all levels</li> <li>• Leadership</li> <li>• Strong organisational skills</li> <li>• Ability to quickly establish working relationships</li> <li>• Empowering others</li> <li>• Computer literacy</li> </ul>	<ul style="list-style-type: none"> <li>• Experience of complaint and incident investigating and root cause analysis</li> <li>• Experience of successful planning, monitoring and managing of budgets and information systems</li> <li>• Experience of project management</li> <li>• Knowledge and application of MCA and DOLS</li> </ul>

*This document describes the qualities required for a post-holder that are not captured by the Job Description*

SPECIFICATION	Essential Criteria	Desirable Criteria
<b>Communication Skills</b>	<ul style="list-style-type: none"> <li>• Confident and approachable style</li> <li>• Credible with staff at all levels</li> <li>• Team player</li> <li>• Influencing and negotiating</li> <li>• Flexibility</li> <li>• Calm under pressure</li> <li>• Lead through empowerment</li> <li>• Inspire others</li> </ul>	<ul style="list-style-type: none"> <li>• Political acumen</li> </ul>
<b>Flexibility</b>	<ul style="list-style-type: none"> <li>• Work on own initiative</li> <li>• Able to work under pressure to meet deadlines</li> <li>• Bespoke new tasks may need to be undertaken frequently</li> </ul>	
<b>Other</b>	<ul style="list-style-type: none"> <li>• Developing specifications for facilities</li> <li>• Managing domestic services</li> <li>• Monitoring facilities management services</li> <li>• Governance</li> <li>• Health and Safety</li> <li>• Hospital cleanliness standards</li> <li>• Track record of delivering high standards of care</li> <li>• Patient and carer centred approach to care</li> <li>• Demonstrate personal and professional pride in nursing</li> </ul>	

## Benefits

- Pay in line with agenda for change
- Enrolment into pension scheme or continuation of NHS pension scheme
- Professional development and progression opportunities
- No on call required
- Flexible approach to working patterns
- Staff bonus scheme
- Ongoing wellbeing support
- Free Parking

## For further information

For an informal discussion about the position please contact Laura Williams, Chief Executive Officer, on 07759 700101 or email [laurawilliams@tetburyhospital.co.uk](mailto:laurawilliams@tetburyhospital.co.uk)

### Important Links

[Quality Accounts](#)

[Annual Report](#)

[Hospital Website](#)

[Friends of Tetbury Hospital Website](#)

[Care Quality Commission](#)

[PHIN](#)