

**Royal Brompton Hospital  
Harefield Hospital  
Guy's Hospital  
St Thomas' Hospital  
Wimpole Street**

## **JOB DESCRIPTION**

### **GENERAL INFORMATION**

**Title:** Matron for Older People and Complex care

**Grade:** 8A

**Job base:** Across all 3 sites (Harefield, Royal Brompton & Guy's & St. Thomas')

**Accountable to:** Heart Lung Critical Care Clinical Group – Head of Nursing Complex Care

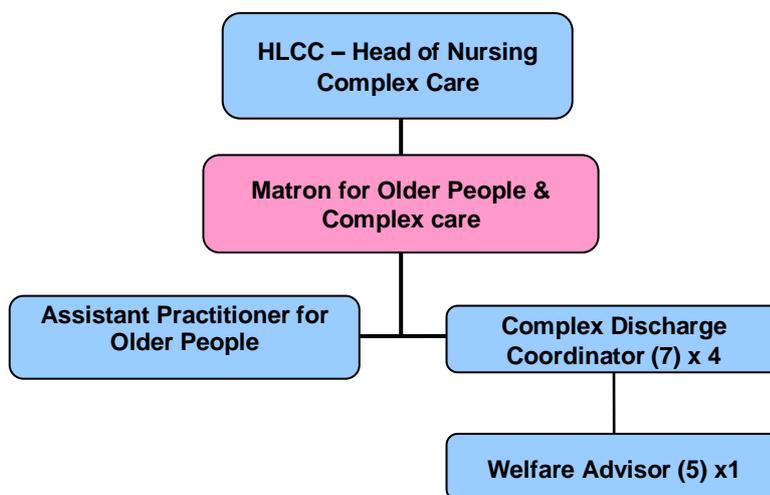
**Professionally  
accountable to  
(if applicable):** N/A

**Disclosure & Barring Service (DBS) checks (please delete as appropriate):**

not required	<input type="checkbox"/>
basic	<input type="checkbox"/>
standard	<input type="checkbox"/>
enhanced	<input type="checkbox"/>
enhanced with adult/child barred list	<input checked="" type="checkbox"/> X

# Heart, Lung and Critical Care Clinical Group

## Team Structure



Guy's and St Thomas' NHS Foundation Trust comprises five of the UK's best-known hospitals – Guy's, St Thomas', Evelina London Children's Hospital, Royal Brompton and Harefield – as well as community services in Lambeth and Southwark, all with a long history of high-quality care, clinical excellence, research and innovation.

We are among the UK's busiest, most successful foundation trusts. We provide specialist care for patients including heart and lung, cancer and renal services as well as a full range of local hospital and community services for people in Lambeth and Southwark.

We have a long tradition of clinical and scientific achievement and – as part of King's Health Partners – we are one of England's eight academic health sciences centres, bringing together world-class clinical services, teaching and research. We have one of the National Institute for Health Research's biomedical research centres, established with King's College London in 2007, as well as dedicated clinical research facilities.

Royal Brompton and Harefield hospitals joined Guy's and St Thomas' in February 2021 and is the largest specialist heart and lung centre in the UK and among the largest in Europe. We provide treatment for people with heart and lung disease, including rare and complex conditions, offering some of the most sophisticated treatment that is available anywhere in the world. Our integrated approach to caring for patients from before birth, through childhood, adolescence and into adulthood and old age has been replicated around the world and has gained Royal Brompton and Harefield an international reputation as a leader in heart and lung diagnosis, treatment and research.

We are working in partnership with King's Health Partners, to deliver our vision of creating a new centre of excellence, which will be the global leader in the research into and treatment of heart and lung disease, in patients from pre-birth to old age.

We have around 22,700 staff, making us one of the largest NHS Trusts in the country and one of the biggest employers locally. We aim to reflect the diversity of the communities we serve and continue to

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develop new and existing partnerships with local people, patients, neighbouring NHS organisations, local authorities and charitable bodies and GPs.

We strive to recruit and retain the best staff as the dedication and skills of our employees lie at the heart of our organisation and ensure that our services are of the highest quality, safe and focused on our patients.

## **Job summary**

The post holder will work closely with staff of all professional backgrounds across the clinical group to develop and optimise pathways for older people to ensure safe care for complex patients undergoing procedures across the Heart, Lung, Critical care clinical group from referral and pre assessment to post discharge. The post holder will lead the discharge and complex discharge teams for the clinical group.

## **Pathways for older people and complex care**

The role will lead on improving pathways for older and complex patients undergoing surgery and cardiology procedures by ensuring that patients with complex care needs whether that be due to age, or other factors are appropriately identified early, assessed and referred to the appropriate teams for review.

The post holder will lead on: -

- The development of strategies to identify complex needs early in the pathway.
- To ensure that the development of pathways is done in coproduction with patients.
- To liaise and work with all pre assessment services, in patient areas and discharge teams to develop standards and governance process for any new service.
- To work with the Perioperative medicine for Older People undergoing Surgery (POPS) Team to upscale the POP's service across the HLCC.
- To improve the identification of older people with complex needs, supporting ward staff with the clinical assessment and management of diverse needs of older patients and encouraging them to proactively liaise and refer to other members of the Multidisciplinary Team (MDT) as appropriate.
- To lead on the development, monitoring and review of care plans for older patients with complex needs e.g., dementia, history of falls. To lead on planning, development, delivery, and evaluation of training for ward staff and other members of the team to support provision of quality client-centred services for our older patients and those with complex discharge, within HLCC and Trust wide. To be responsible for the reporting of relevant data internally within HLCC and the Trust as well as

## **Lead for discharge and complex discharge**

In addition to leading on the older persons pathway transformation work the post holder will act as the lead for discharge & complex discharge for Heart Lung & Critical Care (HLCC) clinical group – provide strategic planning, development and implementation of National guidance, e.g., National Service

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Framework for Older People, and lead on delivering related Trust strategies across the clinical group.

The post holder will lead on: -

- Developing a structure to ensure that for, elective pathways, that discharge is discussed and planned at pre-admission so that post procedure the patients & families are ready for discharge, aware of ongoing care they may be required and are discharged with all the required information and medication in a timely way.
- Creating a process to ensure that, for urgent and emergency pathways there is a process to plan discharge arrangements as soon as is practical after admission.
- Creating a resource to identify efficient discharge planning ensuring patients & families know when patients' have a proposed discharge date, plan and discharge requirements for ongoing care.
- Planning specific service improvement such as morning discharge alongside matrons and ward staff.
- Development projects, initiatives and liaising with a wide range of staff internally and externally, taking responsibility for outcomes, reporting and assurance.
- To co-produce Trust policy and deliver locally across all clinical areas within the HLCC clinical group.
- To take responsibility for the co-ordination of complex discharges, to support patient flow, across all sites within HLCC; this will be achieved by leading and managing the services for complex discharge including NHS continuing health care co-ordination, working with colleagues in complex discharge, occupational therapy, welfare rights, ward discharge nurses and the lead for adult safeguarding as well as linking with external partners.
- To lead regular audit of current practice and development and implementation of recommendations. It will include collation of service data for the clinical group and development of dashboard data. To lead the HLCC discharge improvement group meeting, a group of multi professional staff from across the clinical group, to deliver quality improvement activities to improve discharge of patients.

## **Main tasks and responsibilities**

### **Communication**

- To communicate in a timely and effective manner with the members of the MDT and outside organisations if required when supporting discharges of patients with complex needs or when liaising to ensure that the needs of older patients are met.
- To ensure patients and families are up to date with discharge plans
- Ensure patients and families are aware of who to contact when discharged for help, reassurance or answer any concerns.
- To consider the best and most effective method of communicating issues related to older people or complex discharges.
- To provide and demonstrate sound clinical expertise and develop support mechanisms for sharing good practice and encouraging and directing innovation.
- To be an expert resource for staff across the clinical group, to lead on raising awareness of the needs of older patients.
- To network with multi-professional colleagues within the Trust, and with external partners within the locality and nationally.

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- To facilitate user's views being heard through various means implementing change where appropriate and including the user's view to influence that change.
- To ensure appropriate information is available for patients and their families.
- Working closely with other Trust groups to ensure that information provided by the trust is presented in a format which is accessible to all patients
- To give clear guidance and support in situations where there is a potential risk to individuals or the organisation, escalating complex issues internally (hospital managers, directors, service development team) and externally (commissioners, Directors of CCGs and Local Authorities)
- To communicate highly sensitive, contentious, and complex information and ensure the exchange of highly confidential information is shared safely in accordance with legislation, guidance and policy
- To support staff with on-going situations of high complexity and sensitivity in highly contentious situations  
Be able to give and receive highly confidential complex sensitive information and disseminate information to staff appropriately using the highest level of interpersonal and communication skills to effect change and manage risk.
- To lead and deliver the ongoing education programme for care of the older person and complex discharge including the delivery of high-level presentations at cross site meetings.

### **Patient/customer care (both direct and indirect)**

- To ensure that older people with complex needs are identified on the ward - working jointly with the ward staff, to ensure that appropriate clinical assessment and management of diverse needs of older patients is achieved. Also to proactively liaise with other members of the MDT as appropriate.
- To develop the complex discharge coordinator's role and service across the clinical group.
- To provide leadership and specialist clinical expertise in the assessment and management of older patients with complex needs, for example dementia, incontinence, acute confusion, falls, disability, rehabilitation and support of patients after stroke or with pressure ulcers.
- Ensure that all older patients receive appropriate specialist clinical care and all their needs are addressed through liaison with the specialist support services.
- To provide expert knowledge and to assist members of the MDT in the discharge of older patients and/or those with complex needs where other members of the team or the patient would benefit from the additional specialist expertise and knowledge.
- To ensure systems are in place to facilitate the discharge of all patients and patients and/or those with complex needs.
- To ensure that the ward and other specialist staff are equipped to provide advice, education and support to elderly patients and their families or carers whilst under the care of HLCC within GSTT.
- To lead in provision of education, advice and support patients with complex needs.
- To ensure coordinated care and onward referral is maintained; in particular to facilitate the completion of Continuing Health Care applications, including fast track CHC applications.
- To contribute to the development and implementation of Integrated Care Pathways in relevant areas of expertise.
- To represent the HLCC clinical group and lead in co-developing Trust policies and procedures which reflect the legislation and needs of older people and assess compliance/provide assurance with such policies.

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## **Policy & Service development**

- To be responsible for actively seeking information on new national initiatives, guidelines and legislation relevant to older people and complex discharge and ensure that the Trust implements key recommendations in a timely and systematic way.
- To lead on the development of guidelines, policies and protocols at Trust level, representing the HLCC clinical group, and be a source of specialist knowledge for senior managers/directors and be able to identify emerging trends.
- To work with key partners, both internal and external to the Trust
- To lead HLCC and Trust-wide initiatives and developments regarding older people/complex discharge
- To participate in national benchmarking exercises
- To lead, plan and contribute to development and improvement of services for patients with complex discharge, including quality improvement projects.
- To set, monitor and review standards on a regular basis to ensure practice and care is evidence based and in line with local and national policy.
- Ensure audit and evaluation processes are in place to monitor and enhance services with regard to the care of patients with complex discharge.

## **Resource management**

- To provide managerial support to the Complex Discharge Co-ordinators, Welfare & Benefits Advisor and Assistant Practitioners for Older People (under review) across HLCC.
- Be responsible for the development of Clinical Group business plans and service developments for the HLCC for patients with complex discharge teams.
- Be a financial signatory for various Trust Funds e.g., Dresden Fund and take responsibility for dealing with issues relating to these funds with finance.

## **People management**

- To co-lead in the planning and delivery of staff training within HLCC and Trust wide on topics related to Complex Discharge and participating in team-led courses and study programmes and other in-house initiatives where appropriate.
- Through the provision of in-house and external training, ensure that clinical staff have the appropriate skills and knowledge to complete paperwork and processes related to care of older people and complex discharge.
- To develop and maintain clinical skills and knowledge in the care of complex discharge in order to ensure evidence-based practice and to promote this in others.
- To identify and be responsible for own and others professional and personal development, by undergoing and undertaking annual appraisals using the Trusts approved appraisal process.

## **Information management**

- To carry out audit and research as required, and ensure findings are disseminated appropriately and recommendations are implemented.
- Role model use of Trust intranet and internet to staff and actively use IT to support and inform clinical practice.

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- To ensure that services providing data outside the trust follow the IG guidance appropriately and action any breaches accordingly.

## **Research and development**

- To undertake audits on aspects of complex discharge to lead service and quality improvement
- To scope the requirements for compliance with national standards for complex discharge
- To review the current research in the specialty of complex discharge and make recommendations on what potential there is for future research in this area.

## **Further sections**

For management roles:

- To ensure all team members have a real voice in the development of the Complex Discharge services to patients/customers.
- To maximise the potential of all team members and to ensure that all team members have a meaningful appraisal/personal development plan that includes feedback to the individual from a selection of internal customers and team members.
- To provide a safe and attractive working environment for team members within available resources
- To attend and play a part in corporate groups as a representative of the directorate and team to represent the Trust at regional and national conferences and on working groups as appropriate.
- To abide by the NHS Code of conduct for managers, the Trust's Core behaviours for staff and managers and all other Trust policies, codes and practices, including standing financial instructions, research governance, clinical governance, patient and public involvement and health and safety.

## **Other duties**

To undertake any other duties commensurate with the grade as requested.

**This job description is intended as a basic guide to the scope and responsibilities of the post and is not exhaustive. It will be subject to regular review and amendment as necessary in consultation with the post holder.**

## **ADDITIONAL INFORMATION**

### **Trust mission**

To be the leading national and international centre for the diagnosis, treatment and care of patients with heart and lung disease, creating and disseminating knowledge through research and education

### **Confidentiality**

During the course of your employment, you may have access to, see or hear information of a confidential nature and you are required not to disclose such information, particularly that relating to patients and staff.

In order to comply with the Data Protection Act 1998, you must not at any time use personal data held

by the Trust for any unauthorised purpose or disclose such as data to a third party.

You must not make any disclosure to any unauthorised person or use any confidential information relating to the business affairs of the Trust, unless expressly authorised to do so by the Trust.

## **HEALTH AND SAFETY**

### **Smoking**

It is the policy of Royal Brompton & Harefield Hospitals Group that all people who work for the Trust or, while on its premises, obtain treatment or visit the Trust in any capacity, do so without exposure to tobacco smoke, and so smoking of cigarettes and E-cigarettes is not allowed anywhere on any Trust premises.

The Trust aims to provide appropriate support, in partnership with local Occupational Health and Community Services, to ensure that Trust staff and patients can access practical help and support in their attempts to stop smoking.

This policy is based on clear evidence that, in addition to the health risks taken by smokers themselves, others who breathe in exhaled tobacco smoke (passive smokers) have increased risk of disease.

NHS Estates have notified all NHS agencies that E-Cigarettes and the charging there of are not permitted within any Trust property (including accommodation).

### **Diversity**

You are at all times required to carry out your responsibilities with due regard to the Trust's Diversity policy and to ensure that colleagues or staff that you manage receive equal treatment throughout their employment with the Trust.

### **Risk management**

All staff have a responsibility to report all clinical and non-clinical accidents or incidents promptly and, when requested, to co-operate with any investigation undertaken.

### **Conflict of interests**

You may not without the consent of the Trust engage in any outside employment. In accordance with the Trust's Conflict of Interest policy, you must declare to your manager all private interests which could potentially result in personal gain as a consequence of your employment in the Trust. Interests that might appear to be in conflict should also be declared to your manager.

In addition, the NHS Code of Conduct and Standards of Business Conduct for NHS Staff (HSG 93/5) requires you to declare all situations where you or a close relative or associate has a controlling interest in a business (such as a private company, public organisation or other NHS voluntary organisation) or in any activity which may compete for any NHS contracts to supply goods or services to the Trust. You must

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therefore register such interests with the Trust, either on appointment or subsequently whenever such interests are gained. You should not engage in such interests without the written consent of the Trust, which will not be unreasonably.

withheld. It is your responsibility to ensure that you are not placed in a position that may give rise to a conflict between your private interest and your NHS duties.

## **CODE OF CONDUCT FOR PROFESSIONALLY QUALIFIED STAFF GROUPS**

All staff are required to work in accordance with their professional group's code of conduct (e.g., NMC, GMC, DoH Code of Conduct for Senior Managers).

### **Disclosure & Barring Service checks (where relevant)**

If the post has been identified as being an 'eligible position' under the *Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975* or, in some cases, the *Police Act 1997*, it meets the eligibility criteria for a disclosure to be requested through the Disclosure and Barring Service (DBS). Where a DBS check is indicated above applicants who receive a conditional offer of employment will need to complete a satisfactory DBS check prior to the appointment being confirmed.

With the exception of basic disclosure certificates which only contain information about unspent convictions, all other DBS level checks will disclose both spent and unspent convictions, cautions (including reprimands and final warnings) which are not 'protected' as defined by the *Rehabilitation of Offenders Act 1974 (Exceptions Order) 1975 (as amended)*. Enhanced disclosures may also include other relevant police information where this is deemed relevant to the position you are applying for.

A criminal record will not necessarily bar you from appointment - that will depend on the nature of the position for which you are applying and the circumstances of the incident(s).

You are obliged to inform the Trust if at any time in the course of your employment you are the subject of a police investigation, or are convicted of a criminal offence.

You must also inform the Trust immediately if at any time during your employment you are the subject of an investigation by the Independent Safeguarding Authority or are Barred from either its Children's Barred List or Adults' Barred List. Failure to comply with these requirements may result in disciplinary action. You will be committing a criminal offence if you seek to undertake or undertake any Regulated activity while Barred by the Independent Safeguarding Authority from either its Children's Barred List or Adults' Barred List.

### **Core behaviours for all Trust staff**

All staff will:

- Act with honesty and integrity at all times.
- Demonstrate respect for others and value diversity.
- Focus on the patient and internal and external customer at all times.
- Make an active contribution to developing the service.
- Learn from and share experience and knowledge.

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- Keep others informed of issues of importance and relevance.
- Consciously review mistakes and successes to improve performance.
- Act as ambassadors for their directorate and the Trust
- Be aware of the impact of their own behaviour on others.
- Be discreet and aware of issues requiring confidentiality.

In addition, all managers and supervisors will:

- Value and recognise the ideas and contributions of all team members.
- Coach individuals and teams to perform to the best of their ability.
- Delegate work to develop individuals in their roles and realise their potential.
- Give ongoing feedback on performance, and effectively manage poor performance.
- Provide support and guidance to all team members.
- Encourage their team to achieve work/personal life balance.
- Actively listen to comments/challenges and respond constructively.
- Lead by example, setting high standards.
- Ensure that there are sufficient resources for their team and rebalance priorities accordingly.
- Provide a safe working environment.

## Infection and Prevention Control

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All Trust staff will:

- Act as a role model and champion for the highest standards of all aspects of infection prevention and control and implementation of all Infection Prevention and Control Trust policies and guidelines.
- Demonstrate respect for the roles and endeavors of others, in implementing good standards of hand hygiene.

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Value and recognise the ideas and contributions of colleagues in their endeavors to reduce the incidence of healthcare associated infection.

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## **FOR ALL NURSE JOB DESCRIPTIONS ONLY**

**Nurses working within the Royal Brompton & Harefield Hospitals Group are expected to abide by the essentials of nursing care (6 C's)**

- Competence: to continually develop nursing knowledge and skills
- Care: to always provide the highest quality care to all patients
- Compassion: to treat people with kindness and respect at all times
- Commitment: to always strive to do the best for patients
- Communication: to be open and transparent with patients and colleagues at all times
- Courage: to always speak out if it is in the patients best interest

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Confirmed as accurate by post holder:.....

Date:.....

Confirmed as accurate by manager:.....

Date:.....

## PERSON SPECIFICATION

### GENERAL INFORMATION

**Post:** Matron for Older people and Complex care

**Grade:** 8A

**Directorate/Department:** Director of Nursing

REQUIREMENTS	ESSENTIAL	DESIRABLE
<b>EDUCATION &amp; QUALIFICATIONS</b>	<ul style="list-style-type: none"> <li>• Registered Healthcare professional e.g. HCPC, NMC</li> <li>• Degree level qualifications</li> <li>• Obtained or working towards postgraduate qualification up to Masters level in relevant subject area</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership qualification or ability to demonstrate equivalent experience</li> </ul>
<b>EXPERIENCE &amp; KNOWLEDGE</b>	<ul style="list-style-type: none"> <li>• Experience of working in older people's services</li> <li>• Experience of setting up services and initiatives for older people e.g. falls bundle, dementia care</li> <li>• Experience in development of policies, guidelines and protocols</li> <li>• Experience in leading a team/service coordinating discharge of patients with complex needs</li> <li>• Knowledge of the discharge process, experience of dealing with complex discharges and the continuing care process</li> <li>• Experience in working in acute hospital settings;</li> </ul>	<ul style="list-style-type: none"> <li>• Experience in project management</li> <li>• Experience in service development</li> <li>• Experience in quality improvement methodology</li> <li>• Ability to demonstrate where quality has been improved in a clinical service</li> </ul>

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	<ul style="list-style-type: none"> <li>• Knowledge of community services provision</li> <li>• Experience of staff management and supervision</li> <li>• Experience in change management</li> <li>• Audit or research experience</li> <li>• Experience of writing reports for Trust-level committees</li> </ul>	
<p><b>SKILLS &amp; ABILITIES</b></p>	<ul style="list-style-type: none"> <li>• Exceptionally good communication skills</li> <li>• Ability to deal with emotionally challenging situations</li> <li>• Ability to balance competing priorities and meet personal and targets within a fluctuating and demanding workload</li> <li>• Experience in conducting audits</li> <li>• Ability and willingness to work with staff of all professional groups and level of seniority</li> <li>• Proven experience in supervision of trained staff</li> <li>• Proven experience in developing and delivering teaching programs/sharing knowledge e.g. in Older Persons' care and complex discharge</li> <li>• Proven evidence of leadership in multi-professional teams</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate ability to work effectively across departments/ teams</li> </ul>

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	<ul style="list-style-type: none"> <li>• Evidence of applying current research to practice</li> <li>• Able to demonstrate a working knowledge in standard setting and quality management</li> <li>• Understanding of Microsoft office including Excel and PowerPoint</li> <li>• Able to manage difficult situations effectively</li> <li>• Able to prioritise and meet deadlines</li> <li>• Able to use own initiative and to work without supervision</li> <li>• Demonstrate the ability to compile complex written information</li> </ul>	
<b>PERSONAL QUALITIES</b>	<ul style="list-style-type: none"> <li>• Excellent communication skills</li> <li>• Ability to adapt to the changing needs of service</li> <li>• Approachable</li> <li>• Enthusiastic</li> <li>• Committed to service</li> <li>• Kind and compassionate</li> <li>• Motivated and able to motivate others</li> <li>• Calm and objective</li> <li>• Punctual</li> <li>• Caring nature</li> <li>• Able to work cross-site</li> </ul>	
<b>OTHER REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>• Reliable work record</li> <li>• UK work permit</li> </ul>	

Date: March 2024 CW & CM