



Lead Midwife Quality, Governance, Assurance & Compliance.

(Maternity, Neonates and Gynaecology)

JOB DESCRIPTION



Chelsea and Westminster Hospital
NHS Foundation Trust



TABLE OF CONTENTS

Welcome..... 4
Our vision and strategy 5
Who we are..... 6
Job summary..... 11
Key responsibilities..... 11
Roles and responsibilities 13
Person specification 18

Welcome



Chelsea and Westminster Hospital NHS Foundation Trust is proud to be one of the top performing and safest trusts in England.

We have two main acute hospital sites—Chelsea and Westminster Hospital and West Middlesex University Hospital, plus our award-winning clinics across North West London and beyond.

- We employ over 7,000 staff and 500 volunteers
- We treat someone in A&E every 90 seconds
- We deliver a baby every 50 minutes
- We operate on a patient every 16 minutes
- We do 50 imaging procedures each hour
- We serve a diverse population of 1.5 million from the beginning to the end of life

Our values

Our PROUD values demonstrate to staff, patients and the public the standards of care and experience they should expect from our services:

- **P**utting patients first
- **R**esponsive to patients and staff
- **O**pen and honest
- **U**nfailingly kind
- **D**etermined to develop

Proud of our history



- Westminster Hospital was founded in 1719 and was replaced by Chelsea and Westminster Hospital in 1993.
- Brentford Infirmary opened in 1896, renamed West Middlesex Hospital in 1920.
- Our two hospitals merged in 2015 to become one Trust.

Our vision and strategy

Our ambition is simple—to provide world class care. We combine globally recognised clinical expertise with locally delivered care to represent the NHS at its best. This has been tested with staff, patients and stakeholders and is delivered through our staff's commitment to our values and our organisation's focus on our 3 strategic priorities:

- **To deliver high-quality care:** Patients, their friends, family and carers will be treated with unfailing kindness and respect by every member of staff in every department and their experience and quality of care will be second to none.
- **To be the employer of choice:** Provide every member of staff with the support, information, facilities and environment they need to develop in their roles and careers, and recruit and retain people needed to deliver high-quality services to our patients and other service users.
- **To provide better care at lower cost:** Continuously improve the quality of care and patient experience through the most efficient use of resources (financial and human, including staff, partners, stakeholders, volunteers and friends).

These priorities are reflected in our clinical services strategy, our quality strategy and our annual operating plan. They are set out in our divisions' detailed business plans and are the framework for our staff's objectives and appraisals.

Who we are

- 7,000 staff and 500 volunteers
- We treat someone in A&E every 2 minutes
- We deliver a baby every 50 minutes
- We operate on a patient every 17 minutes
- We do 52 imaging procedures each hour
- We serve a diverse population of 1.5 million from the beginning to the end of life

Proud of our services



- We have one of the largest and busiest HIV and sexual health services in Europe, delivering world-class care and outcomes for 269,000 patients a year
- We're proud to be part of Fast Track Cities, a global movement to end new cases of HIV by 2030
- We run specialist trans clinics and offer the first NHS-commissioned masculinising surgery service
- We have one of the largest and safest maternity services in the UK, delivering 10,500 babies each year
- Our world-renowned burns service is the leading centre in London and the south east
- We are one of the largest urgent and emergency services providers with some of the lowest ambulance handover times in the UK, treating 270,000 people last year

Proud of our workforce



- Our 7,500 staff are recruited from local communities and around the world
- Our staff rate us second among acute trusts in London as a place to work
- Despite challenges in the NHS, our low staff vacancy rate remains significantly better than the national average
- We are passionate about the health and wellbeing of our staff with a huge support offer, including our nationally-recognised free back-up care scheme and Timewise accreditation as a flexible employer
- We love to develop our people, offering a range of development programmes and apprenticeships, with our healthcare support worker apprentices winning *Apprentice of the Year* for two years running
- We offer a fantastic range of salary sacrifice schemes, from season ticket loans, bicycles and vehicles, to gym memberships, home electronics and holidays

Proud of our diversity

- Our inclusive culture is driven by leaders, managers and all staff, further highlighted by receiving the Stonewall Gold Award for supporting LGBTQ+ staff
- We amplify staff voices through four staff networks—Enrich, Women, LGBTQ+ and Disability—contributing to our ranking as the second-best acute trust in London
- We embrace cultural diversity and inclusion with our maternity cultural safety champions and our development programme to support our leaders to lead with compassion and inclusivity
- We are a gold-awarded Veteran Aware employer, recognising our work in advocating for and supporting former and current defence and armed forces personnel
- We have an NHS Pastoral Care quality award for supporting our international recruits with an internationally educated nurse accelerated development programme and tailored approaches to onboarding

Proud of our supporters



Thanks to generous support from our local communities our charity CW+ can:

- Build and enhance clinical facilities to create an outstanding environment for patients and staff
- Deliver an art and design programme to support the wellbeing of our patients
- Invest in health innovation to deliver exceptional patient care

Proud of our environment

- Our intensive care unit is a world-class facility, home to the latest technology
- Our Sky Garden supports the mental health and wellbeing of our staff and patients
- Our modern neonatal intensive care unit cares for 150 more babies annually, ensuring high-quality, specialised care in a state-of-the-art facility
- We are proud to be a leader in sustainability, having reduced our NHS carbon footprint by 20% since 2019/20, and being recognised as a 'zero-waste-to-landfill' Trust in 2024
- Our new Ambulatory Diagnostics Centre at West Mid will enhance access to care, aligning with our commitment to provide high-quality, accessible healthcare to all

Proud of our research

- We recruited 3,500 patients into 160 research projects in the last year
- Our clinical trials unit, renowned for pioneering COVID-19 vaccine research, continues to lead in developing new antibody therapies and other treatments
- Our PrEP trial, the largest of its kind in the UK, has had significant national impact, underscoring our leadership in public health research
- We continue to lead research in areas such as maternal health, burns, and infectious diseases

Proud to innovate



We continue to invest in digital innovation to improve care delivery:

- CW Innovation is a joint initiative between the Trust and our charity CW+ which tests and scales high-impact innovations to improve patient care and hospital operations, utilising digital systems, artificial intelligence (AI) and machine learning
- Our portfolio of more than 90 projects positions us as a leader in innovation and next-generation health services
- Our robotic surgery programme significantly reduces patient recovery time and length of stay
- Sensium® sensors remotely monitor vital signs every two minutes, compared with traditional monitoring of 4+ hours
- Artificial intelligence (AI) algorithms give clinicians near-realtime risk prediction for COVID-19 patients

Proud of our achievements

- One of the lowest hospital mortality rates in England
- Chief Executive Lesley Watts awarded CBE for her contributions to healthcare
- Magnet4Europe
- HSJ finalists for wellbeing and service redesign initiatives and highly commended in the *Trust of the Year* category
- RCM shortlist for excellence in maternity care during COVID
- Building Better Healthcare award for design of ICU
- Gaydio Award for 56 Dean Street #TestNowStopHIV campaign

Proud of our community

- Our 700 dedicated volunteers help improve and enhance patient experience

- We work closely with patient partners, community representatives, our membership base and council of governors to help shape our services
- Our community engagement efforts have been recognised through various awards, reflecting our commitment to building strong, supportive relationships with the people and communities we serve

Proud to support our frailty patients

- 1 in 10 patients over 65 and 1 in 2 patients over 85 live with frailty
- Our HOME initiative—**H**ydrate, **O**ut of PJs, **M**obilise, **E**ngage—helps maintain our patients' independence in and out of hospital
- In 2023/24, we conducted geriatric assessments on nearly 99% of eligible patients, ensuring better identification and management of frailty to improve health outcomes

Proud of our sustainability

- Our green plan is pivotal to delivering our vision—deliver high-quality care, be the employer of choice and make the best use of resources
- We are committed to achieving net zero emissions by 2040, with an interim goal of an 80% reduction by 2028–2032—our efforts have already led to a 20% reduction in our NHS carbon footprint since 2019/20, highlighting our proactive approach to sustainability

Job summary

Job title	Lead Midwife Quality Governance, Assurance & Compliance
Band	8b
Division	Specialist Care
Responsible to	Director of Midwifery and Nursing
Accountable to	Deputy Directors of Nursing and Midwifery
Type of contract	Permanent and Fixed-term (9 to 12 months)
Hours per week	37.5
Location	Cross Site

Key responsibilities

The primary aim of the **role** is to provide assurance that the maternity services have established guidelines, processes and procedures that facilitates ongoing plan for consistent compliance with all locally and nationally agreed quality standards based on clinical governance framework. These are in the domains of clinical audit, effectiveness, risk management, education, training and research.

The post holder will:

- Lead on monitoring standards of a range of clinical governance, clinical effectiveness and patient safety activity, in liaison with other multidisciplinary professionals and functional heads within the Maternity and Quality and Safety Team with direct line management of these teams on both sites.
- Work closely with the Deputy Directors of Midwifery and Nursing, the Divisional triumvirate and the Trust Governance Team.
- Maintain strong working relationships with clinical colleagues.
- Ensure the triangulation of information and intelligence from across the Service, the division and the Trust, in order to provide leadership and direction in relation to Quality Governance, Effectiveness and Quality Improvements.
- Work in partnership with the senior obstetric and midwifery team to assist in driving forward the wider Maternity leadership, operational and strategic agendas.

The role will provide oversight of the strategic and operational delivery of all aspects of quality assurance pertinent to the business of clinical governance in maternity that is safety centric, as well as demonstrating that good quality governance is understood and practised across all professional groups within the maternity service.

Key working relationships

- Director of Midwifery and Nursing
- Deputy Directors of Midwifery and Nursing
- Trust Governance Team
- Maternity Quality and Safety Team
- Fetal Monitoring Leads
- Clinical Director
- Consultant Midwives
- Maternity Education Team
- MDT maternity team
- Maternity and Neonatal Voices partnership
- Service users
- Neonatal MDT
- Neonatal Quality and Safety Teams
- LMNS
- MNSI
- PMRT leads

Roles and responsibilities

Professional

- Promote and work within the NMC Code of Conduct, Trust Policies and Professional guidelines.
- Promote evidence based practice.
- Keep professionally updated to ensure the provision of a quality service and to meet the requirements of the professional code of practice and service provision, e.g. NMC standards.
- Critically reflect on own performance through peer / team, network, clinical supervision and appraisal.
- Promote and lead respective activity e.g. clinical supervision, journal clubs etc., to enhance development.
- Delegate tasks and activities to a range of team members ensuring that the staff has the appropriate support to take on projects.
- Represent the service and contribute at the relevant Trust and Local Maternity and Neonatal System (LMNS) meetings in conjunction with the Deputy Directors of Midwifery, Gynaecology and Neonates and Director of Midwifery and Nursing.
- Support the Senior Leadership Team in the delivery of directorate wide, LMNS, regional and national initiatives
- Support the department to monitor compliance against agreed quality targets working closely with relevant stakeholders as well as what is set out as national and local requirements. This includes ensuring establishment and development of digital technology that develops effective ways of measuring outcomes, reporting on performance and supporting smart data collection and presentation of compliance and gaps.
- To meet the evolving needs of the organisation the post holder may also be required to work flexibly providing cover in agreed areas following appropriate discussion.
- To attend relevant meetings internal and external to the trust as agreed with the senior leadership teams in relation to quality, governance and assurance, representing the Department and the division as required.
- To manage directly and oversee the presentation of a range of reports to relevant groups and committees at a departmental and divisional level or externally as agreed.
- To lead on the identification of areas requiring quality improvement, to support the development and delivery of Quality and safety agenda in response to local and national learning through gap analysis, action plan formation and subsequent completion
- To provide specialist advice and support to staff on all areas relating to quality governance, assurance, service user experience and clinical effectiveness
- To ensure the department is compliant with Trust wide quality priorities and requirements, that they are translated and understood across services, clinicians and operational teams.
- To ensure, with the divisional management team, that the department is compliant with identified national quality standards, ensuring robust mechanisms are in place to assess adherence, and that measures are implemented to make changes.
- To support and contribute to the maternity department's quality priorities – ensuring they are understood and translated across a range of teams and professional groups. These include Clinical Quality Committee, Maternity

Incentive Scheme standards, Single Delivery Plan standards, final Ockenden report, East Kent report and Quality & Assurance screening programs as well as training and development requirements.

- To ensure that standardised information is cascaded through the division and to have in place mechanisms for ensuring that front line staff have the information required in an understandable format.
- To support the development of a learning culture within the division, ensuring key areas of learning, across a range of quality, governance, safety and improvement domains are shared, understood and embedded within the relevant departments.
- Support and lead teams to embed the Patient Safety Incident Response Framework (PSIRF) as a means to meaningfully respond, learn and develop following incidents, through the utilisation of tools such as After Action Review, Thematic Analysis, Multidisciplinary review and Patient Safety Investigation.
- To play a key role in supporting the service in the oversight, management and reporting of Patient Safety Incidents, Risk Register, Guidelines and all aspects of clinical governance. Provide assurance that Patient Safety Incidents are logged appropriately, tracked and monitored, completed in a timely manner and that learning and shared learning is understood.
- To ensure, in conjunction with the corporate governance team that appropriate clinical audit and other forms of review are undertaken in the division. To ensure that any actions required as a result of such reviews are implemented.
- To work collaboratively with the Trust's Patient Experience Team, Maternity & Neonatal Voices Partnership (MNVP) etc monitoring that services user's feedback remain central to quality agenda.
- To be responsible for the line management of the maternity quality and safety midwifery manager(s), lead midwife for education and other Matrons/Leads as agreed with Deputy Directors of Nursing and Midwifery The details of this responsibility include:
 - To be responsible for yearly Appraisals including the formulation of a Personal Development Plan.
 - To participate in the Disciplinary and Grievance process as required. Including chairing hearings.
 - To monitor staff sickness, absence and annual leave, ensuring that the needs of the service are met at all times.
 - Full compliance with mandatory and statutory training
 - To monitor staff engagement and ensure contributions and perspectives of all staff are heard, and influence management decision making in line with the Trust's values and all relevant organisational development guidelines
 - To be a key point of contact and liaison with external stakeholders in relation to the range of quality governance, effectiveness and quality improvement initiatives and expectation – including CCG Quality leads, Commissioners, quality networks and regional groups.
 - Support the Divisional compliance with the CQC regulatory requirements for quality and safety and lead on responses to requests from regulators and actions that may arise from CQC inspections
 - Provide analysis and progress reports arising from National Patient Experience Surveys as relevant to the Department

Clinical

- Provide clinical leadership, ensuring that action is taken at all levels to empower midwives and nurses in providing demonstrably high standards of care in a clean and safe environment.

- Uphold a high clinical profile and take responsibility for maintaining own clinical competence with a relevant knowledge base.
- Be responsive to changing needs within the practice area in relation to local and national strategic requirements within the maternity service.
- Provide expert professional advice to patients, carers and colleagues and external sources
- Provide expert advanced clinical practice and the ability to practice autonomously.
- Work with clinical colleagues to identify and develop services and ensure delivery of quality care
- Be an effective change agent for members of the maternity staff.
- Act as an advocate for women.
- Support physiological birth taking account of the woman's individual needs and risk factors
- Ensure practice meets the requirements of a practising midwife in accordance with the Nursing & Midwifery Council's *Midwives Rules & Standards & Code of Professional Conduct*.
- Ensure practice and conduct is guided by Trust policies and guidelines.
- Ensure all records and documentation including any electronic records, are accurate, legible and completed in a timely manner.

Management

- Provide line management to the maternity quality and safety team (MQAS) manager and the wider team.
- Ensure training is up to date and each team member receives a high quality performance and development review each year.
- Effectively manage the allocated budget ensuring that any actual or predicted overspends are reported and investigated. You will also be expected to deliver savings and efficiencies in line with the trust's objectives.
- To support nursing, midwifery and other staff to ensure that where possible complaints are resolved at an informal stage
- To ensure that collaborative links are made with other professional groups both within and outside the organisation, and to promote inter-departmental and inter-professional relations
- To ensure annual appraisal is undertaken within the team and wider service as required
- Support the divisional management team in implementing programmes of change to improve clinical care and adopt / set best practice
- The post holder is expected to contribute to the development of policies, strategies and procedures for quality governance department.
- To ensure that there is effective and regular reporting to relevant internal and external groups and committees and the Trust Board, in line with defined governance arrangements.
- To ensure professional support, guidance and awareness of required actions and timescale for compliance is available for relevant senior managers and

- To monitor the development, implementation and delivery of actions as a result of risk identification. Ensure these are in line with required timescale and of the quality to deliver improvements and mitigate risk.
- To oversee the business of risk management team and provide clinical governance support that includes audits of practice related to clinical incidents
- To undertake other tasks and responsibilities as necessary in relation to clinical governance which commensurate appropriate skills and competence.
- Provide an on-call commitment as part of the senior midwives on-call rota

Education and training

- To contribute to identifying quality improvement and governance training requirements and help support delivery of sustainable in-house training to staff as required across the department.
- To monitor training statistics and outcomes, escalating areas of concern in line with Trust policy, this includes effective reporting of training records
- To provide an expert resource to clinical teams, managers and departmental quality management groups across elements of regulatory compliance, assurance, governance, learning, carer and service user experience and quality improvement.
- Identify opportunities for Trust-wide training and learning across all professional groups to further the quality and safety agenda.

Research and Audit

- Is accountable for ensuring that all education, training, research and development provision and opportunities are regularly audited and to facilitate the development of action plans as required
- Will facilitate education audits to maintain a clinical environment that is conducive to learning and staff development.
- Plan and lead projects relating to local policy
- Will be actively involved in the development of the Trust Policies and procedures within the Unit, lead implementation and reinforce their use.
- Support staff undertaking research and audit in an educational and supervisor capacity as appropriate
- Work in a transformational manner to ensure a continuous cycle of improvement for the service
- Develop and maintain knowledge of risk management and untoward incident reporting policies and procedures. When requested, submit written reports regarding reviews of care provision or untoward incidents and present at risk management group.
- Participate in the reviews of clinical incidents and give feedback to individuals or groups on any recommendations.
- Participate in performance meetings and the maternity and Trusts Clinical Governance agenda.
- Participate in the collection of information and statistics for audit.
- Act as Midwifery lead in the development, formulation and implementation of new procedures, policies and protocols, and participate in CQC assessments and other external assessments and reviews

Communication

- Ensure all communication, which may be complex, contentious or sensitive, is undertaken in a responsive and inclusive manner, focusing on improvement and ways to move forward.
- Ensure all communication is presented appropriately to the different recipients, according to levels of understanding, type of communication being imparted and possible barriers such as language, culture, understanding or physical or mental health conditions.

This job description may be subject to change according to the varying needs of the service. Such changes will be made after discussion between the post holder and his/her manager. In response to the changing needs of the organisation, the post holder is expected to work from time to time outside normal place of work and be redeployed as agreed and where needed.

The Trust reserves the right to change your normal place of work to any other location within the Trust. The post holder will be expected to travel across the Trust's maternity units, working away from their base location in the delivery of their duties.

All duties must be carried out under supervision or within Trust policy and procedure. You must never undertake any duties that are outside your area of skill or knowledge level. If you are unsure you must seek clarification from a more senior member of staff.

General

This job description may be subject to change according to the varying needs of the service. Such changes will be made after discussion between the post holder and his/her manager.

All duties must be carried out under supervision or within Trust policy and procedure. You must never undertake any duties that are outside your area of skill or knowledge level. If you are unsure you must seek clarification from a more senior member of staff.

Person specification

Job title	Lead Midwife Quality Governance, Assurance & Compliance
Band	8b
Division	Specialist Care

Evidence for suitability in the role will be measured via a mixture of application form, testing and interview.

E = essential

D = desirable

Trust values

Putting patients first	E
Responsive to patients and staff	E
Open and honest	E
Unfailingly kind	E
Determined to develop	

Education and qualifications

Registered Midwife	E
Masters level degree in related healthcare discipline or substantial experiential equivalence	E
Evidence of continuing professional development	E
Recognised qualification in the field of quality assurance, compliance and governance or relevant experience	E
Trained in Patient Safety Incident Response Framework (PSIRF)	D
Recognised Leadership/management qualification.	D

Experience

Understanding of principles of safety, quality assurance and governance framework pertinent to maternity services	E
Ability to analyse national standards and develop an action plan	E
Knowledge of relevant Quality Improvement and assurance principles	E
Registered Midwife	E
Highly developed specialist knowledge, underpinned by theory and experience	E
Evidence of multidisciplinary working	E
Lead on formulation, dissemination and implementation of policies and guidelines	E
Service development experience, delivering clinical quality improvements and successful service change	E
Ability to produce high quality Specialist knowledge in clinical governance and risk management Evidence of clinical research Involvement in committees external to the Trust	E

Skills and knowledge

Up to date and evidence based knowledge of current clinical and professional issues	E
Change management skills	E
Good level of skills in Microsoft Word and Excel	E
Problem solving and analytical skills relating to the identification and assessment of evidence required to support decision making	E
Excellent interpersonal and communication skills	E
Proven leadership skills	E

Excellent verbal and written communication skills, report writing and investigation skills	E
Presenting and teaching skills	E
Able to teach and assess in the clinical area	E
Ability to plan and organise a broad range of complex activities , formulate and adjust plans and present to a multidisciplinary staff group	E
Plan, teach/ deliver core training to multidisciplinary team	E

Personal qualities

Ability to deal calmly with a range of personalities and situations	E
Committed to the provision of a high quality safe service for women and their families	E
Ability to work collaboratively and strategically	E
Ability to exercise own initiative and work to deadlines	E
Value diversity and difference, demonstrating integrity and honesty	E

Notes



Chelsea and Westminster Hospital
NHS Foundation Trust

369 Fulham Road
London
SW10 9NH

Main Switchboard
+44 (0)20 3315 8000

Website
www.chelwest.nhs.uk

 [fb.com/chelwest](https://www.facebook.com/chelwest)
[fb.com/westmidhospital](https://www.facebook.com/westmidhospital)

 [@chelwestft](https://twitter.com/chelwestft)
[@westmidhospital](https://twitter.com/westmidhospital)

 [@chelwestft](https://www.instagram.com/chelwestft)

