

JOB DETAILS:

Job Title	Locality Head of Midwifery, Gynaecology & Integrated Sexual Health
Pay Band	Band 8c
Hours of Work and Nature of Contract	To be completed on recruitment
Division/Directorate	Women and Childrens
Department	
Base	To be completed on recruitment

ORGANISATIONAL ARRANGEMENTS:

Managerially Accountable to:	Service Group General Manager
Reports to: Name Line Manager	Service Group General Manager
Professionally Responsible to:	Director of Midwifery, Gynae and Integrated Sexual Health



Our values and behaviours are fundamental to the way we do things at Cwm Taf Morgannwg University Health Board. They are everything we stand for and aspire to. That includes the way we behave, how we perform our roles and the way we recruit new talent. We look forward to exploring how your values align with ours. This is how we work:

We listen, learn and improve
We treat everyone with respect

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We all work together as one team

**To find out more about our values, visit: [https://cwmtafmorgannwg.wales/we-are-cwm-
taf-morgannwg/](https://cwmtafmorgannwg.wales/we-are-cwm-
taf-morgannwg/)**

Job Summary/Job Purpose:

The role of the Head of Midwifery Gynaecology and Integrated Sexual Health (HOM) is to work collegiately with the Director of Midwifery, Gynaecology and Integrated Sexual Health provide locality based clinical leadership, ensuring a professional, visible role model to nurses and midwives. They will convey complex messages to others in a manner that is easily understood and will encourage others to accept accountability and responsibility, and to take every opportunity to develop.

The HOM is professionally accountable for the delivery of high quality, safe and effective care for services within the sphere of responsibility

The HOM will promote and role model the Health Board values, leadership expectations and behaviours.. The individual will be an advocate for diversity and equal opportunities in all business and services provided by the Health Board.

The HOM will lead on identifying and cascading appropriate challenging goals and objectives ensuring that the vision, values and strategic themes of the Health Board are translated into clear goals and objectives in business and workforce plans and PDRs.

The HOM will actively develop a culture of quality and productivity to improve patient/client care and services by analysis of complex data and information, developing and implementing solutions to enhance quality and meet performance targets.

The individual will lead a culture of ensuring patient/client safety through co-production, learning and adherence to legal obligations and safety requirements by reviewing and challenging risks and progress on plans to reduce risk.

The post-holder will create an open, accountable culture where teams are confident and skilled in giving regular, constructive feedback, where issues can be raised and solved openly, leading to a productive solution focused working environment.

The HOM will lead a culture of quality improvement, which produces new ideas, approaches, innovation or insights, ensuring that plans are developed and taken forward to improve patient/client care and services.

The HOM will actively establish and build a wide range of effective networks, contacts and partnerships in and outside the Health Board which are used to inform and influence the direction of patient/client care and services.

The post-holder will keep up to date with national, local and organisational developments and will demonstrate financial awareness, controls costs and works in accordance with prudent health care principles.

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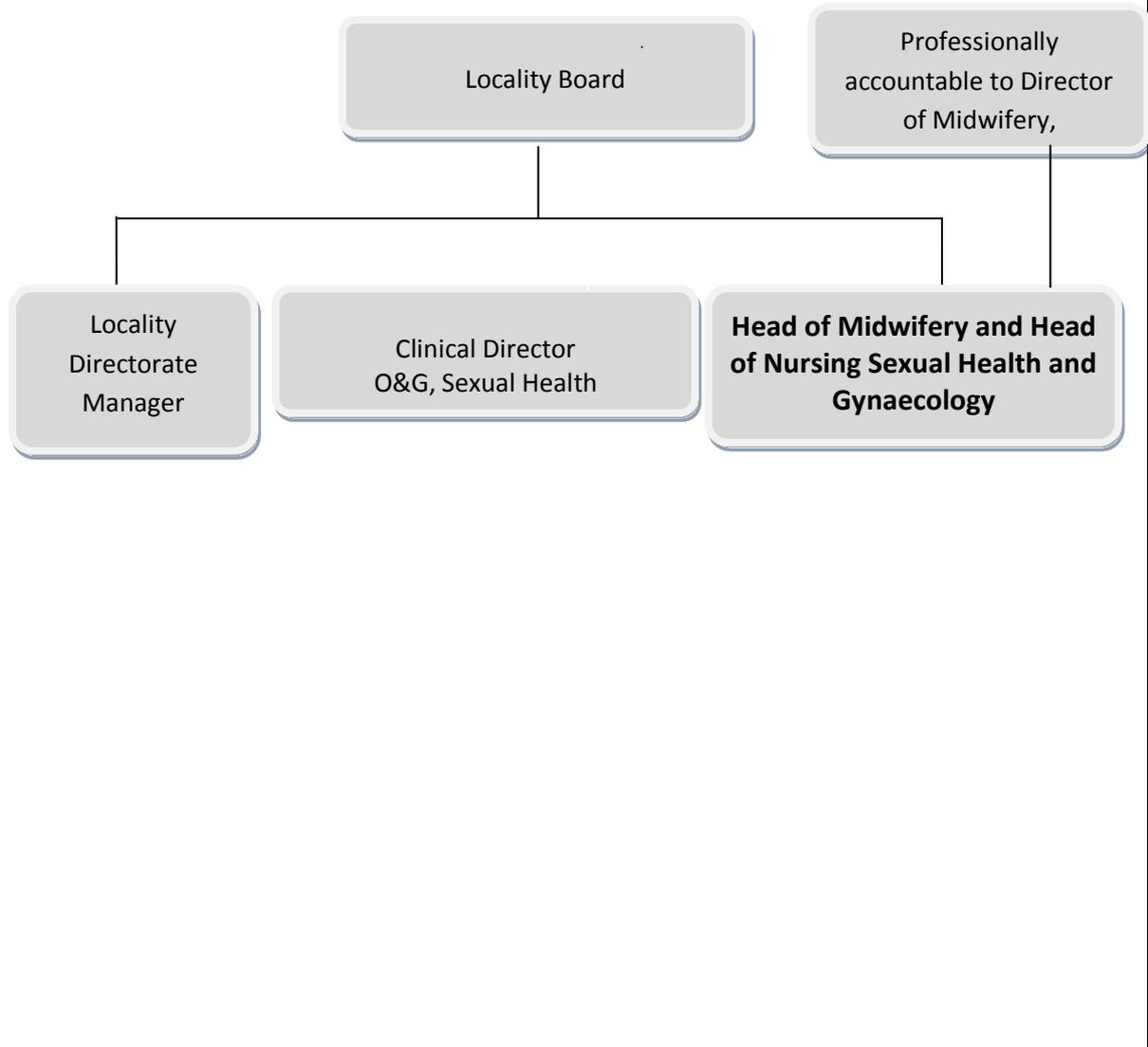
The HOM will lead an organisational approach to share and learn from successes and failures, staff and patient/client feedback using a strong evidence and research data set to challenge and improve patient/client care and experience.

The post holder will be responsible for ensuring there is a robust model for employer led midwifery supervision in place for all midwives employed by the Health Board.

Ensure there is Senior midwifery representation at the Health Board's professional forum
Provide specialist midwifery advice to the Locality Director of Nursing regarding midwifery, gynaecological and sexual health issues.

The post holder will act as lead midwife for the Health Board.

Organisational Chart



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DUTIES/RESPONSIBILITIES:

- Responsible for overseeing the financial position of midwifery and nursing expenditure in terms of delegated budgets and management of the permanent and temporary midwifery and nursing resource. Ensuring robust management of Bank and Agency with rigorous approval and authorisation processes in place.
- Working in partnership with Finance colleagues and Directorate Managers in setting and managing the budget allocation for the nursing resources to deliver high quality, safe and effective care whilst ensuring financial prudence and governance.
- Monitor performance against local and national Key Performance Indicators taking action to continually improve performance.
- In conjunction with the Senior Team, be accountable for the delivery of agreed performance targets.
- Responsible for management of performance indicators for standards of patient/client care and safety through the Health Care Metrics, incidents reporting and concerns and complaints.
- Along with the Directorate Manager, undertake PDR and objective setting for senior staff within their sphere of responsibility ensuring that professional standards are achieved.
- Lead on workload management, workforce planning and modernisation for the midwifery and nursing profession. Ensure that midwifery and nurse staffing level meets the requirements of the Nurse Staffing Act (Wales) and service specific standards and guidelines advising the Director of Midwifery of any deficit and/or areas of risk and proposed solutions
- Responsible for managing and monitoring effective deployment of the midwifery resource to maintain quality and safe patient/client care using professional judgement and triangulated methodology.
- Professionally accountable for all senior midwifery/nursing staff within area of jurisdiction.
- Responsible for the development and implementation of a recruitment and retention strategy for midwifery/nursing for the service.
- To work with the Workforce and OD Team in ensuring that robust human resources policies and processes are in place in all areas of operational responsibility. In particular recruitment and retention, employee relations, sickness absence, annual appraisal, critical incidents, revalidation requirements and conduct.
- Take the lead for designated highly complex, very serious investigation, disciplinary and professional conduct issues.
- To represent the Director of Midwifery and Patient Care both locally and nationally as required.

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- Take the lead for designated corporate projects or programmes of work.
- Participate in the Maternity Services on-call rota to provide operational support to teams out of hours.
- To ensure that there is a sustainable midwifery/ nursing workforce plan in place to deliver high quality patient/client care.
- In conjunction with the senior team, be accountable for effective planning on agreed performance targets.
- In conjunction with the Senior Team, hold accountability for the development and implementation of local plans and the Integrated Medium Term Plan, ensuring the full engagement of midwives/nurses.
- Responsible for planning the midwifery and nursing service ensuring delivery of agreed targets.
- Take a lead role in the development of short and long term strategic planning for redesign and modernisation of midwifery and nursing within the service.
- Translate national guidance and direction into local actions for service delivery.
- To lead and sponsor projects to develop new ways of working and service improvement in line with the strategies and organisational objectives.
- Actively influence and contribute to the development and delivery of a Health Board wide strategy to continually improve the patient/client experience.
- On behalf of the Director of Midwifery to effectively translate and implement strategic midwifery/nursing policy into practice, ensuring that intended benefits to patients/clients and public are realised.
- To provide and receive highly complex, highly sensitive and/or highly contentious information using the highest level of interpersonal and communication skills. Particularly where there would be significant barriers to understanding and resistance to change or when communicating in a very hostile, antagonistic or highly emotive atmosphere.
- To provide, receive and analyse highly complex, sensitive and/or contentious information at individual, group, and national level. This will be in verbal, written or presentation formats and on a variety of subjects ranging from professional/clinical issues to human resource and operational issues. This will include regularly producing high quality written reports for health board committees and groups.
- To support and be proactive in profiling the business of the service in conjunction with the Health Board Communication Team and manage and respond to press and other media enquiries.
- To develop partnership working and offer professional advice to the Trade Unions and

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professional bodies to facilitate good employee relations.

- Maintain and handle highly confidential patient/client and staff information, record keeping, creating and maintaining effective storage systems for records.
- Gather, analyse, interpret and present relevant data and information.
- Undertake complex audits using appropriate research methodology.
- Develop an education and research strategy for midwifery and nursing that links closely with Workforce and OD.
- Ensure that midwifery and nursing staff are trained, educated and assessed as competent in all areas of practice and that there is full compliance with statutory and mandatory training.
- Ensure full compliance and value for money with University of South Wales Education Contract.
- Ensure that clinical placements provide a high quality learning environment for students with robust mentorship and preceptorship in place in accordance with NMC requirements.
- Lead on the nursing element of the multi-professional agenda for the development and implementation of research and audit activities to measure service change and sustainability involving complex data collection and analysis. Responsible as an integral part of the role for initiating and developing research and development programmes which must support the Health Board's broader objectives.
- Ensure that there is an annual training/educational needs analysis undertaken through the PDR process.
- Work in partnership with the senior team and Workforce and OD to develop a robust workforce plan including recruitment and retention, skill mix review, role redesign and allocation of the midwifery and nursing workforce.
- Lead on the training, development and assessment of competence of the HCSW workforce ensuring that registrants adhere to the Guidelines for Delegation.
- Lead of the development of a governance framework for specialist and advanced midwives/nurses adhering to Wales-wide guidance.
- Ensure that nursing practice is delivered in a manner consistent with the Nursing and Midwifery Council (NMC) Code.
- Develops midwifery and nursing practice and services in line with Health Board objectives, national guidance, NICE guidance and local service development and delivery plans.
- Provide high calibre professional, managerial and clinical support and supervision to colleagues.
- Accountable for the implementation of an assurance framework for standards of midwifery

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and nursing care to include audit, spot checks and engagement with external inspectors.

- Ensure robust management of poor performance in conjunction with Workforce and OD adhering to NMC regulation.
- Lead on the re-validation agenda for Registered Midwives/Nurses and ensure that they are fit for practice and are present on the NMC Register.
- Accountable for the safeguarding agenda to include safeguarding children, protection of vulnerable adults, Mental Capacity Act and DoLs. To be a source of expertise to and represent the delivery unit at Health Board wide committees.
- Develop a culture where safe and high quality patient/client and family/carer centred care is consistently delivered by those working in midwifery and nursing with a focus on innovation and continuous improvements in the quality of service delivery.
- Ensure that all services deliver high quality, safe care, meeting patient/client safety and quality requirements.
- Lead on the infection prevention and control agenda ensuring that all staff are trained and educated in infection control practices and adhere to standards.
- With the senior team ensure that effective risk management and systems of governance are in place for midwifery and nursing (clinical, financial, staff, audit and information).
- With the senior team, ensure that the Health and Care Standards are understood and embedded within service delivery.
- Contribute to clinical audit ensuring that midwifery and nursing actions and improvements arising from Health Board-wide audits are implemented in practice across the Service.
- Responsible for ensuring a patient/client and family/carer experience and management of the investigation of clinical incidents and complaints that involve midwives/nurses ensuring that action plans are devised and lessons are learned and shared to prevent recurrence across the service.
- Responsible for establishing and maintaining systems for assessing service users and midwives/nurses views on the quality of services provided and for involving patients/clients, their families/carers. Participate in the on-going development of PROMs and PREMs
- With the Senior Team ensure that the views of staff are heard through such things as the staff survey, open forums and other methods of engagement.
- Ensure that the staff well-being agenda is fully implemented through partnerships with Workforce and OD and staff side colleagues.
- Ensure that effective systems are in place to investigate complaints, monitor the timeliness and appropriateness of their resolution and develop action plans to avoid recurrence and spread of lessons learned.

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- Lead a culture of quality improvement, which produces new ideas, approaches, innovation or insights, ensuring that plans are developed and taken forward to improve patient/client care and services.
- Responsible for policy implementation and service development. The policies would need to be written and implemented in line with national legislative and best practice guidance. Ensuring policies that impact across the Health Board are designated to the appropriate and responsible person.
- Lead on and support the senior team, in service improvement projects or development programmes that contribute to the modernisation of patient/client services, providing both professional and clinical advice as necessary.
- Ensure that a robust training programme is in place to develop quality and innovation potential in staff, including IQT bronze, silver and gold.
- Ensure that quality and service improvement is recognised both internal and external to the organisation through local and national awards and recognition events.
- Representing the Health Board at a senior level within the NHS and community, and with partner organisations, working closely with them to institute integrated working in the best interests of patient/client care.
- Work and manage effectively across boundaries with other agencies to deliver the best outcomes for patients/clients, service users and citizens – including Welsh Ambulance Service Trust, Local Authorities, University, Third Sector, Independent Sector, Community Health Council, Health Inspectorate Wales, Specialist Service Commissioners, staff organisations, Local Medical and Local Negotiating Committees.
- Working in partnerships with Trade Unions and professional bodies to ensure the smooth running of services, by acknowledging the role and contribution of staff side representatives on day to day issues which impact on the midwifery and nursing workforce including instigating early discussions with staff side on all organisational change/projects affecting staff.

PERSON SPECIFICATION

The knowledge to be measured in the minimum needed to carry out the full duties of the job to the required standards. Qualifications should be used to provide an indicator of the level of knowledge required. Training and experience is also a means of acquiring the knowledge required for a job such as on-the-job training, short courses and experience to an equivalent level of knowledge which should be specified.

NOTE: Please do not use the number of years experience as this is potentially discriminatory and these will be returned. It is essential that managers concentrate on the sorts of skills and qualities needed to fulfil the duties of the post.

ATTRIBUTES	ESSENTIAL	DESIRABLE	METHOD OF ASSESSMENT
Qualifications and/or Knowledge	<p>Educated to masters level or equivalent qualification, knowledge and/or experience supplemented by highly specialist qualification.</p> <p>Registered Midwife with current NMC registration.</p> <p>Evidence of Continuous Professional Development.</p> <p>Highly relevant specialist clinical knowledge relating to sphere of responsibilities.</p> <p>Previous experience of Deputy Head of Midwifery role</p> <p>Previous experience of senior leadership of Gynaecology and ISH services</p> <p>Clear understanding of the concept and working arrangements of diverse clinical areas.</p> <p>Detailed understanding of the provision of health services.</p> <p>High level knowledge of all current issues related to professional midwifery and nursing practice.</p> <p>Has a good understanding of research and can demonstrate how research has influenced their practice.</p>	<p>Leadership qualification (or working towards)</p> <p>Quality Improvement qualification (or working towards)</p>	<p>Application Form and Interview</p>

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<p>Experience</p>	<p>Significant post registration experience at a very senior nursing level.</p> <p>Highly specialised and in-depth professional knowledge and experience from a range of midwifery and nursing disciplines across the services of the UHB.</p> <p>Significant senior operational management experience across healthcare sectors.</p> <p>Experience of developing and implementing governance frameworks to support service delivery and service change.</p> <p>Extensive personnel, performance management experience.</p> <p>Complaint Management Experience.</p> <p>People Management Experience.</p> <p>Performance Management Experience.</p> <p>Budgetary management Experience.</p> <p>Managing Change Experience.</p>		<p>Application Form and Interview</p>
<p>Aptitude and Abilities Skills</p>	<p>Advanced decision making skills.</p> <p>Ability to analyse complex clinical issues/problems, identify necessary action and make recommendations and follow these through.</p> <p>Ability to demonstrate emotional leadership skills and apply to appropriate situations.</p> <p>Ability to influence, motivate and lead teams of staff.</p> <p>Good organisational skills.</p>	<p>The ability to speak or learn Welsh to a satisfactory level.</p>	<p>Application Form and Interview</p>

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	<p>Highly developed communications skills.</p> <p>Computer skills, with working knowledge of databases, spreadsheets and presentation packages.</p>		
Personal Qualities	<p>Ability to communicate clearly in written and oral form.</p> <p>Able to manage people effectively.</p> <p>Approachable.</p> <p>Resilience, determination.</p> <p>Persuasive.</p> <p>Flexible/adaptable.</p> <p>Excellent time management skills.</p> <p>Ability to work on own initiative.</p> <p>Reliable and committed.</p> <p>Approachable and demonstrates diplomacy at all times.</p>		<p>Application Form</p> <p>Interview</p> <p>References</p>
Circumstances	<p>Ability to travel throughout the UHB locality in a timely manner.</p> <p>Able to work hours flexibly.</p>		<p>Application Form and Interview</p>
Other	<p>Satisfactory DBS check</p>		

GENERAL REQUIREMENTS

- **Values:** All employees of the Health Board are required to demonstrate and embed the Values and Behaviour Statements in order for them to become an integral part of the post holder's working life and to embed the principles into the culture of the organisation.
- **Registered Health Professional:** All employees who are required to register with a professional body, to enable them to practice within their profession, are required to comply with their code of conduct and requirements of their professional registration.
- **Healthcare Support Workers:** Healthcare Support Workers make a valuable and important contribution to the delivery of high quality healthcare. The national Code of Conduct for NHS Wales describes the standards of conduct, behaviour and attitude required of all Healthcare Support Workers employed within NHS Wales. Health Care Support Workers are responsible, and have a duty of care, to ensure their conduct does not fall below the standards detailed in the Code and that no act or omission on their part harms the safety and wellbeing of service users and the public, whilst in their care.
- **Competence:** At no time should the post holder work outside their defined level of competence. If there are concerns regarding this, the post holder should immediately discuss them with their Manager/Supervisor. Employees have a responsibility to inform their Manager/Supervisor if they doubt their own competence to perform a duty.
- **Learning and Development:** All staff must undertake induction/orientation programmes at Corporate and Departmental level and must ensure that any statutory/mandatory training requirements are current and up to date. Where considered appropriate, staff are required to demonstrate evidence of continuing professional development.
- **Performance Appraisal:** We are committed to developing our staff and you are responsible for participating in an Annual Performance Development Review of the post.
- **Health & Safety:** All employees of the organisation have a statutory duty of care for their own personal safety and that of others who may be affected by their acts or omissions. The post holder is required to co-operate with management to enable the organisation to meet its own legal duties and to report any hazardous situations or defective equipment. The post holder must adhere to the organisation's Risk Management, Health and Safety and associate policies.
- **Risk Management:** It is a standard element of the role and responsibility of all staff of the organisation that they fulfil a proactive role towards the management of risk in all of their actions. This entails the risk assessment of all situations, the taking of appropriate actions and reporting of all incidents, near misses and hazards.
- **Records Management:** As an employee of this organisation, the post holder is legally responsible for all records that they gather, create or use as part of their work within the organisation (including patient health, staff health or injury, financial, personal and administrative), whether paper based or on computer. All such records are considered public records and the post holder has a legal duty of confidence to service users (even after an employee has left the organisation). The post holder should consult their manager if they have any doubt as to the correct management of records with which they work.
- **Welsh Language:** In line with Welsh Language legislation and in compliance with the Welsh Standards, the health board must actively seek to employ staff with Welsh language skills to meet the needs of the Welsh speaking public. Please click [here](#) to assess whether a post requires staff to speak Welsh. Alternatively, prospective employees should be encouraged to learn Welsh to a satisfactory level if Welsh skills are deemed necessary to the job requirements. For further information on Welsh language skills requirements, please contact the health board's [Welsh Language Unit](#).
- **Confidentiality of Information:** The post holder must at all times be aware of the importance of maintaining confidentiality and security of information gained during the course of their duties. This will in many cases include access to personal information relating to service users. The post holder must treat all information, whether corporate, staff or patient information, in a discreet and confidential manner in accordance with the provisions of the Data Protection Act 1998 and

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Organisational Policy. Any breach of such confidentiality is considered a serious disciplinary offence, which is liable to dismissal and / or prosecution under current statutory legislation (Data Protection Act) and the HB Disciplinary Policy.

- **Equality and Human Rights:** The Public Sector Equality Duty in Wales places a positive duty on the HB to promote equality for people with protected characteristics, both as an employer and as a provider of public services. There are nine protected characteristics: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex and sexual orientation. The HB is committed to ensuring that no job applicant or employee receives less favourable treatment of any of the above grounds. To this end, the organisation has an Equality Policy and it is for each employee to contribute to its success.
- **Dignity at Work:** The organisation condemns all forms of bullying and harassment and is actively seeking to promote a workplace where employees are treated fairly and with dignity and respect without bias. All staff are requested to report any form of bullying and harassment to their Line Manager or to any Director of the organisation. Any inappropriate behaviour inside the workplace will not be tolerated and will be treated as a serious matter under the HB/Trust Disciplinary Policy.
- **Safeguarding Children and Vulnerable Adults:** The organisation is committed to safeguarding children and vulnerable adults. All staff must therefore attend Safeguarding Children training and be aware of their responsibility under the Adult Protection Policy.
- **Infection Control:** The organisation is committed to meet its obligations to minimise infections. All staff are responsible for protecting and safeguarding patients, service users, visitors and employees against the risk of acquiring healthcare associated infections. This responsibility includes being aware of the content of and consistently observing Health Board Infection Prevention & Control Policies and Procedures.
- **DBS Disclosure Check:** In this role you will have * direct / indirect contact with* patients / service users / children / vulnerable adults in the course of your normal duties. You will therefore be required to apply for a Criminal Record Bureau *Standard / Enhance Disclosure Check as part of the Trust's pre-employment check procedure. *Delete as appropriate. The post holder does not require a DBS Disclosure Check. *Delete as appropriate.
- **No Smoking:** To give all patients, visitors and staff the best chance to be healthy, all Health Board sites, including buildings and grounds, are smoke free.
- **Flexibility Statement:** The duties of the post are outlined in this Job Description and Person Specification and may be changed by mutual agreement from time to time.

Signed: (Post Holder) _____ Date: _____

Signed: (Directorate Manager) _____ Date: _____

Signed: (Divisional Manager) _____ Date: _____

Date Job Description compiled: _____

Date for Review: _____

Supplementary Job Description Information

Please complete information on Physical Effort, Mental Effort, Emotional Effort and Working Conditions in order to assist the Job Matching process.

Physical Effort

This factor measures the nature, frequency and duration of physical effort (sustained effort at a similar level or sudden explosive effort) required for the job.

Please ensure any circumstances that may affect the degree of effort required, such as working in an awkward position; lifting heavy weights etc. are detailed, such as:

'Working in uncomfortable/unpleasant physical conditions; sitting in restricted positions; repetitive movements; lifting heavy weights; manipulating objects; kneeling, crouching, twisting; heavy duty cleaning; working at heights; using controlled restraint; driving as part of daily job - **N.B. Walking /driving to work is not included'**

Examples of Typical effort(s)	How often per day / week / month	For how long?	Additional Comments
Sitting in a restricted position for long periods using a computer when developing and creating reports.	Daily	Sustained periods throughout the day	Able to take breaks away when needed.
Travel throughout the UHB in a timely manner to attend meetings, deal with staff issues etc.	Daily	Up to 1 hour	

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Mental Effort

This factor measures the nature, level, frequency and duration of mental effort required for the job, for example, concentration, responding to unpredictable work patterns, interruptions and the need to meet deadlines.

Please identify the normal requirement to concentrate in the post and determine, how often and for how long it is required to concentrate during a shift / working day, e.g. :

'Carrying out formal student assessments; carrying out clinical/social care interventions; checking documents; taking detailed minutes at meetings; operating machinery/equipment; carrying out screening tests/microscope work; carrying out complex calculations; carrying out non-clinical fault finding; responding to emergency bleep; driving a vehicle; examining or assessing patients/clients.

Examples of Typical effort(s)	How often per day / week / month?	For how long?	Additional Comments
The duties of the post are complex and varied with the pattern of work unpredictable.	Daily	Varies	
There is a requirement for frequent intense concentration at times but the post holder may be interrupted at any time with questions and queries.	Daily	Varies	

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Emotional Effort

This factor measures the nature, frequency and duration demands of the emotional effort required to undertake clinical or non clinical duties that are generally considered to be distressing and/or emotionally demanding.

Please identify how often the post holder has exposure to direct and/or indirect distressing and/or emotional circumstances and the type of situations they are required to deal with.

For example, ' processing (e.g. typing/transmitting) news of highly distressing events; giving unwelcome news to patients/clients/carers/staff; caring for the terminally ill; dealing with difficult situations/circumstances; designated to provide emotional support to front line staff; communicating life changing events; dealing with people with challenging behaviour; arriving at the scene of an accident.' **N.B. Fear of Violence is measured under Working Conditions**

Examples of Typical effort(s)	How often per week / month?	For how long?	Additional Comments
The post holder will frequently have to deal with challenging circumstances when engaging clinicians, patients, partner agencies and politicians in service change and development.	Monthly	Up to 1 hour	
Regular exposure to highly emotional circumstances such as dealing with challenging complainants, performance issues with senior staff, Trade Unions and other professional advisory bodies.	Weekly	Up to 3 hours	

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Working Conditions

This factor measures the nature, frequency and duration of demands on staff arising from inevitably adverse environmental conditions (such as inclement weather, extreme heat/cold, smells, noise and fumes) and hazards, which are unavoidable **(even with the strictest health and safety controls)**, such as road traffic accidents, spills of harmful chemicals, aggressive behaviour of patients, clients, relatives, carers.

Please identify unpleasant working conditions or hazards which are encountered in the post holder's working environment and establish how often and for how long they are exposed to them during a working day / week / month.

Examples are – use of VDU more or less continuously; unpleasant substances/non-household waste; infectious material/foul linen; body fluids, faeces, vomit; dust/dirt; fleas/lice; humidity; contaminated equipment or work areas; driving/being driven in normal or emergency situations - ***Driving to and from work is not included**

Examples of Typical Conditions	How often per week / month?	For how long?	Additional Comments
Use of VDU equipment in office environment.	Daily	Majority of working day	
Dealing with performance issues; this will involve dealing with staff who may become upset or occasionally verbally aggressive.	Monthly	Varies	
Will be required to undertake difficult negotiations with independent contractors, partners and internal and external groups.	A few times a year	Varies	

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