Appendix: The matron’s developmental

framework and competencies

The roles described in *The matron’s handbook* should be used as a development framework to assure the senior management team that the matron is fulfilling their role. Ward, department and service leaders should use the handbook to prepare for undertaking the matron’s role. Matrons themselves can use it to prepare for their career development. This handbook is also a reference guide for non-mandatory training and CPD, which can be used as evidence for NMC revalidation and appraisal meetings. This is not an exhaustive list nor a mandatory tool. Additional development activities should be undertaken based on personal and organisational needs.

Assessing the matron’s developmental needs and competency

Matrons should assess themselves against the competencies and actions in the table below and rate themselves based on these levels:

• **LD –** needs a lot of development

• **SD –** need some development

• **WD –** I feel I am well developed

• **NA –** not applicable.

After identifying specific developmental needs, the matron should complete the actions based on the 10 key roles to fulfil their developmental needs, including signing off those where competence is already evident.

**Table: The matron’s developmental competencies**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Objectives** | **Competencies and actions** | **LD** | **SD** | **WD** | **NA** | **Progress** | **Completion date** |
| **1. Inclusive leadership, professional standards and accountability** |
| Compassionate inclusive leadership to maintain professional standards and accountability | Role model a compassionate inclusive leadership culture across services |  |  |  |  |  |  |
| Lead the workforce to deliver quality care to meet KPIs for the service |  |  |  |  |  |  |
| Use management days to carry out HR duties such as appraisals, leave-planning and sickness management reviews. |  |  |  |  |  |  |
| Implement the CQC well-led domains in the matron’s area ofResponsibility |  |  |  |  |  |  |
| Undertake inclusive leadership development, including understanding and carrying out the matron’s key roles |  |  |  |  |  |  |
| Access support to develop in the matron’s role, including trainingand development |  |  |  |  |  |  |
| Represent the voice of the profession, speak with one universal national voice and act as an ambassador |  |  |  |  |  |  |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Objectives** | **Competencies and actions** | **LD** | **SD** | **WD** | **NA** | **Progress** | **Completion date** |
| **2. Governance**, **patient safety and quality** |
| Implement systems and processes to ensure governance, patient safety and quality | Use monitoring of systems and processes to provide assurance of patient safety and quality of care across area of responsibility |  |  |  |  |  |  |
| Use innovative methods to maintain governance, patient safety and quality, such as shared governance, shared decision- making, pathway to excellence or magnet frameworks to deliver nursing excellence |  |  |  |  |  |  |
| Audit and monitor practice to maintain patient care quality, using methods such as ward accreditation and electronic monitoring systems to give real-time feedback |  |  |  |  |  |  |
| Implement the updated patient safety strategy within the matron’s area of responsibility, including the new Patient Safety Incident Management System and just culture |  |  |  |  |  |  |
| Ensure safeguarding covers all people by embedding all safeguarding legislation, policies and procedures within local area of responsibility |  |  |  |  |  |  |
| Maintain environmental cleanliness and infection prevention and control compliance locally, ensuring that IPC is everyone’s responsibility |  |  |  |  |  |  |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Objectives** | **Competencies and actions** | **LD** | **SD** | **WD** | **NA** | **Progress** | **Completion date** |

**3. Workforce planning and resource management**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |  |
| Lead workforce planning and resource management to create a workforce fit for the future | Drive recruitment and retention locally to grow the workforce |  |  |  |  |  |  |
| Provide disciplinary support and performance management to ensure safe and quality care delivered by engaged staff |  |  |  |  |  |  |
| Undertake workforce establishment reviews and ensure staffing levels are safe to deliver quality care by the appropriately skilled staff |  |  |  |  |  |  |
| Undertake training and development of the workforce to ensure equality of access and inequalities are removed |  |  |  |  |  |  |
| Implement new roles, such as nursing associates and NMCfuture nurse, to create a workforce fit for the future |  |  |  |  |  |  |
| Build a diverse workforce by ensuring processes support fair recruitment, including diverse representation on interview panels |  |  |  |  |  |  |
| Implement and embed processes locally to enable development of all staff and fair progression into senior roles |  |  |  |  |  |  |
|  |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Objectives** | **Competencies and actions** | **LD** | **SD** | **WD** | **NA** | **Progress** | **Completion date** |

**4. Patient experience**, **pathways and outcomes, reducing health inequalities**

Lead on patient and staff experience to maintain patient safety and quality

Implement and update the patient and staff experience agenda

Implement and update patient pathways and monitor outcomes

Use various methods of gathering patient and staff feedback on experience of care and act on the learning

Implement the experience of care strategy locally

Work collaboratively across healthcare settings to improve staff and patient experience of care

**5. Performance and operational oversight**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |  |
| Maintain performance and oversight of services | Monitor operational performance to ensure effective and responsive care |  |  |  |  |  |  |
| Maintain quality and safety to meet standards of care |  |  |  |  |  |  |
| Implement local systems and processes to ensure high quality care is delivered through the emergency care pathways, including at times of high demand |  |  |  |  |  |  |
|  |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Objectives** | **Competencies and actions** | **LD** | **SD** | **WD** | **NA** | **Progress** | **Completion date** |

**6. Digital and information technology**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |  |
| Support the delivery of digital and information technology infrastructure | Use digital technology and systems to deliver more timely care |  |  |  |  |  |  |
| Ensure staff access IT training and development to gain skills to use the systems available |  |  |  |  |  |  |
| Escalate the need for adequate IT resources at the start of employment to deliver timely and effective care |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |

**7. Education**, **training and development**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |  |
| Provision of education, training and development for staff | During induction, the organisation should make clear what it expects from its matrons – for example, highlighting relevant key performance indicators and identifying what their supervisory role involves |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| Identify and address personal development needs through regular discussion with your line manager – both matrons and their staff |  |  |  |  |  |  |
| Complete a personal development review and plan, undertaking a 360-degree assessment and feedback as well as any other measures used locally |  |  |  |  |  |  |
| Access personal development through masterclasses, study days, universities and other organisations. Be aware of own unconscious bias |  |  |  |  |  |  |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Objectives** | **Competencies and actions** | **LD** | **SD** | **WD** | **NA** | **Progress** | **Completion date** |
| **8. Research and development** |
| Provision of research and development for staff | Guide staff on where to access training and participate in research and development |  |  |  |  |  |  |
| Contribute to and participate in research and development nationally and locally – both matrons and their staff |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

**9. Collaborative working and clinical effectiveness**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |  |
| Collaborative working and clinical effectiveness | Use clinical effectiveness and collaboration to ensure patients and their families receive quality care |  |  |  |  |  |  |
| Monitor clinical effectiveness using processes such as meetings, audits and collaborative forums |  |  |  |  |  |  |
| **10. Service improvement and transformation** |
| Service improvement and transformation delivery | Deliver service improvement and transformation, including empowering staff to take on a wider range of clinical tasks |  |  |  |  |  |  |
| Implement quality improvement methods to deliver continuous improvement locally |  |  |  |  |  |  |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Objectives** | **Competencies and actions** | **LD** | **SD** | **WD** | **NA** | **Progress** | **Completion date** |

**11. Finance, budget and business planning**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |  |
| Finance, budget and business planning | Monitor finance and activity to ensure care is delivered, and resources are used, cost-effectively |  |  |  |  |  |  |
| Access training and development locally to support financialdelivery within the matron’s role |  |  |  |  |  |  |
| **12. Role modelling**, **staff engagement**, **health and wellbeing** |
| ole modelling, staff engagement, health and wellbeing | Ensure staff engagement through collaboratively working at all levels of the organization |  |  |  |  |  |  |
| Promote health and wellbeing through guiding staff to the available resources |  |  |  |  |  |  |
| Support role modelling and visibility to promote a professional image |  |  |  |  |  |  |
| Celebrate success for self and team by applying for awards |  |  |  |  |  |  |