



Recruitment Pack

Director of Improvement and Partnership



Gloucestershire Health and Care
NHS Foundation Trust



Welcome

Dear Applicant

Thank you for your interest in joining the Gloucestershire Health & Care NHS Foundation Trust as our first Director of Improvement and Partnership.

We provide community and inpatient physical health, mental health and learning disability services for the people of Gloucestershire of all ages.

We're transforming our services by co-producing what we do with the people and communities we serve, building on their strengths and using their insights to drive change. We have a clear focus on tackling inequalities and promoting inclusion. Forward thinking and ambitious, we are using quality improvement methodology and the best available technology to provide excellent quality services that enhance access and choice.

We take our position as an anchor institution seriously and have clear ambitions to be sustainable and to contribute to the wellbeing of our vibrant local economy. As we enter the next phase of development we're looking for an accomplished executive leader to join us who shares the values and ambitions we are so passionate about.

The Director of Improvement and Partnership is a key role within the Trust's Executive team and the Board. With an equal internal and external focus, you will act as a leader of change and improvement – and of working in partnership to achieve it. In particular, you will provide executive leadership for the delivery of change and improvement, the nurturing and development of effective partnerships and alliances, our strategic development and planning, and external affairs.

This is a particularly broad-ranging role for which a background in the NHS is not strictly necessary, although some insight into health and social care would be useful. We're looking for an accomplished senior leader who naturally inspires and galvanises, has an eye for detail and is gifted with high emotional intelligence. You will be a visible, positive force for change within our organisation and wider Integrated Care System, securing trust and confidence quickly and following through with results.

If you believe you have the skills and qualities we are looking for, we'd very much like to hear from you.

Douglas Blair
Chief Executive



About us

Gloucestershire Health and Care NHS Foundation Trust is intent on delivering the aspirations set out in our five-year strategy, Better Care Together – With You, For You. In achieving our mission of enabling people to live the best lives they can, we are committed to delivering excellent, high-quality services and to being an integral part of the health and wellbeing of the communities we serve.

We were rated “Good” overall by the CQC – with two Outstanding service lines – following inspection in May 2022; we also have a strong financial record (in 2022/23 our budget was £256m). Our Colleagues Survey results – joint best in the south west within our benchmark group – said 69.8% of colleagues recommended our Trust as a place to work and 73.9% would recommend our care provision.

We pay close attention to our culture, values and engagement with Trust colleagues and stakeholders. Our vision and values were created with the participation of over 2,000 people and define how we are with people who use our services, families, carers, partners and each other.

Mission and aims

Our Trust Mission is: enabling people to live the best lives they can. We believe that everybody who joins our team should benefit from this and contribute to achieving it, too.

Our Trust Aims are: High Quality Care, Better Health, Great Place To Work, and Sustainability.

Trust values

<div style="border: 2px solid green; padding: 10px; margin-bottom: 10px;"> <p>working together</p> <ul style="list-style-type: none"> • Listen closely and consider everyone’s point of view • Work in partnership and recognise each other’s expertise • Communicate openly, honestly and effectively • Cooperate and support one another </div>	<div style="border: 2px solid pink; padding: 10px; margin-bottom: 10px;"> <p>respectful and kind</p> <ul style="list-style-type: none"> • Value each other’s individuality • Show appreciation when things go well • Be friendly approachable and welcoming • Uphold and protect dignity and wellbeing </div>
<div style="border: 2px solid blue; padding: 10px;"> <p>always improving</p> <ul style="list-style-type: none"> • Actively seek solutions and ways to improve • Speak up to promote safety and quality • Keep learning and developing to make things better • Be a role model with a positive, can do approach </div>	<div style="border: 2px solid orange; padding: 10px;"> <p>making a difference</p> <ul style="list-style-type: none"> • Take responsibility for our actions • Take time to understand • Be open to feedback • Make the best use of available resources </div>

Dimensions

The Trust provides physical community health and care, mental health, and specialist learning disabilities services for Gloucestershire.



Population:
637,070



Patient contacts:
979,272
per annum



Professions:
40+



Sites:
55



Referrals:
344,968
per annum



Workforce:
5,800
(inclusive of bank)



Services:
106



Budget:
£300m

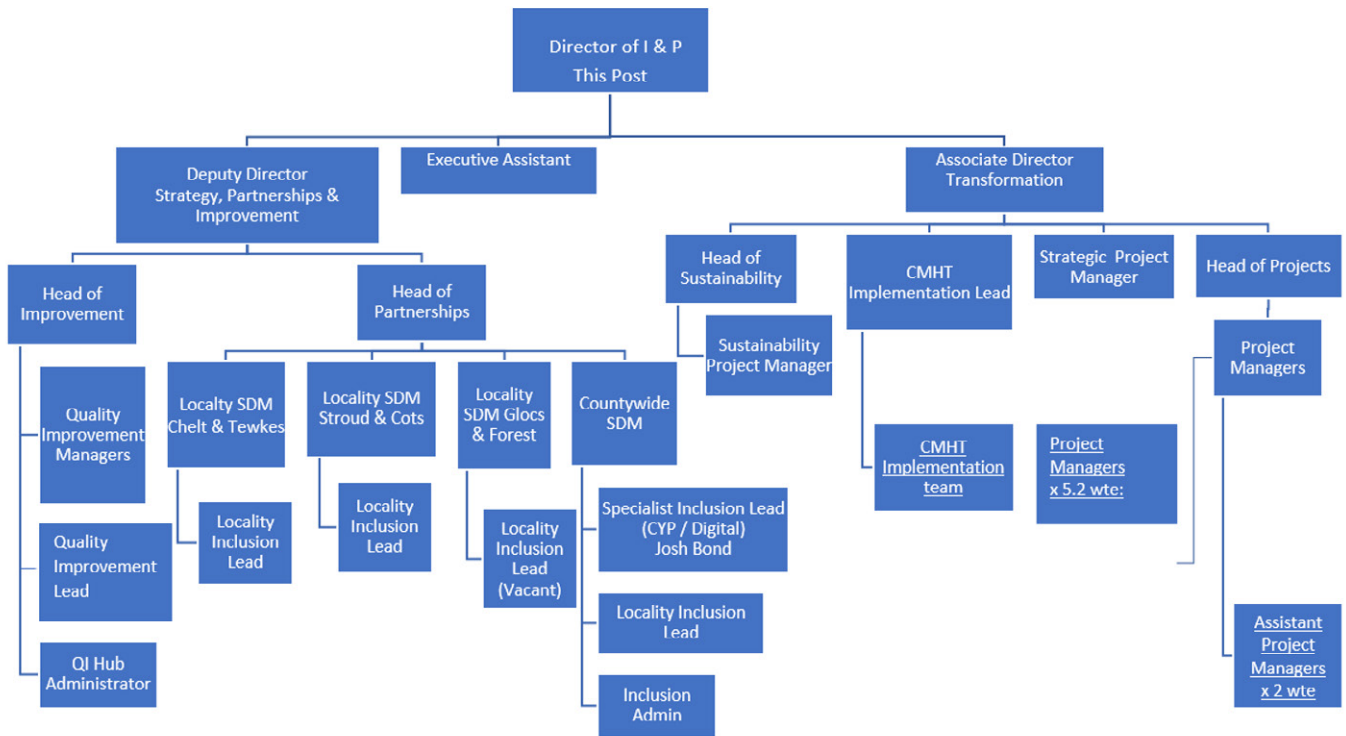
About our county and system

Our county is as fascinating as it is beautiful. Historically and culturally Gloucestershire has a lot going for it, from the roar of the crowds at Kingsholm Stadium and Cheltenham Racecourse to the tranquility of the Cotswolds and the Forest of Dean, to castles, cathedrals, the Gloucester History Festival and the cultural significance of the Cheltenham Jazz, Literature and Science Festivals. It has large rural areas as well as two urban centres and, whilst mainly affluent, it also has areas of significant deprivation.

Our system, One Gloucestershire, is a coterminous Integrated Care System, with six district and borough councils working with health and social care partners at locality level in multi-agency Integrated Locality Partnerships. Our Trust has a seat on the Integrated Care Board and there is a high level of collaboration between the ICS and the Trust at Board and clinical leadership levels.

We have been working with our colleagues in the One Gloucestershire Integrated Care System, to develop an approach which will transform health and social care provision in the years to come. The plans involve not only NHS Trusts and local authorities, but voluntary sector organisations, communities, colleagues, and the public. These plans will enable our Trust and our partners to meet the increasing demands placed upon us and provide a responsive, high quality and equitable service to our communities that is sustainable for the future.

How we are structured



Read more about us and about the ICS

You can find out more about the Trust by visiting <https://www.ghc.nhs.uk/>

You can find out more about the Gloucestershire ICS by visiting: www.nhsglos.nhs.uk

Role Description

Role title	Director of Improvement and Partnership
Accountable to	Chief Executive
Accountable for	Staff of 31.44 wte

Working relationships

The Board of Directors; Foundation Trust colleagues and governors; Lead Service Directors, Locality Managers, Heads of Services, clinicians, colleagues, experts by experience and volunteers; NHS England – regional and national offices; Gloucestershire ICS and ICB partners; Primary Care partners; voluntary and independent organisations with an interest in community physical health mental health, learning disabilities and social work; Local Members of Parliament and their offices; Gloucestershire County Council and other local authorities / borough councils; Higher Education and Further Education establishments, and peer networks locally, regionally and nationally.

Role purpose

The Director of Improvement and Partnership is a key role within the Trust's Executive team and the Board. With an equal internal and external focus, they will act as a leader of change and improvement and of working in partnership to achieve it. In particular, they provide executive leadership for:

- delivery and stimulation of change and improvement: overseeing the approach to change and improvement within the Trust, and being a focal point for initiating, testing and encouraging the appetite for change and improvement of the Trust's service offer;
- partnerships and co-production: developing partnerships with a wide range of partners and overseeing our approach to co-production and engagement. This will include holding and nurturing key relationships with external partners as well as overseeing the effective development of partnership across the Trust;
- strategic development and planning: ensuring that the Trust has a clear vision and strategic direction underpinned by well-developed frameworks for key service areas, which then set the context within which operational plans are developed. This will include leading on the sustainability ambitions for the Trust; and
- external affairs: co-ordinating the activities of the Trust in relation to external partners and stakeholders, ensuring events, communications, briefings and external presentations are proactive and coherent.



Core responsibilities of the role

Delivery and stimulation of change and improvement

- Horizon scan for opportunities for improvement, fostering the sharing of innovative improvement ideas from all internal and external stakeholders, and partners.
- Identifying and pursuing all opportunities by which to capitalise on innovation, including digital innovation, in support of transforming the delivery of the Trust's clinical services for the benefit of patients, families, carers, and clinicians.
- Ensure a clear quality improvement focus and methodology, integrating this to the core approach to change and improvement across the Trust.
- Leading the approach to programme and project management, ensuring there is a clear process and structure to the delivery of all types of change.
- Work with system partners on a shared approach to improvement across the ICS. This is likely to include chairing the system wide Improvement Board.
- Work closely with Director of HR and OD, to maximise links to organisational development activities.
- Make appropriate links to the Trust's research and development programme.

Partnerships and co-production

- Lead and continue to develop the Trust's focus on co-production and maximising the influence of Experts by Experience.
- Oversee the Trust's relationships with service users and local communities, ensuring excellent ongoing engagement with a wide range of communities and stakeholders, both specifically as a Trust and working as part of the broader health and care system.
- Develop the Trust's approach to personalisation of care.
- Form and maintain excellent matrix working relationships with system partners that facilitate the identification of opportunities for joint developments and new opportunities which support the ICS strategic plans and aspirations.
- Lead the development and maintenance of formal strategic partnerships with organisations which support the Trust's strategic development goals.
- Maintain and develop partnerships at a local level, including active engagement in Integrated Local Partnerships. This is likely to include acting as chair for one or more of the ILPs.
- Act as the key relationship lead for specific partners which include voluntary and community sector organisations as a whole, District Councils, Healthwatch, League of Friends, Provider Collaboratives.
- Act as the executive representative of the Trust as a member of the Integrated Care Partnership.
- Assist colleagues across the organisation in developing and maintaining excellent relationships with primary care colleagues.
- Develop the contribution of the Trust as an anchor institution and a core part of the fabric of Gloucestershire to the reduction of health inequalities.
- Develop the links to the Foundation Trust Membership, to support broader partnership working.
- Maximise the integration of the Trust's volunteers as source of engagement and development of services.
- Provide executive leadership for the operation of the GHC Charitable Fund.

Strategic development and planning

- Maintain and refresh the Trust's overarching strategy, linking closely to the ongoing development of the ICS strategic aims.
- Work alongside colleagues across the organisation to develop and maintain a set of strategic frameworks for key service areas, and ensure that these set the multi-year direction of travel for operational planning.
- Work closely with the COO and other colleagues on the development of proposals for new or significantly transformed services.
- Lead the creation of strategic business cases for specific proposed significant changes.
- Act as Executive lead for sustainability, overseeing the implementation of the 'Green Plan' aimed at reducing the environmental impact of all activities associated with the Trust's estate and service delivery activities and ensuring that Trust complies with its 'Net Zero' responsibilities.

External affairs

- Co-ordinate the Trust's overall approach to stakeholder management, assessing the quality of relationships, and identifying gaps or areas of further development in close consultation with Executive colleagues, the Chief Executive and Chair.
- Take the lead on the organisation's representation and relationship with the Health Overview and Scrutiny Committee.
- Assist the Chair and Chief Executive in creating and maintaining good lines of communication and partnership with local MPs and Councillors.
- Ensure that the Trust has an excellent system of proactive topic briefings and presentations, which can be utilised by colleagues across the organisation to assist with internal and external communications.
- Where necessary, deputise for Chief Executive in external partnership meetings.
- Work closely with the Head of Communications and provide direction and guidance for events, awards and our overall approach for external and internal communication and, in doing so, maximising the benefit of partnerships, coproduction activity, strategic development and delivery of change and improvement being part of the same Director portfolio.

Corporate Director

As an Executive Director, you will take responsibility for the management, governance, strategy and business operations of your functional Directorate, which you will lead in line with the Trust's values:

- as a Board Director, with other members of the Board, taking accountability and responsibility for decisions made by the Trust, promoting and explaining the work, role and position of the Trust with both internal and external stakeholders;
- contributing to the effective operation of the Board and Executive Team by sustaining effective relationships with:
 - The Chair
 - Non-Executive Directors
 - Executive Colleagues
 - The Senior Leadership team
 - The Council of Governors
 - Senior leaders, managers and clinicians;
- participating with all other Directors and named persons in the Trust's on call rota;
- leading, motivating and developing members of the Directorate, in line with best practice, ensuring that there are appropriate appraisal, training and development plans in place, and being responsible for non-medical Clinical Revalidation;
- working within set budgets, develop financial strategies, including delivery of Cost Improvement Plans through service rationalisation and ensuring financial targets are met, and
- assuming other responsibilities commensurate with the role of Director that may from time to time be required.

Effort and Health & Safety Factors

- Dealing with multifarious, highly complex and ambiguous matters and related decision making.
- Sustained concentration and mental effort in the resolution of complex issues, including disputes, and complaints.
- Working in changing and challenging environments.
- Maintaining working hours within the requirements of the Working Time Regulations.
- Regular daily use of a VDU, tablet and mobile phone.

Generic responsibilities of the role are set out at the Annex.

This job description seeks to provide an outline of the duties and responsibilities of the post. It is not a definitive document. The job description will be reviewed as part of the annual appraisal process and will be used as the basis for setting objectives.

Person Specification

In your written application please provide evidence against Part One of the Person Specification below. Parts Two and Three will be explored fully with selected candidates at interview stage.

Job title: Director of Improvement and Partnership
 Band: VSM
 Location: Trust Headquarters, Edward Jenner Court, Gloucester
 Accountable to: Chief Executive

QUALIFICATIONS

	ESSENTIAL/ DESIRABLE	METHOD OF ASSESSMENT
• First Degree supplemented with a Master's Degree level education or equivalent experience	Essential	Application CV, assessments and/ or interview
• Management qualification or completion of a recognised senior leadership development programme	Essential	Application CV
• Evidence of recent continuing professional and personal development	Essential	Application CV, assessments and/ or interview
• Related professional post graduate leadership / management qualification	Desirable	Application CV

EXPERIENCE

	ESSENTIAL/ DESIRABLE	METHOD OF ASSESSMENT
• Experienced Director or Deputy Director - experience of, or exposure to, working at Board-level	Essential	Application CV, assessments and/ or interview
• Proven track record of achievements at Board/Committee level, leading complex teams	Essential	Application CV, assessments and/ or interview
• Experience of multi-professional and multi-agency partnership working and working constructively across organisational boundaries	Essential	Application CV, assessments and/ or interview
• Experience of leading change and quality improvement in complex environments	Essential	Application CV, assessments and/ or interview
• Experience of managing staff and complex staffing related issues	Essential	Application CV, assessments and/ or interview
• Experience of financial management	Essential	Application CV, assessments and/ or interview
• A record of developing and maintaining a positive performance culture	Essential	Application CV, assessments and/ or interview
• Executive leadership in an NHS or related environment	Desirable	Application CV, assessments and/ or interview
• Commercial experience	Desirable	Application CV, assessments and/ or interview
• Experience of dealing effectively with complex media and public relations issues	Desirable	Application CV, assessments and/ or interview

PROFESSIONAL / MANAGERIAL / SPECIALIST KNOWLEDGE

	ESSENTIAL /DESIRABLE	METHOD OF ASSESSMENT
• Quality Improvement Champion – able to demonstrate a passion and skill for maximising quality and continuous improvement	Essential	Application CV, assessments and/ or interview
• Patient Voice Champion – able to evidence passion and experience of ensuring patients, service users and carers have a strong voice in the delivery and development of services	Essential	Application CV, assessments and/ or interview
• Change Agent - substantial demonstrable experience of delivering sustainable change, with extensive knowledge of service improvement systems, methodologies and approaches	Essential	Application CV, assessments and/ or interview

PROFESSIONAL / MANAGERIAL / SPECIALIST KNOWLEDGE

- **Innovative Entrepreneur** – experience of implementing QI and innovative clinical solutions whilst upholding financial balance and service continuity
- **Technology Advocate** - capacity to understand and embrace new technologies that support quality and clinical governance – to redefine patient pathways and experience
- **Ability to Assemble and Maintain a High-Quality Directorate Leadership Team** – to recognise valuable skills and ability to place key individuals in roles where they can have the highest positive impact on service quality
- A passion for, and evidence of, co-design, co-development and co-delivery of strategy and practice
- Understanding of own management style and ability to flex it according to need
- Knowledge and understanding of the delivery of physical, mental health and learning disability services
- Ability to work collaboratively and in partnership with others including across organisational boundaries
- Understanding and ability to manage highly complex political environments and relationships
- Knowledge and understanding of NHS and social care policy and strategy, in particular the strategic and development issues facing community, mental health and learning disability services

ESSENTIAL /DESIRABLE

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METHOD OF ASSESSMENT

Application CV, assessments and/ or interview
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PERSONAL SKILLS ABILITIES AND ATTRIBUTES

- **Agile and Wise Decision Maker** – experienced to act quickly and effectively as situations develop, but also able to keep calm and collected, taking advice and knowing when to deliberate longer
- **Adept Communicator** - whose interpersonal, engagement, negotiation and communication capabilities enable effective partnerships with internal and external stakeholders
- **Power to Inspire** – Board members, Directorate Team, senior leadership team, the wider ICS health and social care community, capable of telling authentic and compelling leadership narratives to diverse groups
- Ability to demonstrate behaviours consistent with the Trust's values and behavioural standards
- Strong self-belief, self-awareness and self- management
- High levels of personal resilience and emotional intelligence (EQ)
- Ability to deal with confidential issues in a professional and sensitive manner
- Supportive and nurturing of workforce wellbeing, with a particular focus on the wellbeing of Directorate team
- A passion for high personal and organisational achievement and top quartile results

ESSENTIAL /DESIRABLE

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METHOD OF ASSESSMENT

Application CV, assessments and/ or interview
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OTHER REQUIREMENTS

- Ability to travel both locally, regionally and nationally

ESSENTIAL/ DESIRABLE

Essential

METHOD OF ASSESSMENT

Application CV, assessments and/ or interview

Terms of appointment

Salary

Salary for this role will be based on experience and is expected to be:

- between £111,825 and £120,225 for new or inexperienced directors
- between £120,225 and £141,750 for experienced directors.

Relocation

The Trust also offers relocation expenses of up to £8,000.

Band

VSM.

Location

The role is based at Trust Headquarters, Edward Jenner Court, Gloucester.

Benefits

Please see our [Benefits Poster](#) for more details.



How to apply

We hope you will consider expressing an interest in becoming our Director of Improvement and Partnership. To make an application, please go to <https://starfishsearch.com/jobs/ghcnhs-dir-imp-part/> and click on the apply now button, with the following prepared:

- your CV or equivalent biographical information;
- a covering letter (maximum two sides) that tells us why you are interested in joining our organisation and responds directly to the Experience section of the Person Specification.
- tell us about any dates when you are not available to participate in the selection process (please see the dates below).

We would also be grateful if you would also complete the Equality and Diversity monitoring form provided. This form is for monitoring purposes only and is not treated as part of your application; you can email the form back to us when you apply and our team will collect it.

If you have any specific questions about the appointment or appointments process, please email Lauren.North@starfishsearch.com

Closing date is **Monday 20th May 2024**.

Recruitment timetable

Candidates will be notified about the longlist by the end of May and selected candidates will meet with the team at Starfish Search from **early June 2024**.

Candidates will be notified about the shortlist meeting outcome by the **end of June 2024**.

Informal meetings may follow confirmation of the final shortlist, and we will ensure each candidate is fully updated and has everything they need.

Formal interviews for shortlisted candidates are expected to take place in the **early part of July**.

All dates are to be confirmed.



Generic responsibilities of the role

The following are applicable to all posts and all colleagues:

Trust Values and Behaviours

- Alongside fellow Executive colleagues, the Director of Improvement and Partnership will deliver our mission, aims and strategy, being an exemplary role model for the values and behaviours of the Trust.

General Duties

- To undertake any other reasonable duty, which is appropriate to the band when requested by senior colleagues.
- To be familiar with and comply with all Trust and departmental policies, procedures, protocols and guidelines.
- To demonstrate an understanding and commitment to Trust values and behaviours.

Professional & Personal Development

- All colleagues must ensure that they are aware of their responsibilities by attending the Trust Mandatory Training and Induction programme.
- All colleagues will have a formal appraisal with their manager at least every 12 months. Once performance/training objectives have been set, the colleague's progress will be reviewed on a regular basis so that new objectives can be agreed and set, in order to maintain progress in the service delivery.
- Those with management/supervisory responsibility are required to ensure that their direct reports have an appraisal in line with Trust policy.
- All colleagues will be expected to take responsibility for their own professional development and will be supported by the Trust to achieve development opportunities as appropriate.

Fit & Proper Person

- All colleagues holding director roles must provide confirmation in writing, on appointment and thereafter on demand, of their fitness to hold such posts. This post has been designated as being such a post .
- Fitness to hold such a post is determined in a number of ways, including (but not exclusively) by the Trust's provider licence, the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 Section 5 and in particular Section 4 (i.e. that they are of good character and satisfy the 'fit and proper person test' to hold an NHS Director level appointment) and the Trust's constitution.

Infection Control

- All colleagues have a responsibility to ensure that infection control policies, procedures and guidelines are adhered to and to support the Trust's commitment to preventing and controlling healthcare associated infections (HAI).

Health & Safety

- All colleagues have a responsibility to maintain health and safety of self and others within the performance of duties in accordance with Trust health and safety policies, and to undertake specific health and safety responsibilities as directed. All colleagues have a responsibility to adhere to the Trust's Risk Management Policies.
- All colleagues are required to contribute to the control of risk, and must report immediately any incident, accident or near miss involving patients, service users, carers, colleagues, contractors or members of the public using the Datix system.

Confidentiality

- All colleagues may gain or have access to confidential information about the diagnosis or treatment of patients, information affecting the public, private or work-related colleague's information, or Trust matters. A breach of confidentiality will have occurred where any such information has been divulged, passed (deliberately or accidentally) or overheard by any unauthorised person or person(s). Breaches of confidentiality can result in disciplinary action, which may involve dismissal.
- All colleagues must maintain a high standard of quality in corporate and clinical record keeping, ensuring information is always recorded accurately, appropriately and kept up to date. Colleagues must only access information, whether paper, electronic or in other media which is authorised to them as part of their duties.
- All colleagues must ensure compliance with the data protection legislation.

Safeguarding: Adults & Children (Section 11 of the Children Act 2004)

- Every colleague has a responsibility under the Safeguarding: Adults (Care Act 2014) and Children (Section 11 of the Children Act 2004) to be aware of and follow at all times, the relevant national and local policy in relation to safeguarding children and safeguarding adults. This includes keeping up to date with relevant training and seeking supervision.

Senior Managers

- Under Section 11 of the Children Act, senior managers have a duty to safeguard and promote the welfare of children and young people. There should be a culture of listening to children and taking account of their wishes and feelings (with individual decisions and development of service); effective inter-agency working with awareness of information sharing procedures; safe recruitment and effective Allegations Management procedures in place.
- Under The Care Act 2014, there is a requirement to demonstrate compliance with the 6 key principles of the Act: Empowerment, Prevention, Proportionality, Protection, Partnership and Accountability in relation to Safeguarding Adults – Making Safeguarding Personal.

Freedom of Information

- All colleagues must be aware of their responsibilities under the Freedom of Information Act 2000. The Act gives individuals or organisations the right to request information held by the Trust. Colleagues must manage information they hold in such a way that meets the requirements of the Act. All requests for disclosures under the Act must be passed to the Freedom of information Officer.

Working on Non-Trust Premises

- All colleagues when working on non-Trust premises are bound by Trust policies and procedures, including home working policy; IT security policy; email and internet acceptable use policy information.

Smoke Free Premises

- The Trust is committed to protecting and improving the health and welfare of colleagues, service users, carers, visitors and contractors, and protecting smokers and non-smokers from the health dangers of second-hand smoke. Therefore, all Trust premises are 'smoke free' and colleagues (and external contractors and visitors) must refrain from smoking in Trust buildings, vehicles and grounds.

Diversity & Promoting Dignity at Work

- The Trust recognises the contribution of all colleagues to deliver responsive and quality services. We expect colleagues to value and respect the diversity of those who use or contact our services and to respond to the differing and diverse needs of others. We aim to have an environment free of bullying or harassment which would create an intimidating and unpleasant atmosphere impacting on colleague wellbeing and service delivery. We want colleagues to be able to report issues knowing they will be dealt with promptly and sensitively. All forms of bullying and harassment are unacceptable and will not be tolerated.
- This job description seeks to provide an outline of the duties and responsibilities of the post. It is not a definitive document and does not form part of the main statement of Terms and Conditions. The job description will be reviewed as part of the annual appraisal process and will be used as the basis for setting objectives.

Data Quality

- The Trust recognises the role of reliable information in the delivery and development of its services and in assuring robust clinical and corporate governance. Data quality is central to this and the availability of complete, comprehensive, accurate and timely data is an essential component in the provision of high-quality mental health services. It is therefore the responsibility of all colleagues to ensure that where appropriate, information is recorded, at all times, in line with the Trust's Policy and Procedures for Data Quality.

Executive On Call Rota

- The Trust provides an on-call rota to ensure that appropriate senior clinical and operational expertise is available 24 hours a day, 7 days a week basis, so that significant issues are managed, patients receive continued quality of care and colleagues on duty out of hours and at weekends have access to the right support at all times. You are therefore required to participate in the Trust's Executive on-call rota subject to an assessment of knowledge, skills and experience. Full training and support will be provided.