

Information pack for the post of

CONSULTANT HEPATOLOGIST

Division of Medicine

December 2022



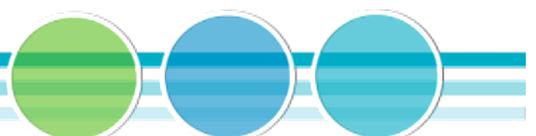
Peterborough
City Hospital



Hinchingsbrooke
Hospital



Stamford &
Rutland Hospital



Welcome to our Trust

We are delighted that you are interested in a role at North West Anglia NHS Foundation Trust (NWAngliaFT). It is an exciting time for the Trust as we grow along with the 800,000 population we serve.

As a large District General Hospital, we offer an exciting expansion of opportunities to new applicants across our 5 five sites. We are a busy Trust, with just over 6,000 staff and a 400-strong team of volunteers helping patients and visitors.

We continue to strive to ensure our patients receive the right care, first time, every time.

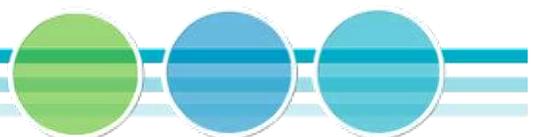
As for living in the area, there is a wealth of choice with city living, small towns and villages all within reasonable commute to the hospitals. There are excellent schools and a wide variety of social and leisure activities to choose from. There are good transport links for travel.

So if you are looking to develop your career and want to do so in an environment which is developing and growing we would encourage you to look further into a future with NWAngliaFT.



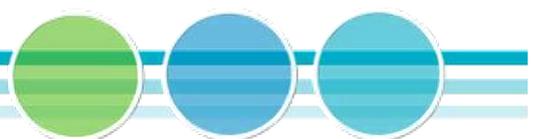
Caroline Walker
Chief Executive

"It is such an interesting and exciting time to be working in our hospitals as we grow and develop our services across the wider North West Anglia catchment. We have a busy time ahead of us but this means there are some great opportunities for our staff."



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Section 1 – Job Description

Job Description

Job title	Consultant Hepatologist
Grade	Consultant
Base	Peterborough City Hospital
Hours	10 PA
Reports to:	Dr Phil Roberts, Clinical Lead
Responsible to:	Chief Medical Officer
Responsible For:	Clinical Care of Hepatology patients
Liaises With:	Gastroenterology and Hepatology Clinical Business Unit
Personal Responsibility Level	Expert

Job Summary

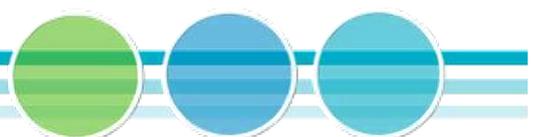
We believe our patients deserve the best possible care, local to home in a safe, clean and positive environment. We work towards the same high standards as our specialist tertiary centres for the delivery of the services we provide.

We aim to put the patients as the focus in all that we do and provide excellent clinical care.

We want to develop and expand our Hepatology Services and we are looking to appoint a colleague with ambition, enthusiasm and a commitment to quality clinical care.

The post holder will have continuing responsibility for the care of patients in his/her charge, including:

- Administrative duties associated with patient care.
- Leadership, development and organisation of the services in his/her charge in line with the Trust's business plans.
- Liaison and communication with the Clinical Lead, Divisional Director and Divisional Operations Manager for the Clinical Business Unit.



- Corporate and individual responsibility for the professional management of doctors in training.
- Fully participation in the management of the department.
- Provision of a Hepatology Service for Inpatients at PCH and Outpatients at any NWAFT site as required.
- Contribution to the development of Hepatology Clinics on the Hinchingsbrooke Site as required with service development.
- Collaboratively working with Specialist Nurses in these roles.
- Contribution to the viral hepatitis service.

The duties outlined are not definite and may be changed in accordance with needs of the service, requiring the post holder to be cooperative and flexible.

Duties of the Post

The job plan is anticipated to contain 10 Programmed Activities. 8.5 PAs of direct clinical care and 1.5PA of supporting professional activities per week.

This post is to enhance the existing Hepatology team at North West Anglia Foundation Trust (NWAFT), and works closely with the Gastroenterology Team. Outpatient clinics will take place at a NWAFT site on a weekly basis. There is current no out of hours on call commitment. There will be an option for time in lieu or additional payment if extra duties are covered by prior agreement.

There will be appropriate administrative and secretarial support for this role.

This is an outline program, and the post holder will be expected to discuss and agree a detailed job plan including personal and professional objectives with be discussed with the clinical leads in Gastroenterology and Hepatology within 3 months of their start date.

The post-holder should have extensive experience in Hepatology. They will fully contribute to the administrative, teaching and research activities within the trust as well as taking responsibility for particular delegated areas according to their interests and availability. The Clinical Lead is responsible for delegating these responsibilities.

The appointee will contribute to the teaching of medical students, trainee advanced care practitioners, specialist nurses and participate in weekly postgraduate meetings as well as audit, governance, morbidity and mortality and training meetings. Clinical governance is assuming ever greater importance within the NHS and there is strong emphasis on this area. The appointee will be expected to contribute and participate in governance activities in depth and breadth including audit. A strong desire to improve governance standards and innovation/change management is essential.



The appointee will have an overriding duty of care to patients and are expected to comply fully with best practice standards. The appointee will have a responsibility to comply with Trust policies for personal and patient safety and for prevention of healthcare-associated infection (HCAI); this includes a requirement for rigorous and consistent compliance with Trust policies for hand hygiene, use of personal protective equipment and safe disposal of sharps. Knowledge, skills and behaviour in the workplace should reflect this; at annual appraisal you will be asked about application of practice measures known to be effective in reducing HCAI.

This vacancy is open to any applicants wishing to work a different number of PA's, as this may be accommodated by negotiation. Part time and job share applicants are welcome.

Job plan

An outline weekly timetable, illustrating the fixed commitments only, is given below. This timetable is subject to review on appointment and future job-planning. Total 10PA.

A formal job plan will be agreed between the appointee and the Clinical Lead, on behalf of the Chief Medical Officer.

Full time example

	Monday	Tuesday	Wednesday	Thursday	Friday
09:00-13:00	Admin/SPA	Ward	Ward	OPD	Ward
13:30- 17:30	OPD	RAS	Endoscopy	SPA	Admin

Part time example

	Monday	Tuesday	Wednesday	Thursday	Friday
09:00-13:00	Admin/SPA		Ward	OPD	
13:30- 17:30	OPD		Endoscopy	RAS	

*RAS electronic triage OP referrals

Outpatient clinics will consist of 12 patients/ 4 hour clinic

****Please note these are sample job plans only for a full and part time position and would be discussed with suitable applicants**



Teaching and Audit

The department has a long standing commitment to undergraduate, postgraduate and nursing education. Medical students come from both Leicester and Cambridge and the specialist registrars are on rotation with the East Midlands Deanery. The post holder would be expected to take an active part in medical education as the hospital has a reputation for teaching and training with links to both Leicester and Cambridge. It is specified as a Postgraduate Medical Education Centre in the region.

Weekly medical unit meetings take part every Thursday morning and participation in these is required. Clinical cases, literature reviews and journal club are undertaken.

Audit/Clinical Governance

Audit and clinical governance are vital parts of the hospital and the successful candidate would be expected to take a leading role in clinical governance both within endoscopy but also in the hospital wide systems to meet NICE guidance, national audits and audit of their own practice and their peers.

The post holder would be expected to lead on Audit and Governance to ensure compliance with all Trust processes.

Staff Appraisal and Revalidation

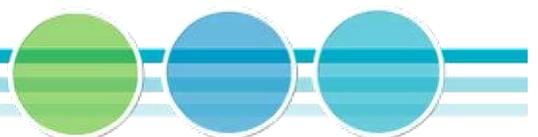
The Trust approach is based on the principle that appraisal and revalidation is an essential part of good practice in managing people. It enables the organisation to ensure employees assist in meeting organisational aims. It also gives staff the opportunity to discuss their performance and development needs with their manager and ensures that they are clear about what they are trying to achieve both in their current role and for the future.

The organisation therefore has a basic requirement of such good practice, which can be audited to ensure that it is achieved. This standard is outline below:

Managers will meet with staff they directly manage, at least once per year on a formal basis, with informal progress reviews at least every six months.

There is a clear and current agreement about the job plan the employee is expected to do covering the purpose, aims, responsibilities and tasks. Every member of staff will have work-based objectives which link to organisational standards and the business plan of their directorate/department.

Every employee should have a Personal Development Plan (PDP) outlining short and long term learning and development aims and actions to meet these. The Head of Department will ensure fairness and consistency, will appropriately monitor appraisal to ensure all staff in their



area are having an appraisal. The Human Resource department will be responsible for monitoring compliance across the Trust.

All staff who carry out appraisal will be given support and training as required.

Conditions of Service

The post is covered by the Terms and Conditions of Service of Hospital Medical and Dental Staff (England and Wales 2003).

The post is for 10 programmed activities and will be paid according to the current Consultant Salary scale depending on seniority.

The annual leave year will run from 1st April to the succeeding 31st March. Arrangements for taking annual leave should be discussed and agreed at least eight weeks in advance. Any annual leave to be carried over is subject to the General Council Conditions of Service (sect. 1, para 10-14)

As a whole-time Consultant, the post holder has the right to engage in private practice but will be subject to the provisions governing the relationship between NHS work, private practice and fee paying services set out in the terms and conditions of employment Consultants (England) 2003.

Any arrangements must also conform to the Trusts Standing Financial Instructions, and the Guidance set out in the department of Health paper "The Management of Private Practice in England and Wales" (March 1986).

Compensation and Benefits

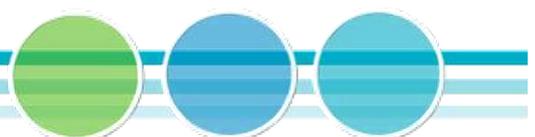
Consultants are remunerated according to nationally agreed NHS pay scales and terms and conditions.

Newly-appointed Consultants may be eligible for reimbursement with the whole or part of the cost of their removal expenses, provided that the removal is necessary to comply with North West Anglia NHS Foundation Trust's requirements concerning the place of residence.

General Conditions of Employment

The appointee will enjoy terms based on the nationally agreed Terms and Conditions of Service for Consultants (England) 2003.

The successful candidate will be required to live within 20 miles of the Trust or 30 minutes travelling time when on-call.



The appointee will be expected to cover for colleagues' absence from duty on the basis of mutually agreed arrangements with the Department and with the Employing Trust. This is arranged by mutual agreement of consultant colleagues and approval of the Clinical Lead, in accordance with standard Trust and NHS regulations. It is essential that eight weeks' notice is given to allow for proper planning and prevent cancellations of patients' appointments / surgery. This includes all forms of leave. Leave is granted in line with Trust Policy and Specialty protocol.

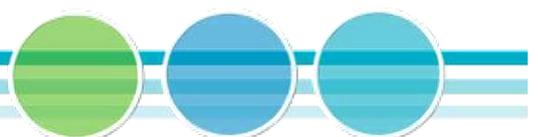
The Trust requires the successful candidate to have and maintain full registration with the General Medical and to fulfil the duties and responsibilities of a doctor as set down by the General Medical Council.

All appointments are subject to satisfactory Occupational Health Clearance being obtained and a satisfactory DBS check.

The appointment is exempt from the provisions of Section 4(2) of the Rehabilitation of Offenders Act 1974 by virtue of the Rehabilitation Act 1974 (Exemptions) Order 1975. Applicants are not entitled therefore to withhold information about convictions which for other purposes are 'spent' under the provision of the Act, and in the event of employing any failure to disclose such convictions could result in dismissal or disciplinary action by Trust. Any information given will be completely confidential and will be considered in relation to an application for positions to which the Order applies.

Subject to the provisions of the Terms and Conditions of Services, the appointee is expected to observe the Trust's agreed policies and procedures, drawn up in consultation with the profession on clinical matters, and to follow the standing orders and financial instructions of the Trust.

In particular, where the appointee manages employees of the Trust, he/she will be expected to follow the local and national employment and personnel policies and procedures. The appointee will be expected to make sure that there are adequate arrangements for hospital staff involved in the care of patients, to be able to contact them when necessary, and to observe the current local arrangements for advising details of leave.



Person Specification

Job Title: Consultant in Hepatology

Division: Medicine Division

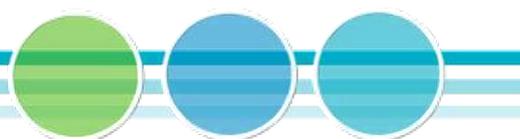
Reports To: Clinical Lead/Associate Divisional Director for Gastro/Hep CBU

Criteria	Essential or Desirable Criteria	Assessment Method			
		A	I	T	R
Education and Qualifications					
MB ChB/MBBS or equivalent MRCP	E		x		
CCT in Gastroenterology (or equivalent or within 6 months of receipt of CCT at time of interview) or on the Specialist Register	E		x		
Higher qualification (e.g. MD, PhD)		D	x		
Experience & Medical Knowledge					
Clinical training and experience equivalent to that required for gaining UK CCT Gastroenterology with General Internal Medicine and Hepatology sub-speciality accreditation.	E		x	x	
Ability to offer an expert clinical opinion on a range of problems relating to Hepatology.	E		x	x	
Ability to take full and independent responsibility for the clinical care of patients to the highest clinical standard.	E		x	x	
Ability to organise and affect high quality outpatient Hepatology services.	E		x	x	x
Ability to apply research outcomes to clinical problems.	E		x	x	
Publications in referred journals. Ability to pursue high quality clinical, health services or epidemiological research.	E		x	x	
JAG Accredited Endoscopist	E		x	x	x
Evidence of ability to pursue independent research			x	x	
Key Skills					
Ability to undertake diagnostic and therapeutic endoscopic treatment for portal hypertensive problems.	E		x	x	
Commitment to Clinical Governance/improving quality of patient care					



<p>Clinical governance: demonstrates awareness of good decision making. Awareness of own limitations. Track record of engaging in clinical governance: reporting errors, learning from errors.</p> <p>Audit: experience of audit.</p> <p>Teaching: experience of supervising undergraduates, junior doctors and other staff; ability to teach clinical skills</p> <p>Research: ability to apply research outcomes to clinical problems; ability to critically appraise published evidence. Evidence of research experience.</p>	E		x	x		x
	E		x	x		x
	E		x	x		x
	E		x	x		x
Communications						
Ability to communicate with other members/ grades of staff, patients, families and General Practitioners.	E		x	x		x
Commitment to multidisciplinary work	E		x	x		
Specific training in communications skills, teaching etc		D	x	x		
Planning						
Evidence of involvement in service developments/ planning.	E		x	x		x
Evidence of leadership skills	E		x	x		x
Evidence of successful implementation of new working patterns/methods		D	x	x		
Management						
Knowledge of corporate structure of NHS Trusts, the NHS plan and clinical governance	E		x	x		
Evidence of specific training in management (e.g. courses, practical experience)		D	x	x		
Other requirements						
Full Registration and license to practice with the GMC	E		x	x		
Demonstrates honesty, commitment and integrity	E		x	x		x
Member of Medical Defence Organisation		D	x			

Assessment Criteria: A = Application, I = Interview, T = Test, R = References

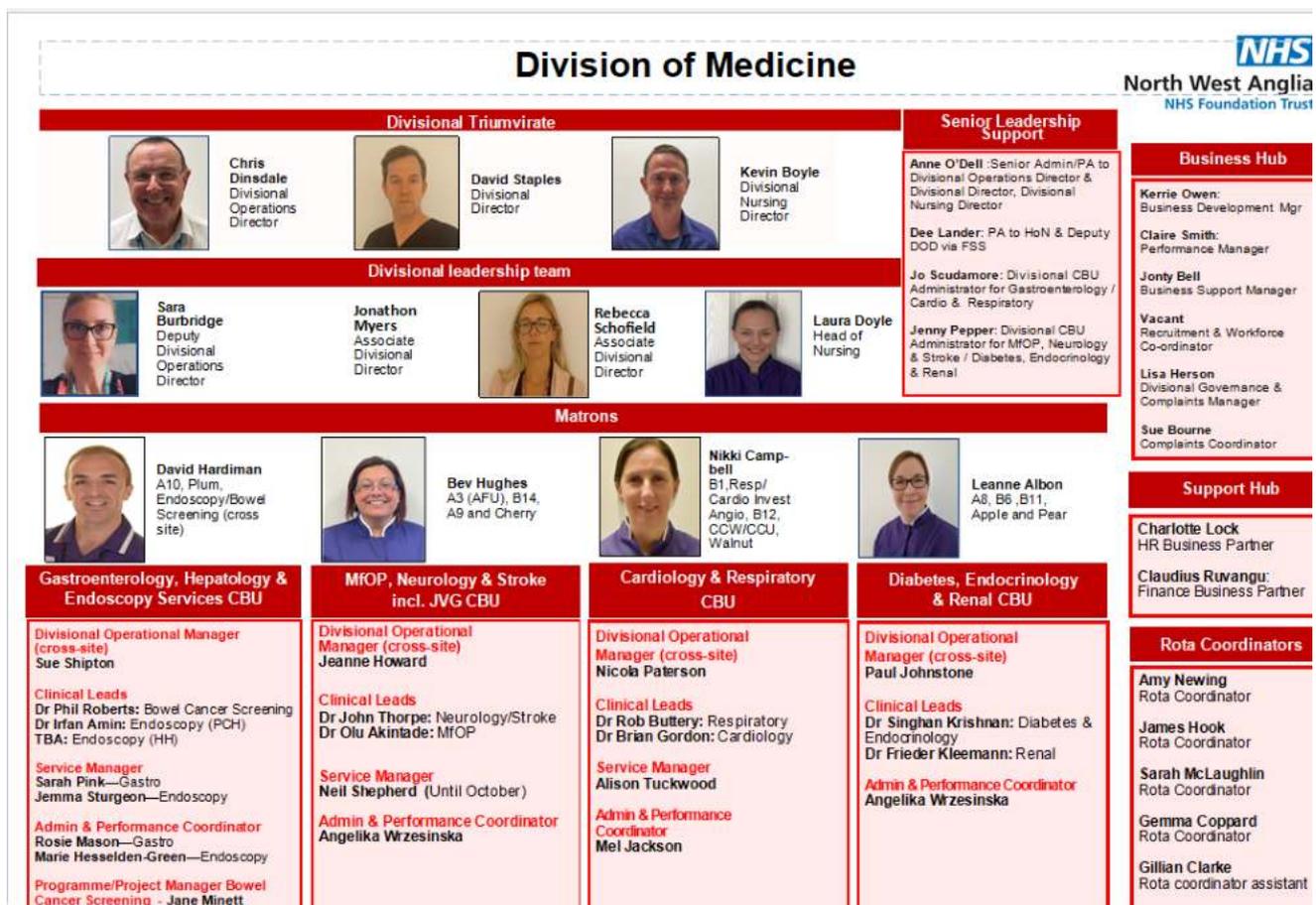


Section 2 - The Department and Division

The Department of Medicine

The Gastroenterology and Hepatology Clinical Business Unit sits within the Medicine Division.

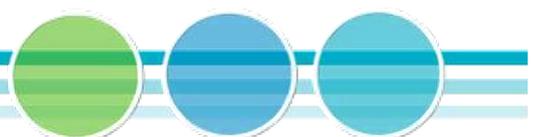
The Department of Medicine is large. There are approximately 24 physicians in a variety of specialities providing high quality care to patients. We operate a ward-based system of care and provide cover to medical outliers.



The Divisional Structures

Following the formation of our new Trust in April 2017, our operational functions across the three hospitals merged to form five clinical divisions. They are:

- Division of Medicine
- Division of Urgent Care
- Division of Surgery



- Division of Family and Integrated Support Services
- Division of Maternity, Gynaecology and Breast Services

The clinical divisions are key to our service delivery and the structure is based on ‘family groups’ of services that have greater clinical interdependencies, which ensures working relationships remain closely aligned. The Divisions are led by a triumvirate comprising a Divisional Clinical Director, Divisional Operations Manager and Divisional Nursing Director.

Gastroenterology, Hepatology and Endoscopy Clinical Business Unit

There are currently 5 Consultant Gastroenterologists in Peterborough, 4 Consultant Gastroenterologists at Hinchingsbrooke with 1 full time and 2 part time Consultant Hepatologists based at PCH.

A10 is a 36 bedded ward caring for acute GI emergencies and Hepatology with additional general medical patients. There are specialist nurses in Hepatology and Inflammatory Bowel disease as well as a nutrition team providing support around the hospital.

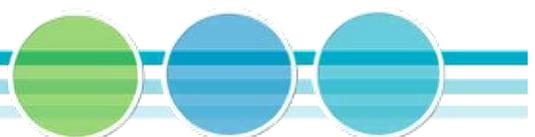
The Consultants in post have special interests in endoscopy, inflammatory bowel disease, nutrition support and liver disease. They share care for the inpatient load with 1 weeks in 5 cover of the Gastroenterology ward as well as reviewing/ providing input for several outliers. The Trust participates in the delivery of the Bowel Cancer screening service together with Hinchingsbrooke Hospital.

The medical team works closely with the surgeons and there are weekly MDT meetings with CUH and Leicester to discuss Upper GI and hepato-biliary malignancies and diseases. The Gastroenterology team also work closely with Clinical Nurse Endoscopists, IBD Specialist Nurses, Clinical Nurse specialist in upper GI cancer, and Hepatology Specialist nurses.

The Hospital Nutrition team is run by a Consultant Chemical Pathologist, a specialist nurse, a dedicated dietician, pharmacist and the gastro registrar. They support patients at home on PEG feeding and TPN.

The consultant hepatology team patients with liver disease and runs weekly clinics, along with a monthly Liver Transplant out-reach clinic supported by consultant hepatology colleagues from Addenbrookes. The Hepatology clinics are supported by a Hepatology nurse specialist. The Hepatitis C service is supported by the Addenbrookes hospital ODN, as are those patients with PBC that require second line treatment. Specialist HBV clinics and an alcohol MDT are run monthly.

Key Staff



Consultants	
Dr Phil Roberts	Clinical Lead
Dr Irfan Amin	Clinical Lead Endoscopy, ERCP and BCSP
Dr Tapas Das	General endoscopy, ERCP, Hepatology, Upper GI Cancer
Dr Jyoti Hansi	Consultant Hepatologist CUH (One day per week at PCH)
Dr Anupa Kumar	Locum consultant Hepatologist (two days per week at PCH)
Junior Staff	SPRs, 6 ST grades and 2 FY1s
The Endoscopy Unit is staffed with	Clinical Nurse Endoscopists (upper and lower GI)

Informal visits

For an informal discussion regarding the role, or to visit the department, please contact the hiring manager.

Candidates are also very welcome to arrange an appointment to come and visit our Medical Director, Chief Operating Officer or Chief Executive for informal discussions.



Section 3 - North West Anglia Foundation Trust

Working at the Trust

North West Anglia Foundation Trust was formed in April 2017. It comprises Peterborough City Hospital, Hinchingsbrooke Hospital, Stamford and Rutland Hospital, serving a population of over 800,000.

The Trust employs over 6000 members of staff. PCH alone has over 600 beds. The population in the local area is expanding and the rates of Hepatological Disease are high. We serve a complex population with a variety of Hepatology healthcare needs.

Teaching programme

There is a strong commitment to education from a departmental and organisational level, and the appointee will be expected to undertake teaching.

There is an active Medical Education Centre with seminar rooms and a lecture theatre, and an on-going programme for senior and junior medical staff organised by the Clinical Tutor and the Medical Education Department.

Continuing Professional Development (CPD)

There is strong support for CPD within the Trust, under the direction of the Medical Director, Clinical Tutor and Specialty Tutors.

All non-training grade medical staff are required to undertake CPD to fulfil the requirements of revalidation.

Senior medical staff have an entitlement to study leave of 30 days in a three-year period and the current study leave budget allowance is £700 per annum per person.

Clinical Library

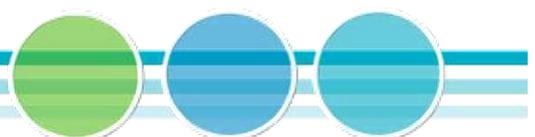
The Trust has clinical libraries. The Library Services Manager and assistants can support medical staff in carrying out literature searches via MEDLINE and accessing books and journals.

Research and Development (R&D)

The Trust actively contributes to research in the NHS and has an extensive research portfolio covering 28 of the 30 National Institute for Health Research (NIHR) clinical specialties. The Trust is currently recruiting to over 160 NIHR Portfolio research studies and is set to recruit over 2,000 participants during 2017-18.

A key metric in assessing R&D performance is a Trust's Value for Money (VFM) score. At present NWAngliaFT has the best VFM score of any acute trust within CRN Eastern and is third in overall study recruitment.

Principal Investigators are supported by an R&D Department encompassing both clinical and non-clinical staff. With over 60 members of the team the department provides end-to-end



research support throughout the study life cycle, from protocol development through to delivery and study closedown. The growth of R&D remains a key objective for the Trust as it actively promotes the growth of its sponsored research portfolio.

Clinical Quality Assurance

The appointee will take an active part in clinical audit and clinical governance.

The appointee will ensure that they are up to date with mandatory and statutory training requirements as required by the Trust and or external organisation.

There is a wide-ranging clinical audit programme across many specialties within the Trust supported by specialist staff.

The appointee will ensure data collection and processing undertaken is consistently accurate and timely, and complies with the Trust Data Quality Policy and Information Governance procedures.

The Trust is developing a number of acute care pathways, and is working towards a system of integrated care, and the appointee will be expected to contribute to and support these.

Other

To comply with the roles and responsibilities as defined in the Trust's Health & Safety Policy.

To be responsible for safeguarding and promoting the welfare of children and adults by undertaking the appropriate level of training in accordance with the safeguarding policy training strategy and being aware of and working within the Trust's safeguarding policies.

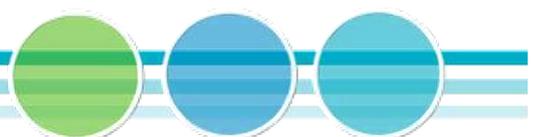
Ensure all data collection and processing undertaken is consistently accurate and timely and complies with the Trust Data Quality Policy and local procedures.

Undertake any other similar duties in line with the key purpose of the job.

Act in accordance with Trust policies and GMC guidance regarding 'Confidentiality: good practice in handling patient information' so that patient confidentiality is maintained both in terms of patient's electronic and paper records, and when holding conversations about and with patients in appropriate environments.

Infection prevention is of paramount importance to the safety and wellbeing of all our patients. The Infection Prevention and Control Team use national and local guidance and policy to formulate Infection Prevention Policy and Procedure documents. It is the responsibility of all Trust employees to comply with the Infection Prevention and Control Policy and Procedure documents. Compliance with the relevant documents will be assessed during appraisal.

The person appointed will be indemnified by the Trust for all duties undertaken as part of his/her contracts of employment. He/she is encouraged to take out adequate defence cover as appropriate to cover him/her for any work which does not fall within the scope of the Trust's indemnity scheme.



As a member of staff you will automatically be classed as a staff member of the North West Anglia NHS Foundation Trust - this means that you will be able to vote for a staff governor to represent you at the Trust's staff council and on the Trust's Council of Governors, or indeed stand to be a Staff Governor.



Our Trust

Three hospitals make up North West Anglia NHS Foundation Trust, whilst retaining their individual names and identity.



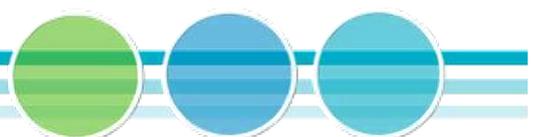
Peterborough City Hospital is a state-of-the-art facility built in 2010. It has 635 beds including a Radiotherapy Unit, an Emergency Centre with a separate children's emergency department, a dedicated Women's and Children's Unit, an expanded Cardiac Unit, alongside a new respiratory investigations facility.



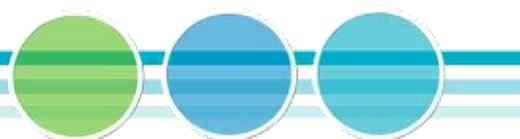
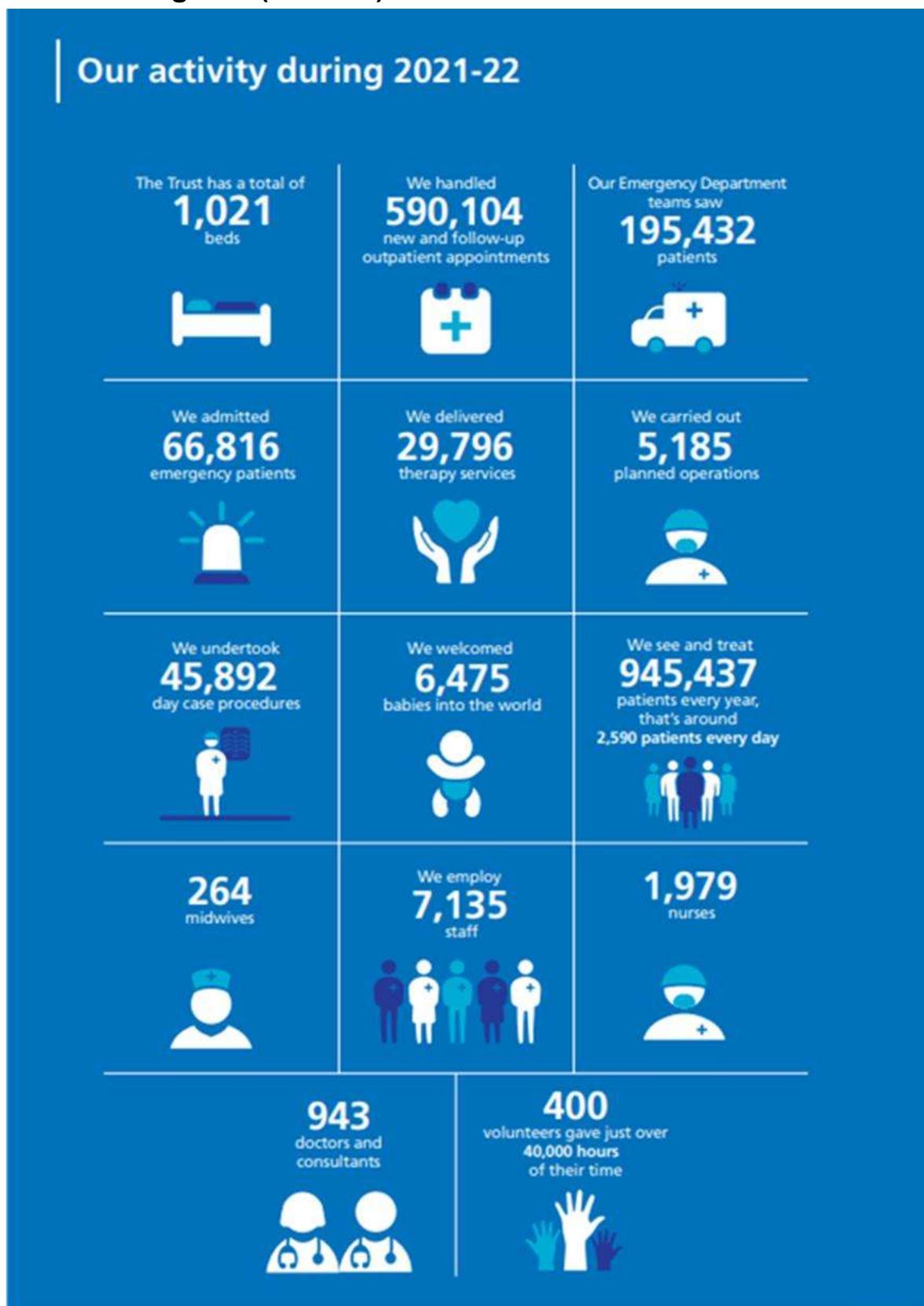
Hinchingsbrooke Hospital, Huntingdon has 210 general and acute beds, a dedicated Treatment Centre with an additional day case beds, alongside cabins in the procedure unit. It has an Emergency Department, Maternity Centre with 40 beds, and dedicated facilities for private patients. The hospital's Special Care Baby Unit, Children's Unit, and children's services are operated by Cambridgeshire Community Services NHS Trust.



Stamford and Rutland Hospital, Stamford has a 22-inpatient bed step-up-step-down ward, Minor Injury Unit and Day Case Surgery Unit. From 2017, it opened its new MRI scanner, a second ultrasound room, expanded imaging department, a Chemotherapy and Lymphoedema suite, a refurbished health clinic, additional outpatient rooms, and improved physiotherapy gym.



Our facts and figures (2021/22)



Our staff engagement

Staff surveys

We are proud of our staff engagement scores from our national staff surveys. The NHS Staff Survey is conducted annually and was undertaken in Autumn 2021. From 2021-22 the survey questions align to the seven elements of the NHS People Promise, and retains the two previous themes of engagement and morale. These replace the ten indicator themes used in previous years.

The response rate to the 2021-22 survey among our Trust staff was 43.4% (2020-21, 31%).

Key highlighted areas:

- 53% of staff believe that our organisation takes positive action on health and wellbeing;
- 60.8% of staff report looking forward to going to work;
- 76.5% of staff reported being enthusiastic about their job.

We undertake quarterly 'Have your say' staff surveys as a regular temperature check, and to hear the views of all our staff.

All grades are able to give their views as representatives on our Staff Council, which meets regularly. The Council also arranges social events for the Trust throughout the year.

Staff briefings

Our Chief Executive and executive directors hosts monthly face-to-face senior staff briefings. Additional face-to-face briefings are undertaken as required .e.g. CQC briefings. Divisions also host local staff briefings.

Trust Intranet

The Trust is developing a new single Intranet, which all staff can access.

Staff Governor

All staff can also become a Staff Governor of our Foundation Trust. We have seven Staff Governors on the Council of Governors: three from Peterborough City Hospital; three from Hinchingbrooke Hospital; and one from Stamford Hospital.

Staff Awards



Staff nominate colleagues in our month staff wards for those that deliver our Trust values. In addition, members of public are asked to nominate their annual NHS heroes. This awards programme culminates in our Annual awards presentation at a black tie dinner at a local hotel.

Mentoring scheme

Many of our Consultant colleagues are our former trainees from the Eastern and East Midlands Deaneries. We have a mentoring scheme for new Consultants (supported by external expertise) and active Medical Staff Committees.

Our values

Following feedback from staff, public and patients at our three hospitals we have agreed our shared values for the Trust. From a long list of values, staff selected the most important ones.

How our staff live to these values will be through our 'personal responsibility framework' -



We
put patients first



We are
caring and compassionate



We
work positively together



We are
actively respectful



We seek to
improve and develop

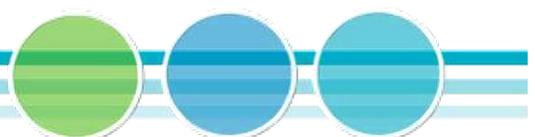
which outlines how staff are expected to behave.

The Trust board will monitor and review how the Trust performs against the values on a regular basis, to ensure we provide the best possible patient care.

Our Personal Responsibility Framework

Our personal Responsibility Framework reflects and supports our organisational values. It outlines the behaviours that demonstrate how we live these values; to each other, our patients, visitors and colleagues across the wider healthcare community. It describes the positive behaviours we expect to see, but also the negative behaviours we do not expect to see.

It is just as important that we focus on 'how' we do things and not just 'what' we do. Depending on the responsibilities of your role you will be required to demonstrate additional leadership behaviours to create and support a positive culture.



Living Our Values – Our Personal Responsibility Framework (Expert/Department Lead/Strategic Leader)

 We put patients first	 We are caring and compassionate	 We work positively together	 We are actively respectful	 We seek to improve and develop
I lead others at a dept/service or organisational level through expert knowledge and role model behaviours that support our values				
I ensure patients are central to every decision made at all levels, and support colleagues to see the wider meaning in what they do	As a senior staff member, I act as an exemplary role model behaving in manner that consistently values others	I support a culture where others expertise and experience are valued and trusted	I consistently display open, honest and transparent behaviour	I seek and share knowledge to advise the organisation on best practice, and promote the learning of new approaches and techniques
I help create a culture where concerns can be raised without fear of reprisals	I help create a working environment where people feel cared for and supported	I create a common purpose to unite my team and enable them to work seamlessly together to deliver it	I am approachable and address everyone with courtesy	I actively encourage and support a learning environment
I create a safe environment by allocating the right resources in the right places	I care for my own physical and mental wellbeing so that I create a positive atmosphere for my team and service users	I do not shy away from doing what I know is right "What I allow, I promote"	I champion diversity and seek to ensure all staff are fairly represented	I develop others through succession planning and talent management
I inspire others in tough times by helping them to focus on the value of their contribution	I take positive action for the physical and mental wellbeing of my colleagues	I stand up and support my staff and colleagues in difficult situations	I address long standing issues even if this may be controversial	I listen to patients, visitors and staff in order to understand the impact our decisions have on them
Behaviours we don't expect to see				
I prioritise targets over patient care, or I "tick the box, but miss the point"	I fail to address poor behaviours, or when colleagues use degrading or abusive language	I focus solely on the depth of my area at the expense of the broader service	I fail to act as an exemplary role model for our behaviours by speaking and acting disrespectfully	I tolerate mediocrity
I behave in a way that does not reflect the principles and values of the NHS	I fail to ensure that compassion is central to the care we provide	I push my own agenda without regard to other views	I fail to value diversity	I talk about our vision but do not work to achieve it

Our Good to Outstanding programme

Our 'Good to Outstanding' Programme (G2O) has developed from listening events, in 2015 at Peterborough and Stamford hospitals, and 'I Care' & 'Living Our Values' events at Hinchingsbrooke Hospital. From these events the ideas were distilled into five work streams.

- Patient care and experience
- People
- Conversations
- Leadership
- Services



Staff are encouraged to read the latest details on the actions and next steps in our special staff G2O magazine and discuss with colleagues how they can play their part in contributing to the work stream actions.

Find out more about us

Find out more on our website www.nwanliaft.nhs.uk

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