

13th December 2018

Caroline McKeever
[request-533217-978d68a7@whatdotheyknow.com]

Our ref.: FOI/18/340

Dear Ms McKeever

RE: Freedom of Information (FOI) request – Mental Health Services

We refer to your Freedom of Information request which was received by the Western Health and Social Care Trust on 19th November 2018. Please see below a Trust response to your request.

1. Copy of the mental health management structure in the Western Trust.

Please see Appendix 1 below which shows the structure of Adult Mental Health Services in the Western HSC Trust.

2. Total of WTE of mental health consultants, clinicians and registered nurses employed in Grangewood, Gransha, between November 2017 and November 2018.

Please see the table below which shows staffing numbers in Grangewood Hospital and is based on staff in post as at 30th November 2018.

Job	Head count
Mental Health Nurse (5)	39
Mental Health Nurse (6)	12
Mental Health Nurse (7)	2
Consultant	2
Other Medical	3
Total	58

3. Chief Director of mental health name in the Western Trust.

Mrs Karen O'Brien, Director of Adult Mental Health and Disability Services, Western HSC Trust.

4. Copy of job description for chief director of mental health services.

Please see at Appendix 2 below the Job Description for the Director of Adult Mental Health and Disability Services.

5. Copy of job description for mental health clinician.

Please see at Appendix 3 below the Job Description for the post of Psychiatrist – Acute Crisis Service (Northern Sector WHSCT).

6. Copy of job description for mental health nurse.

Please see at Appendix 4 below the Job Description for the post of Mental Health Staff Nurse (Band 5).

7. Annual budget spent on nurse qualifications (post registration qualifications) in Western Trust (specifically in Grangemore, Gransha).

This information is not recorded centrally on any Trust system. However, qualified nurses in Grangewood receive continual professional development in the form of mandatory and non-mandatory development based on individual, professional and service development needs.

We hope you find this response helpful. Please contact us at the below address if you have any further queries.

Yours sincerely

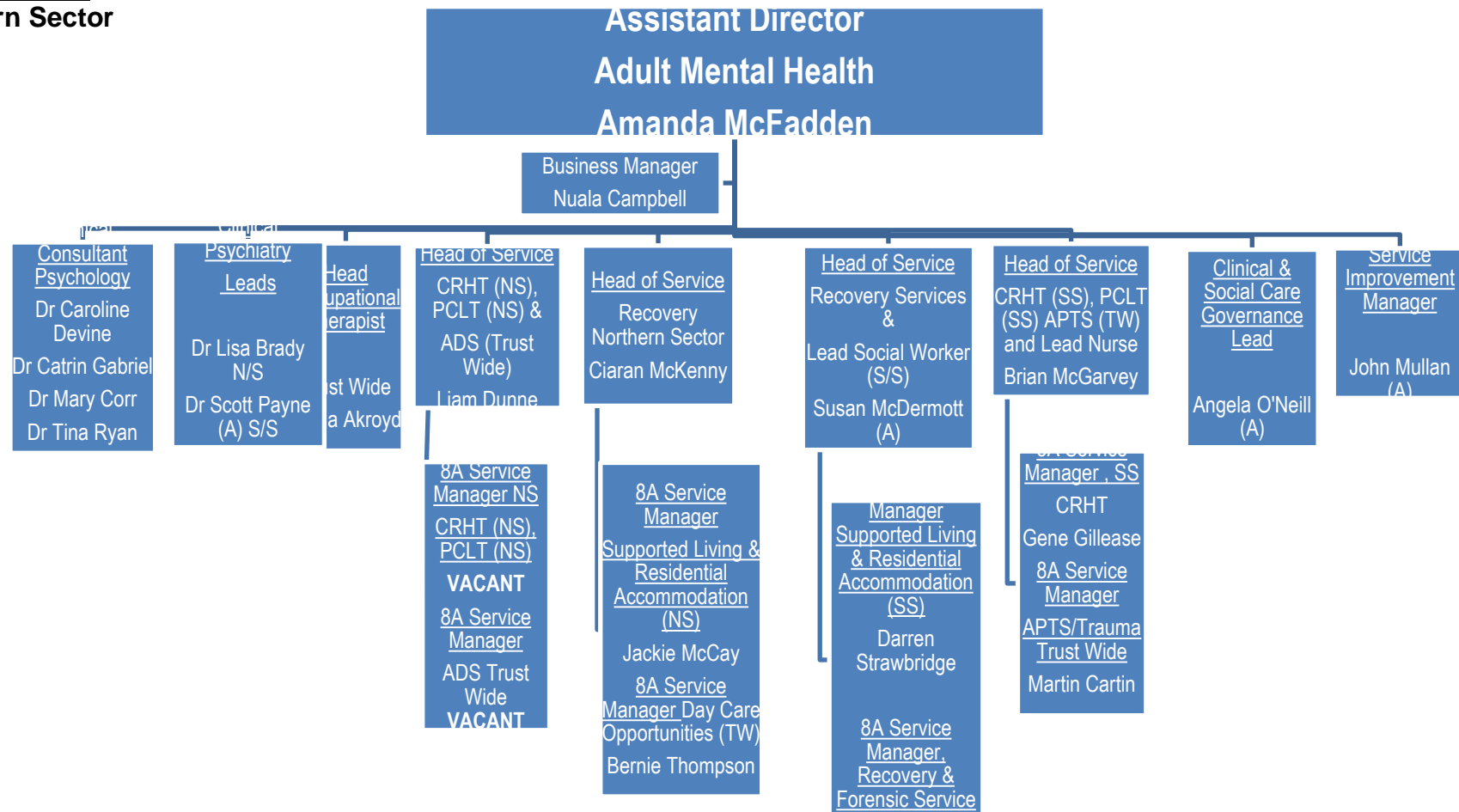
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**Freedom of Information Office
Western Health and Social Care Trust**

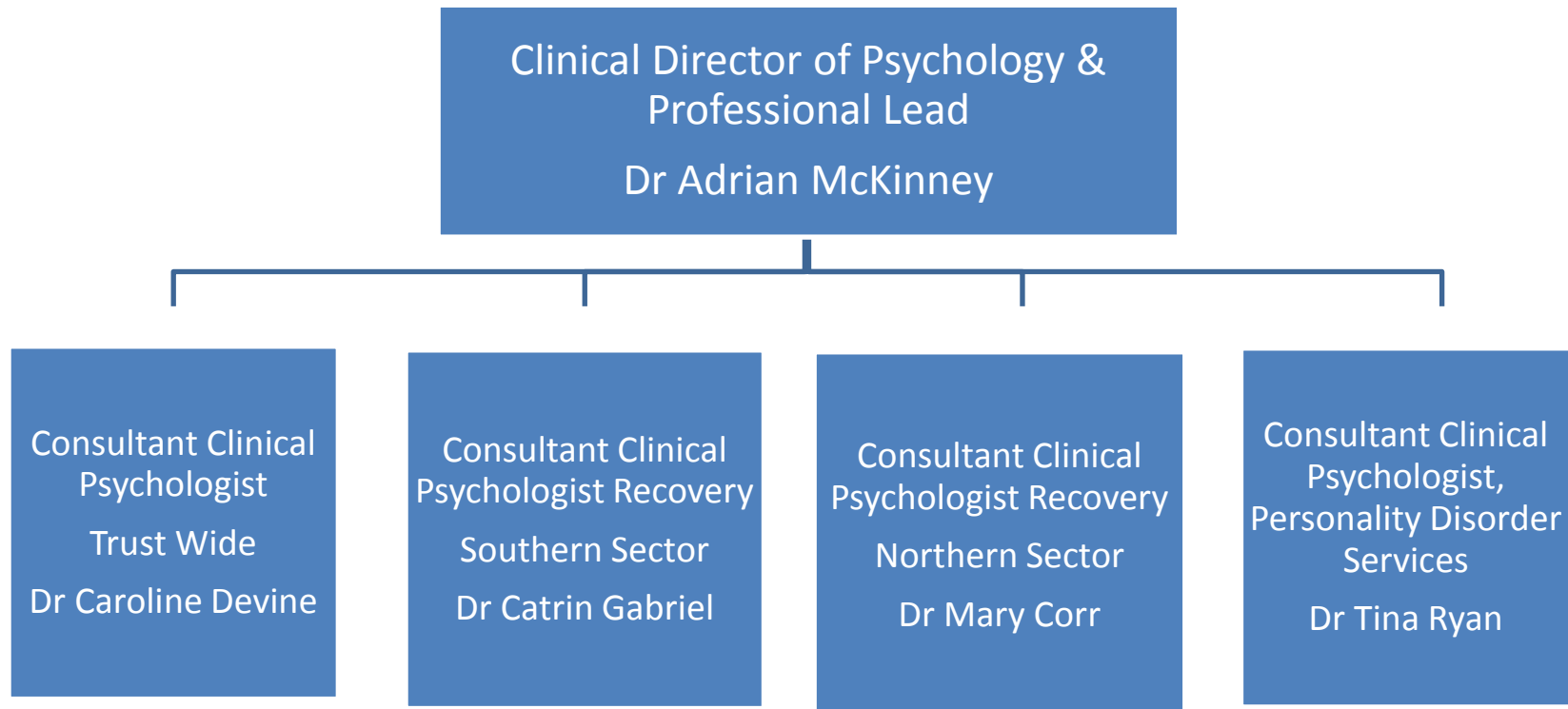
Freedom of Information: If you are unhappy as to how this request has been handled, you have the right to seek a review within the Trust in the first instance. You should write to the FOI Office, Lime Villa, Gransha Park, Clooney Road, Londonderry, BT47 6WJ (foi.request@westerntrust.hscni.net) within two months of the date of this response and your complaint will be considered and a response provided, usually within 20 working days of receipt.

If, after receiving a response, you remain unhappy, you can refer your complaint to the Information Commissioner at The Information Commissioner's office, Wycliffe House, Water Lane, Wilmslow, Cheshire SK9 5AF. It is important to note that if you refer any matter to the Information Commissioner, you will need to show evidence of having gone through the Trust's internal review procedure to try to resolve the matter with the Trust in the first instance.

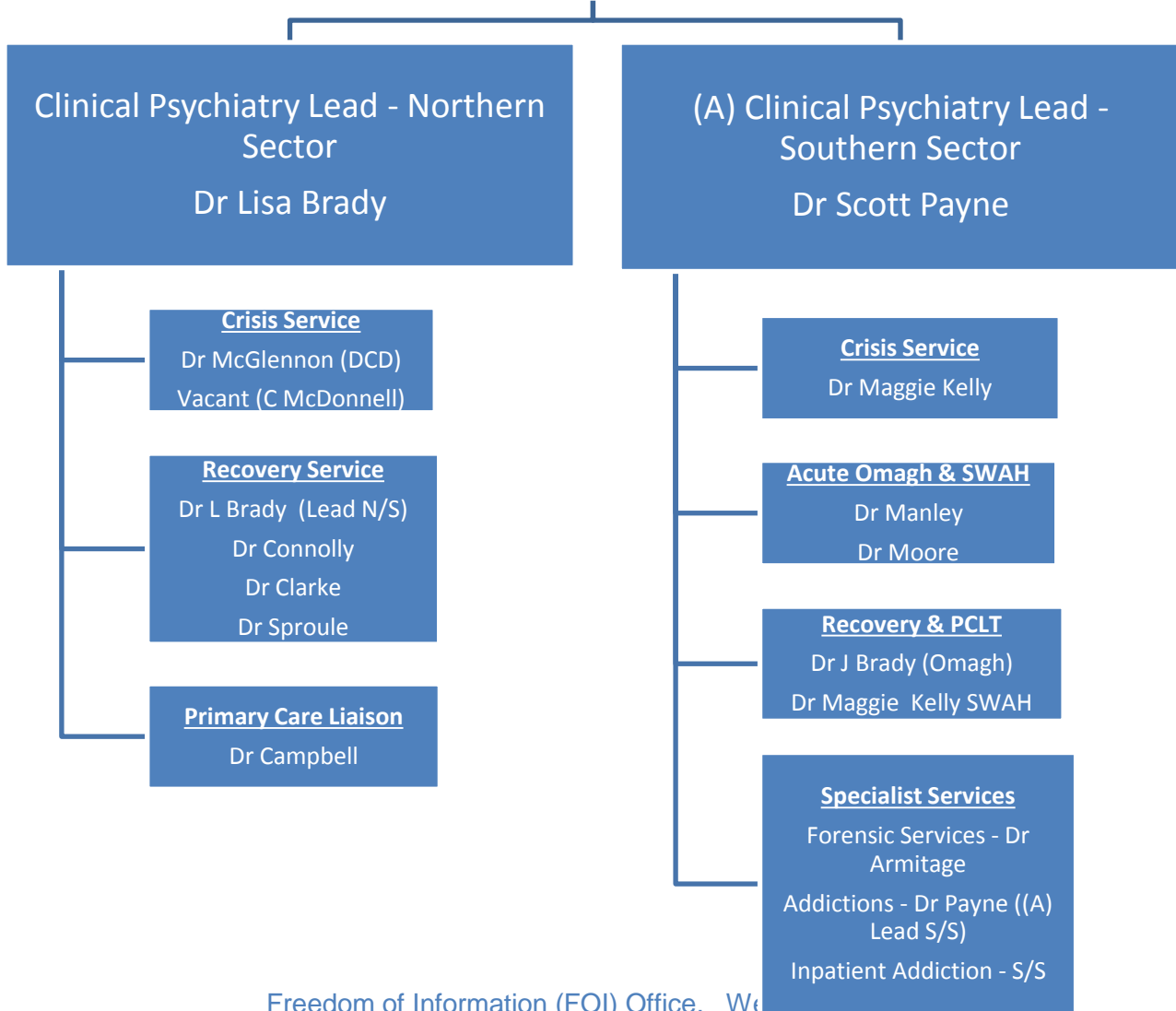
Adult Mental Health Services
Senior Management Team
Managerial Reporting
Structure Overview:
N/S – Northern Sector

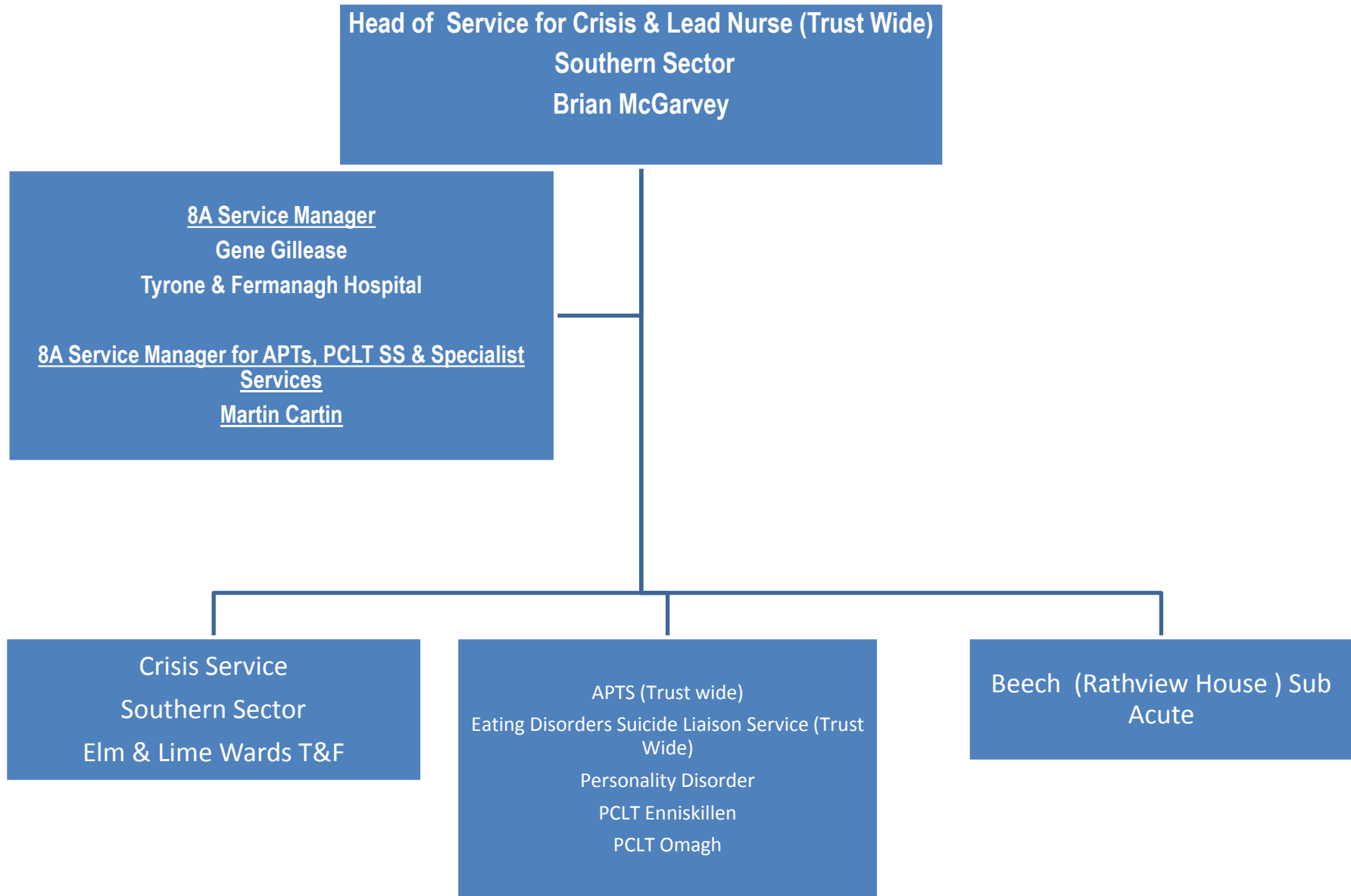


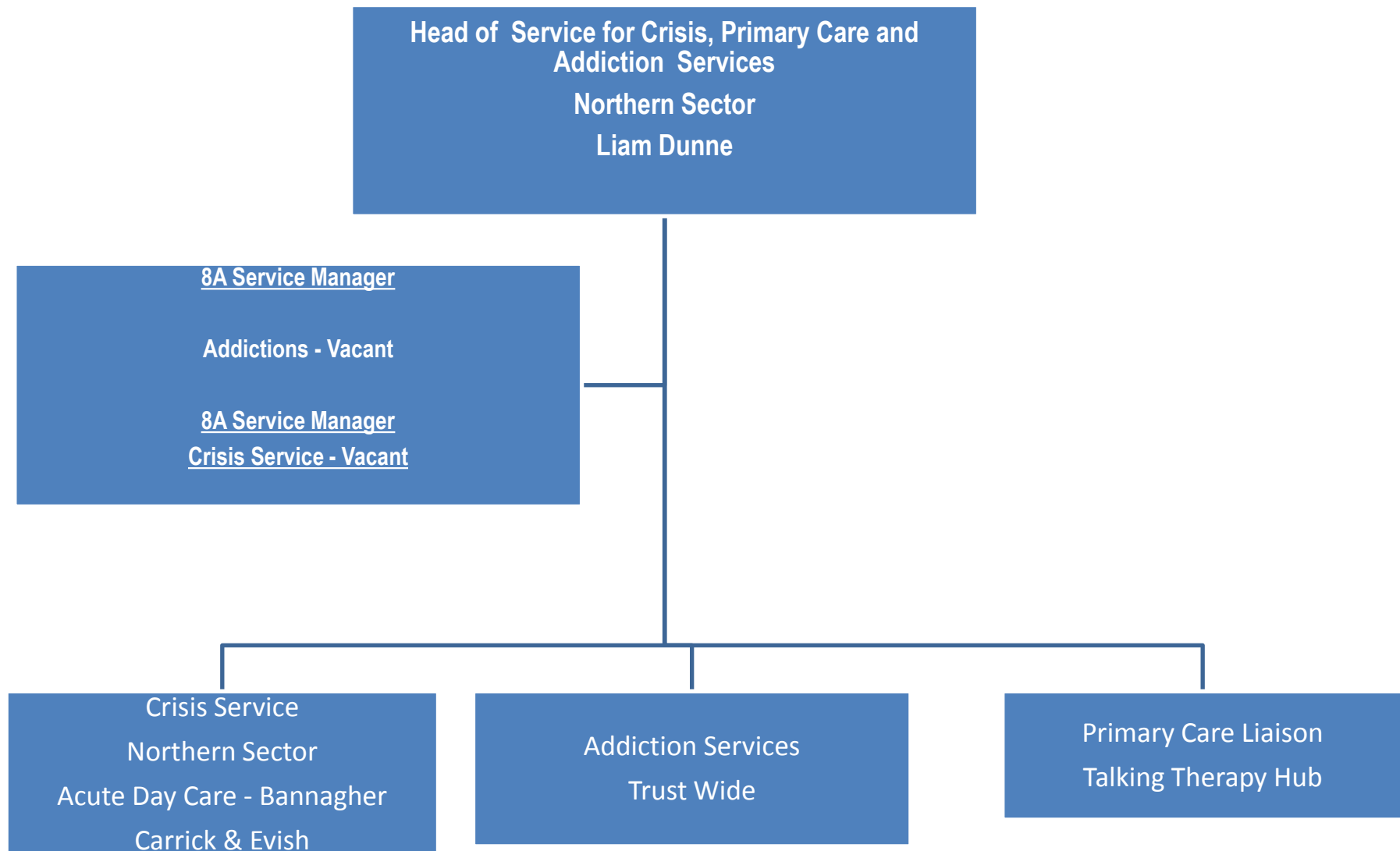
Adult Mental Health Services
Psychology Reporting Structure Overview:
Professional Reporting Lines



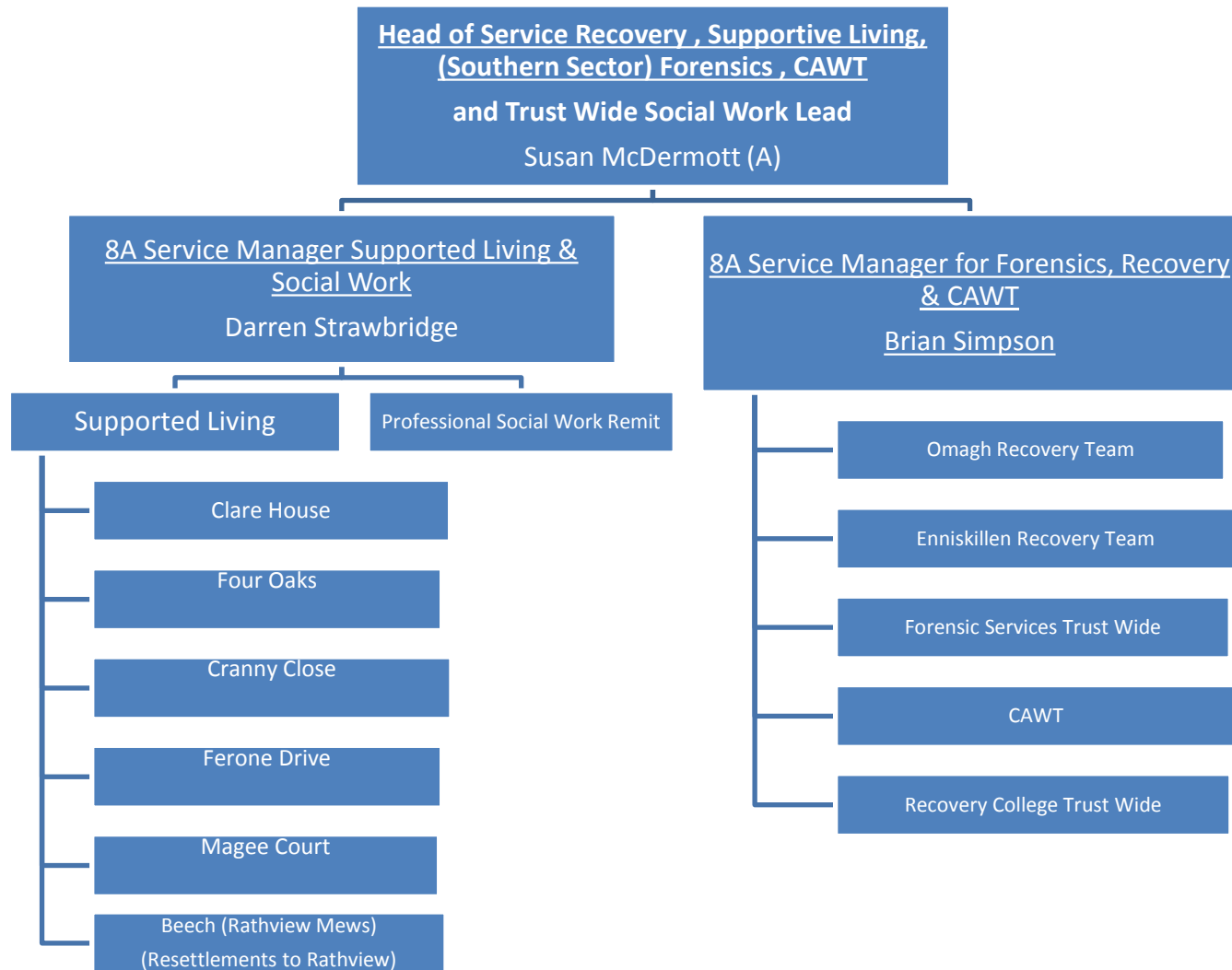
**Divisional Clinical Director
of Psychiatry
Dr Deirdre McGlennon**





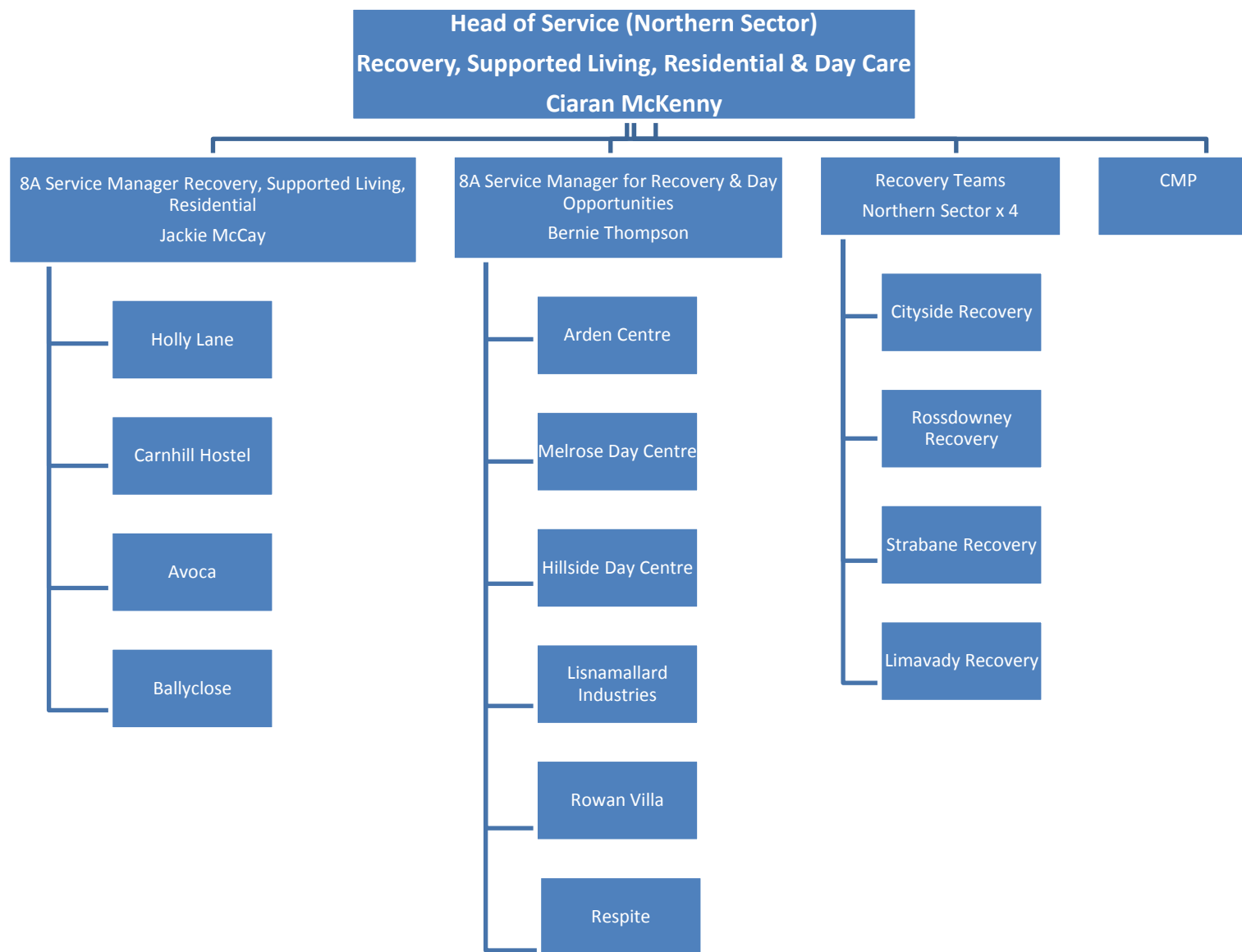


**Adult Mental Health
Recovery Services & Social Work Lead
(Southern Sector)
Structure Overview:**



Adult Mental Health Services

Recovery Services, Supported Living, Residential & Day Care (Northern Sector) Structure Overview:



**Service Improvement Manager
John Mullan (Acting)**

**Adult Mental Health Service Improvement Lead
Trust Wide**

Clinical & Social Care Governance Lead
Angela O'Neill (Acting)

Adult Mental Health Clinical & Social Care
Governance Lead
Trust Wide

Adult Mental Health SAI Reviewer
Trust Wide

JOB DESCRIPTION

Title: Director of Adult Mental Health and Disability Services
Salary: Level 4
Location: Trust Headquarters, MDEC Building, Altnagelvin Hospital
Responsible to: Chief Executive
Reports to: Chief Executive

JOB SUMMARY

The jobholder will have specific responsibility through the Chief Executive for the development and delivery of high quality services for people with mental illness, learning disability and physical or sensory impairment within the Western Trust.

He/she will lead the strategic planning of these services and services for those with long term/chronic conditions to ensure effective multidisciplinary working and the most efficient use of resources. He/she will provide clear leadership in the reform and modernization of services and oversee the management of all staff involved in mental health, learning disability and adult disability. As a member of the Corporate Management Team (CMT) he/she will share corporate responsibility for the achievement of the Trust's objectives.

KEY RESULT AREAS

Service Delivery

Lead multidisciplinary teams to deliver high quality adult mental health and disability services¹ and achieve all relevant targets with a particular emphasis on those relating to performance and transformation.

¹ disability services includes mental health, learning disability, physical disability and sensory impairment services.

To work across Directorates to co-ordinate teams to deliver high quality services to achieve "A Great Place to Live Well" with Long Term / Chronic Conditions.

Work closely with the Director of Women and Children's Services to ensure service delivery is seamless from adolescence to adult services.

Ensure a close interface between health and social care and actively promote the development of professional networks across the Trust.

Ensure co-design and co-production of services through user / client / patient, public involvement and participation.

Work closely with other statutory and voluntary agencies in order to maximize the opportunities for mixed economies of care and promoting the independence of service users in community settings.

Quality

- Ensure that the needs of patients, clients and their carers are at the core of the way the Trust delivers its adult mental health and disability services.
- Ensure that practice and service development is underpinned by the most up to date evidence and research.
- Ensure high standards of governance for the Trust's adult mental health and disability services including the assessment and management of risk.
- Ensure the Trust's adult mental health and disability services comply with all professional regulatory and requisite standards and the discharge of statutory functions.
- Ensure that robust performance management arrangements are developed and implemented within the Directorate.
- Ensure the defining and monitoring of performance standards in contracts/service level agreements with independent service providers.
- Lead innovation and change to underpin the transformation and improvement of services.
- Lead quality initiatives such as IMROC, CAWT Projects and other regional initiatives in the Directorate.
- Advise and report to the Chief Executive and Trust Board on all relevant policies, legislative requirements and standards.

Strategic planning and development

- Ensure the development of a strategic plan for the delivery of adult mental health and disability services to the Trust's population, and services for those with long term / chronic conditions are in line with regional strategies, Ministerial and Departmental priorities.
- Work closely with commissioners and relevant stakeholders to secure their commitment and involvement in the implementation of strategic planning initiatives and targets.
- Lead appropriate working groups and multi-professional teams to deliver on the Trust's strategic priorities and goals.

Financial and resource management

- Responsible for the management of the Trust's adult mental health and disability services budget and ensure the meeting of all financial targets within the Directorate.
- Participate in contract and service level negotiations with commissioners to ensure appropriate outcomes are achieved.

Lead the development of capital investment strategies within adult mental health and disability services, ensuring these reflect and contribute to meeting targets set by the Department of Health and HSCB, and the Trust's Corporate Plan.

Contribute to the Trust's overall responsibility to achieve financial breakeven.

People management

Provide clear and strategic leadership to staff within the Directorate and ensure the Trust has a highly skilled, flexible and motivated workforce to provide high quality services.

Ensure that staff working in adult mental health and disability services are trained and developed in line with professional standards as defined by the relevant Executive Director for that professional workforce and as agreed by the Corporate Management Team.

Lead the development and implementation of workforce modernisation initiatives.

Ensure that management structures and practices support a culture of effective team working, continuous improvement and innovation.

Ensure the full engagement of all professional staff working in adult mental health and disability services.

Review individually, at least annually, the performance of immediately subordinate staff, provide guidance on personal development and mandatory training requirements and advise on and initiate, where appropriate, further training.

Maintain staff relationships and morale amongst staff.

Delegate appropriate responsibility and authority to the level of staff within his/her control consistent with effective decision making while retaining responsibility and accountability for results.

Participate as required in the selection and appointment of staff reporting to him/her in accordance with procedures laid down by the Trust.

Take such action as may be necessary in disciplinary and/or grievance matters in accordance with procedures laid down by the Trust.

Corporate management

Contribute to the Trust's corporate planning, policy and decision-making processes as a member of the Corporate Management Team and ensure the Trust's objectives and decisions are effectively communicated.

Develop and maintain working relationships with other Director colleagues and Non-Executive Directors to ensure achievement of Trust objectives and the effective functioning of the Corporate Management Team and Trust Board.

- Establish collaborative relationships and networks with external stakeholders in the public, private and voluntary sectors to ensure the Trust effectively discharges its functions.
- Contribute to the Trust's overall corporate governance processes to ensure its compliance with public sector values and codes of conduct, operations and accountability.
- Lead by example in practicing the highest standards of conduct in accordance with the HSC Code of Conduct.

Emergency planning & business continuity responsibilities

- Actively promote the development of an emergency management strategy within the Directorate to ensure a state of preparedness to respond to a range of internal and external emergency situations.

GENERAL RESPONSIBILITIES

Service Quality

Western Health and Social Care Trust is committed to providing the highest possible quality of service to all patients, clients and community through supporting and contributing to Trust quality initiatives. Employees are expected, at all times, to provide a caring service and to treat those with whom they come into contact with in a courteous and respectful manner.

Personal Public Involvement

Staff members are expected to involve patients, clients, carers and the wider community where relevant, in developing, planning and delivering our services in a meaningful and effective way, as part of the Trust's ongoing commitment to Personal Public Involvement (PPI).

Please use the following link to access the PPI standards leaflet for further information:

http://www.publichealth.hscni.net/sites/default/files/PPI_leaflet.pdf

Conduct of Employees

Employees must at all times abide by Trust policies and procedures and the terms of their contract of employment. They must conduct themselves with impartiality, integrity, objectivity and honesty and maintain high standards of personal and professional accountability.

Employees must comply with the HSC Code of Conduct for Employees. The Code sets out the standards of conduct expected of all staff and presents standards of conduct and behaviours required during and after employment. Professional staffs are expected to follow the code of conduct for their own professions as well as this code.

Performance

Employees are expected to demonstrate commitment to the Trust by ensuring regular attendance at work and efficient completion of duties.

Risk Management

Employees must ensure that they comply with any risk management responsibilities specific to their post, and as set out in the Trust's Risk Management Strategy.

Governance

The Trust is committed to the development and implementation of systems under Integrated Governance to ensure continuous improvement in the quality of services provided. Employees will be expected to co-operate and work with such systems.

Records Management

All employees of the Trust are legally responsible for all records held, created or used as part of their business within the Trust including patient/client, corporate and administrative records whether paper based or electronic and also including emails. All such records are public records and are accessible to the general public, with limited exceptions, under Freedom of Information Act 2000, the Environmental Information Regulations 2004 and the Data Protection Act 2018. Employees are required to be conversant with the Trust's policy and procedures on records management and to seek advice if in doubt.

Confidentiality

All information concerning patients and staff must be held in the strictest confidence and may not be divulged to any unauthorized person.

Equality & Human Rights

Employees must ensure that equality and human rights issues are addressed within the post holder's area of responsibility in accordance with the Trust's Equality Scheme.

Health and Safety

Employees should note that under Health & Safety at Work Legislation they are required to take all reasonable steps while at work to ensure their own health and safety and the health and safety of those who may be affected by their acts or omissions at work.

Smoking, Alcohol & Health

The Trust operates policies on smoking, alcohol and health.

Environmental Cleanliness

The Trust promotes a culture of cleanliness and has adopted a partnership and collaborative approach that recognises cleanliness as the responsibility of everyone, cascading throughout every level of the organisation.

Infection Prevention and Control

The Trust operates a zero tolerance policy to preventable healthcare associated infections and the post holder is required to comply with all existing infection prevention policies, guidelines, protocols and procedures.

The Trust is an Equal Opportunities Employer

The duties and responsibilities outlined in the above job description are not intended to be definitive nor restrictive, and may be amended to meet the changing needs of the Trust.

Job Description

Post: Psychiatrist – Acute Crisis Service (Northern Sector WHSCT)

Grade: Specialty Doctor

Department: Mental Health and Disability Directorate

Base: Crisis Facility/Inpatient Unit, Gransha Site

Reports to: Clinical Director, Mental Health & Disability Directorate

Responsible to: Chief Executive

Nominated Supervising Consultant: Consultant Psychiatrist, Dr C Mc Donnell, Dr D Mc Glennon

Job Summary

The post holder work as part of multidisciplinary team providing treatment to the adult population in the Western Health & Social Care Trust (WHSCT) area (total population 170,000 approx.). There is current re-configuration of teams to accommodate the move to a new 30-bedded inpatient unit due to open July 2012 and the development of a high fidelity model Home Treatment Team.

There are two full-time Consultant Psychiatrists providing clinical leadership and medical input into these services. They will both be supported by a full-time Staff Grade and a trainee.

Services

The directorate provides mental health and disability services to the NHSC area. Inpatient facilities are currently based on 2 sites; Holywell, Whiteabbey and Coleraine hospitals. There are a total of 105 acute inpatient beds across the two sites. This number will be kept under review as new services develop.

On the Holywell site, there is also rehabilitation, psychiatric intensive care, challenging behaviour, addictions, dementia assessment and continuing care beds which provide an area-wide service.

Adult mental health services are staffed by a total of 17 consultant psychiatrists (15 WTE), including specialists in addictions, psychotherapy, rehabilitation, assertive outreach, forensic psychiatry and liaison psychiatry.

There are a total of 6 consultants in psychiatry of old age (5 WTE). Psychiatric services in the directorate are in the process of reform and modernisation. The CRHTT has, within the past year, become operational throughout the Trust and acts as single gate-keeper to all acute over 18 functional admissions. Community mental health teams are currently in the process of reorganisation according to the principles of new ways of working.

Key result areas/ Main responsibilities

- The post holder will provide medical assessments and treatment under the supervision of the consultant and work with colleagues as part of multidisciplinary teams (involved in Acute Crisis Team) providing home-based treatment and inpatient treatment to the adult population in the WHSCT area. This will involve the assessment and management of patients in their home environment as necessary or managing acute care in the inpatient ward.
- The post holder will be part of a team that seeks to develop a comprehensive assessment and treatment service with emergency response that delivers a gate-keeping function to acute psychiatric inpatient care and offers quality assured evidence-based alternatives to hospital inpatient care for those with significant mental illness. They will also be involved in the development of high quality inpatient services ensuring a safe, effective and caring environment is provided to those most acutely unwell.
- The post holder will participate fully in multidisciplinary reviews, risk assessments and case discussions concerning patients under the care at the Team.
- The post holder is encouraged to develop his/her special interests and obtain further qualifications as appropriate.
- The post holder will be expected to participate actively in clinical audit.
- The post holder will participate in training undergraduate students and training grade doctors, as well as contributing to teaching and training other disciplines as required.
- Clinical administrative work, including day to day maintenance of case notes, completion of summaries and discharge letters.
- The appointee will be liable to deputise as far as is practicable for absent colleagues the same or other grades not lower than the

staff grade.

- The post holders will be expected to participate in the Trust's appraisal process, in a planned process of continuing professional development and in revalidation as required by the General Medical Council and the Department of Health, Social Services and Public Safety.
- The post holder is expected to participate fully in the regular educational programmes including the regular weekly academic meeting and Balint group, of the directorate, and make full use of study leave.
- The post holder will be required to undertake such duties as may occur from time to time through exigencies of the service.
- Each post holder must have a valid driving licence and have access to a car (or be able to make alternative appropriate arrangements).
- The post holders will be required to ensure that they are available to the hospital as required by their duties.

Qualifications

- Full registration, or be eligible for full registration, with the GMC.
- 4 years full-time postgraduate training (or equivalent gained on a part-time basis) at least 2 of which will be in a specialty training programme in the relevant specialty or as a fixed term specialty trainee in the relevant specialty (or equivalent experience).

General Responsibilities

Employees of the Trust will be required to promote and support the mission and vision of the service for which they are responsible and :-

- At all times provide a caring service and to treat those with whom they come into contact in a courteous and respectful manner.
- Carry out their duties and responsibilities in a manner which assures patient and client safety.
- Demonstrate their commitment by their regular attendance and the efficient completion of all tasks allocated to them.
- Comply with the Trust's No Smoking Policy.

- Carry out their duties and responsibilities in compliance with health and safety policy and statutory regulations.
- Adhere to equal opportunities policy throughout the course of their employment.
- Ensure the ongoing confidence of the public in service provision.
- Comply with the HPSS Code of Conduct.

Records Management

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Pay and Terms and Conditions

National Terms and Conditions of service for hospital medical and dental staff will apply.

Any changes to working arrangements will be by means of discussion and agreement (which should not unreasonably be withheld) with the post holder.

Salary

£34,584 - £64,632

HSS (TC8 3/2008) effective from 1/4/2008 and any uplifts thereafter.

Hours

This appointment is available for 10 PAs per week.

There is no on-call commitment with this post.

Practitioners who for personal reasons, are able to contract for only a limited number of half days are also eligible to apply.

Medical

Appointment will be subject to a successful pre-employment health assessment.

Holidays

Five weeks per year or

Doctors who have completed a minimum of two year's service in the specialty doctor grade and/or in equivalent grades or who had an entitlement to six weeks' annual leave a year or more in their immediately previous appointments shall be entitled to annual leave at six weeks per year.

Public Holidays:

Ten public holidays plus two statutory holidays or days in lieu (July and December). The two statutory days may be converted to a period of annual leave.

Study Leave

30 days study leave within 3 year period subject to approval of consultant.

Other information

A charge will be made for any accommodation and services provided in connection with this post.

Prospective applicants are encouraged to visit the hospital and other services and this can be arranged by contacting Dr D Mc Glennon (Acting Divisional Clinical Director) at 028 71860261 ext 217901.

Probationary Period

You will serve a probationary period of normally six months.

Waiting List

A waiting list may be compiled.

Closing Date

Completed application forms should be returned to the Human Resources Department, Bush House, Antrim Hospital, Bush Road, Antrim, BT41 2QB on or before the closing date as stated in the advertisement.

Canvassing, either directly or indirectly, will be an absolute disqualification.

We will review this Job Description and it may include any other duties and responsibilities we determine in consultation with the jobholder. We do not intend it to be rigid and inflexible but rather to provide guidelines within which the jobholder works.

JOB DESCRIPTION

Job Title:	Mental Health Staff Nurse (Band 5)
Reports to:	Ward Manager/Team Manager
Responsible to:	Appropriate Head of Service
Professionally Accountability:	Lead Nurse

Job Summary

The post holder will:

Provide and supervise the delivery of high standard recovery oriented patient centred nursing care in accordance with up to date evidence based professional practice and Western Health and Social Care Trust policies.

Participate in the assessment, planning, implementation and evaluation of nursing care without direct supervision and undertake full nursing risk assessment.

Provide a range of evidence-based therapeutic interventions to support people experiencing mental health problems on their journey to recovery.

Provide evidence based therapeutic interventions in the treatment and care of people with dementia and their families/carers.

Demonstrate procedures to and supervise registered and unregistered staff including students and take a key role in the induction, training and mentorship of new and unregistered staff.

Participate in Clinical Supervision and provide it for others

Work as an effective member of the multi-disciplinary team and promote a collaborative approach with service users, carers, and others as appropriate.

Participate in audit and utilise relevant research findings appropriately.

Clinical Responsibilities

1. Ability to co-ordinate patient's care.
2. Undertake comprehensive, patient focused, nursing assessment and prepare care plans in consultation with service users to provide high standard nursing care.
3. Implementation of a range of therapeutic interventions.

4. Evaluation of the effectiveness of care provided in partnership with service users and carers where appropriate.
5. Lead and participate in clinical audit and implement research based practice.
6. Undertake risk assessment and develop risk management strategies for individual clients.
7. Provide and participate in clinical supervision and promote an ethos of reflective practice.
8. Administer medication within NMC guidelines.

Professional Responsibilities

1. Act in accordance with NMC Code of Conduct and be aware of professional accountability.
2. Ensure that registration with NMC is current and up to date.
3. Carry out nursing procedures and treatments in accordance with NMC, Trust and Hospital policies.
4. Participate in education and training opportunities of other staff as appropriate.
5. Ensure that all manual and computerised records are maintained in keeping with NMC standards and stored securely in accordance with the Data Protection Act and that HSS guidance on "The Protection of Patient and Client Information" is adhered to.
6. Exercise good leadership, encourage good practice and give good example.
7. Report unsafe practice or professional misconduct by nurses or other healthcare workers to the appropriate authority.
8. Ensure attendance at required mandatory training.

Managerial Responsibilities

1. Organisation of time effectively.
2. Take charge of the ward/unit in the absence of the ward manager.
3. Be familiar with and comply with all policies and procedures operational within the Trust.
4. Implement and abide by Trust and Service Policies in regard to the security of buildings/clients, ensure safe practice and protection of clients, staff, visitors and members of the general public.
5. Ensure that all equipment within the ward/unit is maintained and used in a safe and cost effective manner and that risk management policies are observed.
6. Practice with due attention to economy in the use of NHS resources.
7. Ensure allocation of clinical tasks to appropriate skill mix, taking into account available resources.
8. Participate in staff development and review processes.

Communication and Working Relationships

1. To develop professional working relationships and communicate effectively with the Multi-Disciplinary Team, staff from other areas and Trusts, Service User and Carer Groups, Advocacy Groups, Voluntary Organisations and other as appropriate.
2. Contribute to corporate service development processes.
3. Assist in the induction and training of all new staff to the ward/unit.

GENERAL DUTIES

1. Employees of the Trust will be required to promote and support the mission and vision of the service for which they are responsible.
2. Develop and maintain good communication with all levels of management and build partnerships with the wider HPSS, NHS and external organizations in the promotion of the Trust.
3. Carry out their duties and responsibilities in compliance with health and safety policy and statutory regulations.
4. Participate in the grievance and disciplinary processes as required.
5. Promote equality of opportunity through his/her own actions and ensure this policy is adhered to by staff for whom he/she has responsibility.

GENERAL RESPONSIBILITIES:

HSC Code of Conduct for Employees

The Code sets out the standards of conduct expected of all staff in the Western Health & Social Care Trust and presents standards of conduct and behaviours required during and after employment with the Trust. Professional staff are expected to follow the code of conduct for their own professions as well as this code.

Service Quality

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Personal & Public Involvement

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Conduct

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Performance

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Risk Management

Employees must ensure that they comply with any risk management responsibilities specific to their post, and as set out in the Trust's Risk Management Strategy.

Governance

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Infection Prevention & Control

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The Trust is an Equal Opportunities Employer.

The duties and responsibilities outlined in the above job description are not intended to be definitive nor restrictive, and may be amended to meet the changing needs of the Trust.