Consultant Psychiatrist Job Description and Person Specification

Post and specialty:	Consultant Psychiatrist- Ash Eton CMHT- General Psychiatry- East Kent This is an established post within the South Kent Coast Community Mental Health Team. The vacancy became available due to relocation of the substantive consultant psychiatrist			
Royal College of Psychiatrists approval details:	RCPsych Ref No: SED KSS-CO-STH-2023-01352 (Approved) RCPsych Ref No: SED KSS-CO-STH-2023-01352 (Approved) RCPsych Ref No: SED KSS-CO-STH-2023-01352 (Approved)			
Base:	Shepway Community Mental Health Services, Ash Eton, Radnor Park West, Folkstone, Kent CT19 5HL			
Contract:	Permanent Consultant salary scale			
	Total PAs: 10 SPA: 2.5 DCC: 7.5			
Accountable professionally to:	Dr Afifa Qazi, Executive Medical Director			
Accountable operationally to:	Aaliya Majeed - Head of Psychiatry & Sam Gray – Service Director			
	Service			
	Operational Manager: Sarah Trainor			
	Team Leader: Sarah Trainor			
	Service Manager: Harriet Powolny-Tallent			
Key working relationships	Trust			
and lines of responsibility:	Head of Psychiatry: Aaliya Majeed			
	Deputy Chief Medical Officer (Clinical Quality & Safety): Dr Koravangattu Valsraj Deputy Chief Medical Officer (Workforce): Dr Mohan Bhat			
	Chief Operating Officer: Donna Hayward-Sussex			
	Chief Medical Officer: Dr Afifa Qazi			

Chief Executive: Sheila Stenson

1. Introduction

Kent and Medway NHS and Social Care Partnership Trust (KMPT) provides a range of mental health, learning disability, and substance misuse services for approximately 1.8 million people living in Kent and Medway.



2. Trust details

At KMPT, we pride ourselves on providing high quality clinical services, innovation, and partnership working.

We are one of the larger NHS Trusts, covering an area of 1,450 square miles, employing over 3,600 staff, and operating from over 170 buildings across Kent and Medway. The Trust's income is £210 million/yr.

The range of services offered by KMPT offers unique opportunities for professional development. We are committed to delivering integrated, community-based health and social care services; and our strategy is underpinned by a 'recovery and wellbeing model' delivered in partnership with service users, their families, and a wide range of organisational stakeholders.

Trust Vision

To provide brilliant care through brilliant people.

Trust Values

We take pride in our services – which are underpinned by our values:

Respect
Openness
Accountability

Working together Innovation Excellence

Kent - The Garden of England

Kent is steeped in history and heritage and is also rightly renowned throughout the world as The Garden of England. Its extensive coastline boasts an enviable array of blue flag, award-winning beaches and thrilling water sports activities.

Kent is a family friendly place, with excellent state and independent schools and more affordable housing than most other areas in the south east.

Kent has excellent links to London, just thirty-five minutes from central London on Southeastern's high-speed rail link, and access to the continent via the Eurostar. The Channel Tunnel and the ferry ports link us to France and beyond. Even the weather is nice, as Kent is likely to be warmer and sunnier than elsewhere in the UK.

For more information about Kent, go to www.visitkent.co.uk

Types of Services Provided

There is one CCG across Kent and Medway which commissions the majority of the services that the Trust provides.

Mental Health Services for Younger Adults

These services are available for those aged under 65. Assessment and treatment are provided as close as possible to the client's home, through local, multi-disciplinary community teams; these are supported by Crisis Resolution Home Treatment teams and inpatient facilities and day services where required.

Mental Health Services for Older People

These services are available for those aged over 65. Assessment and treatment are provided as close as possible to the client's home, through multi-disciplinary community teams as well as day services and inpatient facilities where required.

Early Intervention in Psychosis Service

This service treats patients in the age range 14 - 65, who are experiencing early onset or the first episode of psychosis, using a bio-psycho-social approach.

Forensic Psychiatry Service

The Trust provides the Kent Forensic Psychiatric Service, offering specialised mental health services for the courts, maximum secure specialist hospitals, the Probation Service, and the police. The work of the service involves all aspects of assessment and treatment of adult, mentally disordered offenders,

including those who require treatment under conditions of medium and low security. The forensic service also manages two units for people with mental health and learning disabilities.

Perinatal Mental Health Services

A small, specialised service across Kent is delivered by consultant psychiatrists and specialised community mental health nurses. The service has extensive links with a wide range of community agencies, support groups, and self-help forums and counselling services; and works closely with all statutory agencies. An eight-bedded Mother and Baby Unit based on the Littlebrook Hospital site provides a regional inpatient service.

Specialist Personality Disorders Service

The Trust offers a multi-disciplinary service that provides an intensive Day Therapeutic Community Treatment programme based in Maidstone and East Kent. These services are suitable for people with a severe personality disorder who are unlikely to benefit from weekly psychotherapy, perhaps because a greater level of containment is needed.

Rehabilitation and Continuing Care Services

This is a Trust-wide service which is delivered through consultant-led, multi-disciplinary teams, specialising in the care of those clients with Enhanced Care Programme Approach (CPA) needs and who clearly also have rehabilitation needs. The service provides three inpatient Rehabilitation Units and developing outreach rehabilitation services.

Continuing Care and Residential Care requirements are managed in partnership with rehabilitation services; and provision includes some accommodation for people with complex mental health needs, provided from staffed houses across the Kent and Medway area.

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For information about our services, visit our website: www.kmpt.nhs.uk

3. Service details

The post-holder will provide clinical leadership for the Folkestone and Shepway area of the South Kent Coast Community Mental Health Team alongside another Consultant colleague.

The total population of Folkestone is 100,000 with the 16-65 population of 61,000. There are two full time Consultants covering the Community Mental Health Team (this post being one of them).

The Community Mental Health team comprises:

1 WTE Operational team managers

1 WTE Service manager

6 WTE CPNs

6 WTE STR Workers

1 WTE Non-medical prescriber

4 WTE psychological therapists

5 WTE admin staff

There are currently no junior doctors within the team — however this can be developed with the appropriate supervision qualifications - there is a band 7 non medical prescriber.

The community mental health team accept referrals from varies agencies including General practitioners, IAPT services, secondary and tertiary agencies. The current caseload is approx. 650 with a referral rate of approximately 4-6 patients per day. Within the caseload there are currently 3 patients on a CTO and 6 patients who are on a conditionally discharged MoJ Section.

Every patient has a lead healthcare professional and the post holder will provide advice/input as requested and attend the majority of CPA meetings. You will see between 15 and 20 patients a week.

Administration

The post holder will have access to dedicated admin with a ratio of 3:1, with consultants also having full access to a secretarial pool for all preparation of letters and reports etc. The Consultant will have a computer with access to the internet/Rio patient data base and a dedicated work space within the team with the availability of bookable private rooms for the purpose of supervision and confidential work. The Trust uses digital dictation BigHand to enable timely completion of typing activities.

The Post-holder will be responsible for carrying out administration in line with the Trust's policies in relation to patient care, supervision of juniors and continuing professional development (CPD).

4. Local working arrangements

This is a community-based post and the post holder will work with 3 other consultants in South Kent Coast. The base is currently at Ash Eton, Radnor Park Avenue, Folkestone, Kent CT19 5HL. The post holder should have the ability to travel to all locations of the Trust in order to be able to undertake their duties. There is an expectation that patients will travel to the clinic base and there is recognition this is not always possible and the post holder will have to travel to see patients and to other places for work and training purposes. All expenses will be reimbursed according to national guidelines and trust policy.

Inpatient services are provided in a new purpose-built 40-bedded unit four miles from the team base. A dedicated inpatient consultant psychiatrist and related team provide care for inpatients.

The team is also supported by a CRHT service, which deals with all crisis referrals from 9am to 9pm with an on-call service thereafter.

While primarily responsible for delivering a quality clinical service, the consultant psychiatrist is also expected to be actively involved in the strategic development of the team and broader services, being involved with the team manager and locality manager in helping to steer the development of the service in line with the strategic direction of the organisation.

5. Continuing professional development (CPD)

• The postholder will be expected to remain in good standing for CPD with the Royal College of Psychiatrists.

- There is a system of peer review groups in operation within the Trust. Within these the postholder will be expected to devise a PDP in liaison with colleagues
- There is a regular programme of weekly CPD activities organized at 3 sites across Kent and Medway. The postholder can access any or all of these.
- The post-holder will be entitled to up to 10 days per year of study leave with a study leave budget of £800 per year.

6. Clinical leadership and medical management

 In 2021 we have implemented a new Clinical Leadership and Medical Management structure as outlined below.



- The postholder will be expected to attend their own managerial supervision at least every six weeks with their line manager (normally the clinical lead).
- To provide professional leadership including clinical supervision to the medical team and to provide clinical leadership to the wider MDT
- Attendance at local governance meetings will form an opportunity to contribute towards business planning for the locality and, as appropriate, contributing to the broader strategic and planning work of the trust.
- The postholder will be expected to lead on the improvement of the quality of care within the team and contribute to improving quality across the system.

7. Appraisal and job planning

- KMPT is fully committed to the implementation of annual consultant appraisals and the
 postholder will be appraised by an assigned appraiser (independent to their line
 manager) on an annual basis.
- The appraisal will be part of the Revalidation and Relicensing process as guided by the GMC. The trust is currently using the online SARD platform for appraisals, job planning and annual leave
- Annual job planning will be undertaken by the Clinical Lead. There will be a review of job
 plans during every service restructuring; if there is a change in the needs of the post or at the
 postholders request
- Dr Afifa Qazi is the Responsible Officer and there is an Appraisal and Revalidation team for support
- KMPT has a robust internal induction programme for all new starters and a mentoring programme is available for all new Consultants and Consultants new to the Trust

8. Teaching and training

- The post-holder will be expected to take part in the regular teaching of junior doctors. Medical students also are placed in the area and there are opportunities to be involved in their teaching. This is support by the medical education team comprising of a Clinical tutor, Foundation Trainee Lead and a Director of Medical Education who are regularly engaged with Consultants
- The teaching is coordinated and managed by the Medical Education Manager and their team.
- There are opportunities for teaching FY trainees, GP trainees and Core Trainees on the Kent,
 Surrey and Sussex rotation who work within the trust. There is a well organised whole day fortnightly teaching program for GP trainees and Core trainees as well as SAS doctors.

9. Research

- The Trust encourages research, particularly where this is relevant to the morbidity of the local population
- The post holder will be encouraged to collaborate with academic departments in areas
 of research related to the post holder's duties. Research projects, which entail financial
 implications for the Trust, should be discussed initially with the Chief Executive and
 Medical Director.
- The Trust has academic links with universities in Canterbury Kent University and Canterbury Christchurch University, as well as University of Brighton.
- The Research & Development team regularly coordinate the Trust participation in local, national and international research projects

10. Mental Health Act and Responsible Clinician approval

 The post holder would be expected to be approved as a Responsible Clinician or be willing to undertake training to obtain Section 12(2) MHA and will be expected to renew this approval according to agreed procedures.

11. Secretarial support and office facilities

- Each Consultant will have named administrative support and also access to a secretarial pool for preparation of letters and reports etc.
- The Consultant will have a computer with access to the internet/Rio patient data base and a
 dedicated work space within the team with the availability of bookable private rooms for the
 purpose of supervision and confidential work. The Trust uses digital dictation BigHand to
 enable timely completion of typing activities.

12. Principal duties of the postholder include (but are not limited to):

- Initial assessments are done within a MDT model "one stop shop". STR workers complete physical health assessments, clinicians take the full history and then medical staff review if any medication needs are present. This post would be part of this assessment process.
- Review of service users attending outpatient (Standard care and Care Programme Approach). The post holder is expected to have at least between 15 and 20 clinic slots per week.
- Review or assessments in the community these may include home visits with Care coordinators

- Attendance at Team meetings/ Case discussions / MDT meetings / referral screening of approx 1400 per year
- Close liaison with the CRHT and other mental health services (including Social services, Early intervention psychosis etc)
- Up-to-date clinical administrative work using Rio electronic information system. Training will be provided as the trust aims for paperless patient records
- Keep up to date with all Mandatory training
- Engage with CPD activities supporting personal development, relicensing/revalidation and annual appraisals
- Annual appraisal and job planning is mandatory with Line manager
- Attendance of regular supervision with Line Manager
- Support the local clinical governance arrangement in the local CMHT's
- Keep informed of the Key Performance indicators for each of the Access and Recovery teams
- On call duties within the consultant on call rota covering East Kent
- The successful candidate will be in good standing for CPD with Royal college of psychiatry
- In the event of the job content changing, bilateral consultation and negotiation will need to be arranged and agreed at the job planning.

Facilities Offered in Support of this Post

Work base

The post-holder will be based at Ash Eton in Folkestone They will have access to dedicated admin with a ratio of 3:1, with consultants also having full access to a secretarial pool for all preparation of letters and reports etc. The Consultant will have a computer with access to the internet/Rio patient data base and a dedicated work space within the team with the availability of bookable private rooms for the purpose of supervision and confidential work. The Trust uses digital dictation BigHand to enable timely completion of typing activities.

Mentoring

A mentoring programme is available for new Consultants & Consultants new to the Trust

13. Clinical governance and quality assurance

- The post holder would be expected to actively participate in service/team evaluation and the planning of future service developments
- The post holder, with all staff members, will be expected to comply with the Trust's Clinical Governance policy. The Trust Clinical Audit Committee is operational and the post holder will be expected to participate in the Trust's audit activities.

14. Quality improvement

• The postholder will lead and manage the team in a way that supports the

- development of a culture of continuous improvement and learning.
- Utilising a quality improvement approach to think systemically about complex problems, develop potential change ideas and test these in practice using a systematic QI methodology.
- Empowers the team to resolve local issues on a daily basis using the tools and method of quality improvement without staff having to seek permission.
- Promotes awareness and understanding of quality improvement, and shares learning and successes from quality improvement work.
- Work with the Quality Improvement team to support all of these activities

15. General duties

- To manage, appraise and give professional supervision to junior medical staff as agreed between consultant colleagues and the medical director and in accordance with the Trust's personnel policies and procedures. This may include assessing competences under the Modernising Medical Careers framework.
- To ensure that junior medical staff working with the post holder operate within the parameters of the New Deal and are Working Time Directive compliant
- To undertake the administrative duties associated with the care of patients.
- To record clinical activity accurately and comprehensively, and submit this promptly to the Information Department.
- To participate in service and business planning activity for the locality and, as appropriate, for the whole mental health service.
- To participate in annual appraisal for consultants.
- To attend and participate in the academic programme of the Trust, including lectures and seminars as part of the internal CPD programme.
- To maintain professional registration with the General Medical Council, Mental Health Act Section 12(2) approval, and to abide by professional codes of conduct.
- To participate annually in a job plan review with the clinical manager, which will include
 consultation with a relevant manager in order to ensure that the post is developed to take
 into account changes in service configuration and delivery associated with modernisation.
- To work with local managers and professional colleagues in ensuring the efficient running of services, and share with consultant colleagues in the medical contribution to management.
- To comply with the Trust's agreed policies, procedures, standing orders and financial
 instructions, and to take an active role in the financial management of the service and
 support the medical director and other managers in preparing plans for services.

16. External duties, roles and responsibilities

The Trust actively supports the involvement of the consultant body in regional and national groups subject to discussion and approval with the medical director and, as necessary, the chief executive officer.

17. Other duties

From time to time it may be necessary for the post holder to carry out such other duties as may be assigned, with agreement, by the Trust. It is expected that the post holder will not unreasonably

withhold agreement to any reasonable proposed changes that the Trust might make.

18. Work programme

It is envisaged that the post holder will work 10 programmed activities over 5 days. Following appointment there will be a meeting at no later than 6 weeks with the clinical manager to review and revise the job plan and objectives of the post holder.

The overall split of the programmed activities is 7.5 to be devoted to direct clinical care and 2.5 to supporting professional activities (as per the Royal College of Psychiatrists recommendation). The timetable is indicative only. A formal job plan will be agreed between the post holder and associate medical director or clinical manager six weeks after commencing the post and at least annually thereafter.

19. On-call and cover arrangements

- The postholder will join the Consultant on-call rota. This is currently **1:13 (non residential)** and is remunerated with category A supplement and 0.5 PA in addition to 10 PA sessions.
- The on call responsibilities includes supporting junior doctors and providing RC responsibilities.
- Section 136 and mental health act assessments in the community or local police stations/A&E
 departments are completed by the middle grade doctor rota available during the on-call
 duties. On call responsibility will cover both adult and older adult psychiatry wards.
- All leave must be agreed with the Clinical Lead and cross cover arrangements will need to be agreed between the local Consultants.

20. Wellbeing

Within KMPT we are committed to the wellbeing of our staff and offer a range of support services:

• Effective occupational health support.

The post-holder will have access to Optima Health occupational health services. The post-holder's manager can make a referral using the online portal. They will complete a short referral form and submit to Optima. All referrals received will be triaged by a clinician and the appropriate consultation booked, this will either be a face to face or telephone consultation with an Occupational Health Advisor or for complex cases an Occupational Health Physician. After the consultation is completed if the post-holder has consented then a report will be sent to the line manager and HR (if requested on the referral) and a copy sent to the post-holder for review.

· Optimise Health.

The post –holder will have access to Optimise Health. This is a tool that helps people take control of their health, designed to highlight any risk factors and encourage small but sustainable changes to help maintain fitness, health and personal resilience. Increasing sedentary workforces, obesity, psychological ill-health and less sleep are all having a negative impact on our health. Optimise is a set of comprehensive wellbeing assessments, with personalised wellbeing content tailored to your responses and an extensive library of wellbeing information for the post-holder to access, at any time

• Staff Care Services (SCS).

The post-holder will have access to SCS which is an independent professional counselling service provided for staff as part of the Trust's commitment to staff care. The support line provides free, confidential information, support and counselling away from the workplace.

• Proactive local organisational systems to support doctors' wellbeing following serious incidents.

Supporting the wellbeing of the post holder after serious incidents that involve patients in their care (eg. homicide or suicide) is paramount, and a dedicated senior clinician will provide support and advice as needed after the incident. Details of the senior clinician able to offer this support will be provided via the line manager.

Timely job planning reviews when there are changes in regard to the pre-agreed workload.

If there are changes to the pre-agreed workload (eg. unexpected cover of a different unit/service outside the casual cross-cover arrangement) a timely meeting with the line manager before cover starts will enable discussion of the feasibility of the change within the constraints of needing to manage a safe workload. Additional support will be sourced if required. A timely job plan adjustment will be arranged of a new working arrangement is to proceed.

· Availability of local initiatives/resources that promote workforce wellbeing.

KMPT offer a range of ongoing initiatives to support wellbeing that the post holder is encouraged to participate in. These currently include:

- o Flexible working including remote working
- o Flexible retirement
- o Trust-wide awards event recognising staff and volunteers
- Annual flu vaccine
- Varied learning and development courses (e-learning and face-to-face)
- Staff MOTs supporting your physical and mental health with health advice and monitoring
- Easy access to information with 'MyKMPT,' our on-the-go phone app for staff
- Regular listening events with open access to senior management
- o Car lease scheme
- National and local NHS discounts for staff and families
- Relocation packages (dependent on post)
- o The post holder will form part of a peer group who meet regularly.

KMPT has in house Mental Health First Aiders on hand to support and sign post for anyone struggling with their mental wellbeing.

KMPT runs many more wellbeing initiatives through the year, supported by a team of Health and Wellbeing Advocates, including support for giving up smoking, opportunities to take part in physical or mental wellbeing challenges and access to free tools and resources, all information can be found on our intranet iconnect under health and wellbeing.

21. Contract agreement

The post will be covered by the terms and conditions of service for Hospital Medical and Dental staff (England and Wales) as amended from time to time. Contracts have been agreed with the BMA local negotiators, but individuals may wish to discuss this further before acceptance

22. Leave

The post-holder is entitled to a minimum of 32 days annual leave per year dependent on length of service as detailed in the consultant contract. The post-holder will also be entitled to up to 10 days per year of study leave

23. Suggested draft timetable:

Day	Time	Location	Work	Category	No. of PAs
Monday	0900 - 1000	Ash eton	MDT Referral Screening Meeting / Red Board Meeting	DCC	0.25
	1000 - 1300	Ash eton	OPC – 3 patients max	DCC	0.75
	1300 - 1700	Ash eton	Service development and quality improvement	SPA	1.0
Tuesday	0900 - 1000	Ash eton	MDT Referral Screening Meeting/ Red Board Meeting	DCC	0.25
	1000 - 1300	Ash eton	OPC - 3 patients max	DCC	1.25
	1300 - 1500	Ash eton	admin	DCC	0.5
	1500 - 1700	Ash eton	Supervision or audit	SPA	0.5
Wednesday	0900 – 1000	Ash eton	Team Business Meeting	DCC	0.25
	1000 - 1300	Ash eton	MDT Meeting	DCC	0.75
	1300 - 1700	Ash eton	OPC – 3 patients max	DCC	1.0
Thursday	0900 - 1300	St. Martins Canterbury	CPD	SPA	1.0
	1300 – 1700	Asheton	CPA reviews /Home Visits (2 or 3 patients)	DCC	1.0
Friday	0900 - 1000	Asheton	MDT Referral screening meeting/Red Board Meeting	DCC	0.25
	1000 - 1300	Asheton	OPC – 3 patients max	DCC	0.75
	1300 - 1700	Asheton	OPC – 3 patients max	DCC	1.0

The expectation is that 1.5 Supporting Activities PA will be used in activities related to CPD, audit/quality improvement activity, appraisal, revalidation and PDP groups and 1 Supporting Activities PA will be used in management or leadership roles with linked SMART objectives (RCPsych CR207 Safe Patients and High Quality Services)

24. Equality and Diversity

KMPT has made a commitment to becoming an anti-racist organisation and champions equality of

opportunity and freedom from discrimination on grounds of race, age, gender identity, sexual orientation, sex, disability, philosophical and religious beliefs, cultural background, health status

and language.

KMPT wants to create an open, non-judgmental, and inclusive NHS organisation that treats all staff

with dignity and respect. We welcome applications from underrepresented groups and actively

encourage them to bring them whole selves to work as we aim to become a truly diverse

organisation.

25. For further information about the post or to arrange an informal visit, please contact any of the

following:

Dr Aaliya Majeed (Head of Psychiatry)

Tel: 01233651886

e-mail: aaliya.majeed@nhs.net

Samantha Gray (Service Director)

Tel: 01227 5971111

email: sam.gray6@nhs.net

For more information about Kent, go to www.visitkent.co.uk

For information about our services, visit our website: www.kmpt.nhs.uk

26. Approval of this job description by the Royal College of Psychiatrists

This job description and person specification was approved by the Royal College of Psychiatrists'

regional advisor on 5/10/2023.

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Appendix 1: Sample person specification/selection criteria for consultant

Abbreviations for when assessed: Scr: Screening prior to short-listing SL: Short-listing from application form

AAC: Advisory Appointments Committee Ref: References Pres: Presentation to AAC panel

As an Equal Opportunities employer, the Trust welcomes applications from candidates with lived experience of mental health issues.

	ESSENTIAL	WHEN ASSESSED	DESIRABLE	WHEN ASSESSED
QUALIFICATIONS	MB BS or equivalent medical qualification.	Scr	Qualification or higher degree in medical education, clinical research or management.	SL
			MRCPsych	Scr
			Additional clinical qualifications.	SL
ELIGIBILITY	Fully registered with the GMC with a licence to practise at the time of appointment.	Scr	In good standing with GMC with respect to warning and conditions on practice	Scr
	Included on the GMC Specialist Register OR within six months.	Scr		
	Approved clinician status OR able to achieve within 3 months of appointment	Scr		
	Approved under S12 OR able to achieve with 3 months of appointment	Scr		
TRANSPORT	Holds and will use valid UK driving licence OR provides evidence of proposed alternative.	Scr		



	ESSENTIAL	WHEN ASSESSED	DESIRABLE	WHEN ASSESSED
CLINICAL SKILLS,	Excellent knowledge in specialty	SL, AAC,	Wide range of specialist and sub-specialist	SL, AAC
KNOWLEDGE &		Ref	experience relevant to post within NHS or	
EXPERIENCE			comparable service	
	Excellent clinical skills using bio-psycho-social	SL, AAC,		
	perspective and wide medical knowledge	Ref		
	Excellent oral and written communication skills in	SL, AAC,		
	English	Ref		
	Able to manage clinical complexity and uncertainty	AAC		
	Makes decisions based on evidence and experience	AAC		
	including the contribution of others			
	Able to meet duties under MHA and MCA	AAC		
ACADEMIC SKILLS &	Able to deliver undergraduate or postgraduate	SL, Pres,	Able to plan and deliver undergraduate and	SL, AAC
LIFELONG LEARNING	teaching and training	AAC	postgraduate teaching and training relevant to this post	
	Ability to work in and lead team	SL, AAC		
	Demonstrate commitment to shared leadership &	SL, AAC	Reflected on purpose of CPD undertaken	SL, AAC
	collaborative working to deliver improvement.			
	Participated in continuous professional development	SL, AAC		
	Participated in research or service evaluation.	SL, AAC	Experienced in clinical research and / or service evaluation.	SL, AAC
	Able to use and appraise clinical evidence.	SL, AAC,	Evidence of achievement in education, research,	SL
		Pres	audit and service improvement: awards, prizes,	
			presentations and publications.	
	Has actively participated in clinical audit and quality	SL, AAC,	Has led clinical audits leading to service change or	SL, AAC
	improvement programmes	Pres	improved outcomes to patients	